



INCORPORATING THE FOLLOWING TOWNS, SETTLEMENTS AND SURROUNDING FARMS
ONDERSTAANDE DORPE, NEDERSETTINGS EN OMLIGGENDE PLASE INGESLUIT :
Graaff-Reinet (HQ), Willowmore, Aberdeen, Jansenville, Steytlerville, Klipplaat, Nieu-Bethesda,
Rietbron, Baviaanskloof, Waterford, Wolwefontein, Vondeling, Fullarton, Miller & Mount Stewart.

Dr. Beyers Naudé Local Municipality

Service Delivery & Budget Implementation Plan 2021/2022

Period: 1 July 2021 – 30 June 2022

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FOREWORD BY THE HONOURABLE MAYOR



The purpose of this document is to present Dr. Beyer's Naudé Local Municipality's Service Delivery and Budget Implementation Plan (SDBIP) for 2021/2022 financial year. The Municipal Finance Management Act (Act 56 of 2003) requires a municipality to develop, implement and monitor the SDBIP. The SDBIP is a management plan for implanting the IDP through the approved budget, it's a detailed one-year plan of a municipality that gives effect to the IDP and the budget of the municipality.

The SDBIP displays Projects and programmes that are to be implemented as Key Performance Indicators, these Key performance Indicators are linked to development priorities within the IDP. The SDBIP only covers those projects and programmes that have budget and human resource capital support. Performance targets were set within the SDBIP and will be monitored continuously and assessed on quarterly basis.

Since the inauguration of the new council, we committed ourselves – Councillors and Officials – to make this new Municipality the best in the district, however Municipalities are confronted by major challenges on issues such as Water services, due to prevailing drought, Local Economic Development, Institutional Transformation and especially finances. The Dr. Beyer's Naudé Local Municipality is no exception to the rule. We have listed the challenges we are facing and developed measurable key performance indicators and targets to address these challenges. It is with great pride, I can highlight the effort taken by the municipality to ensure that the IDP and Budget processes are aligned; that the SDBIP is linked to the IDP and that public participation has been done as required by legislation.

It's a pleasure to present to you the 2021/2022 SDBIP as a performance agreement between Council and the Community to improve the lives of our people.

In closing, I would like to thank Council Members for their commitment in realizing the goals of improving the lives of our people, and the administration who, in spite of all challenges, continue to pay attention to the task at hand; to make Dr. Beyers Naudé Local Municipality the best in the Country.

1. INTRODUCTION

OBJECTIVE

The primary objective is to develop a 12 month plan within which the Municipality has to achieve the following:

- The services represented by the expenditure in the budget
- The income to fund the service delivery.

Circular 13 from National Treasury attempts to commit all stakeholders to the agreement to work towards specific objectives. This is done within the framework of consultation as outlined in Chapter 4 of the Systems Act.

The secondary objective is to reduce to writing the activities of the organization so that it may be subjected to assessment and benchmarking.

It serves as a supplementary support document to the approved budget represented as a policy document. It further serves as a record of the Key Performance Areas (KPA) with their corresponding Key Performance Indicators (KPI) or Critical Success Factors (CSF).

DEFINITION

S ----- SERVICE -----

THOSE TANGIBLE AND INTANGIBLE GOOD(S) AND/OR SERVICE(S) THAT ARE A PRODUCT OF OUR EXISTENCE BY MANDATE

D ----- DELIVERY -----

THE "VEHICLE" USED TO ACHIEVE THE SERVICE AT THE RIGHT TIME, PLACE, QUANTITY AND QUALITY

B ----- BUDGET -----

A POLICY DOCUMENT, THAT RECORDS REALISTIC INCOME AND EXPENDITURE AS WELL AS THE INTENDED ACTIVITIES

I ----- IMPLEMENTATION --

THIS REFERS TO THE CONSEQUENCE AND REALIZATION OF DELIVERY. THE ACTION OR EFFORT

P ----- PLAN -----

THIS IS THE SDBIP STRATEGY DOCUMENT SO AGREED BY THE STAKEHOLDERS.

Once the budget has been approved, the SD&BIP must be presented to the Mayor by the Accounting Officer, after consultations with Senior Managers and other Head of Departments, at least one week before the commencement of the new financial year.

Even though it is not a policy document like the IDP and the Budget, it is a vital tool for planning and strategy development. The monitoring capability of the PMS system is vitally important towards reporting and achieving service delivery. It is a vital tool for decision-making and contracting mandates from communities.

The layers of this document will see the objectives reported by the following listed components as well as by comparisons to the Organizational Performance and, in turn, linked to the individual directors and their activities within their votes.

The major components of the SDBIP are:

1. Projections of budgeted income and actual income per vote and per activity
2. Projections of budgeted expenditure against actual per vote and per activity
3. Projections of the service (KPA) achieved against budget spending and comment.

These will be illustrated in both tabular and graphic format in the (Final approved SDBIP)

The procedure

The SDBIP is fundamentally divided into two sections namely:

The Service Delivery Component (SD)

This is derived from the Performance Management System from which the KPA and its score are extracted. Here we analyse the purpose for the existence of the budget into the KPA and the corresponding KPI together with its delivery mechanism.

The Budget Implementation Plan (BIP)

Hereto we made use of controlled stationers to provide the detail associated with every line on the budget. This was to determine the justification for the budget as well as ascertain its directive in support of a KPA.

The following Departments exist:

Main Vote/Department
EXECUTIVE & COUNCIL
CORPORATE SERVICES - ADMINISTRATION
CORPORATE SERVICES - COMMUNITY SERVICES
CORPORATE SERVICES - PROTECTION
FINANCIAL SERVICES
TECHNICAL SERVICES - ENGINEERING
TECHNICAL SERVICES - ELECTRICAL

THE CONCEPT

The concept is based on the idea that spending will be indicative of service delivery as a major consideration of whether the KPA was achieved. It is supplemented by an overview report by the Director and endorsed by the Municipal Manager.

LEGISLATION

The following legislation applies:

The Municipal Finance Management Act 2004, Chapter 7, Section 53 (c) (ii), which states:

“Take reasonable steps to ensure the Municipality’s SD&BIP is approved by the Mayor within 28 Days after the approval of the budget and made public no later than 14 days after that”

Circular 13, from National Treasury provides the departure point for the SDBIP.

Chapter 8 of the MFMA stipulates that the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as a draft of the annual performance agreements required by the Municipal Systems Act.

Section 72 (1), (a), (ii) states “the accounting officer of the municipality must by 25 January of each year assess the performance of the municipality during the first half of the financial year, taking into account the municipality’s service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan”

These sections leads us to the budget monitoring requirements of section 71 and the rest of section 72 of the MFMA where it is stipulated that the Mayor must check whether the budget is being implemented in accordance with the SDBIP.

It should be noted that service delivery and its related expenditure is based on the ability to fund the budget. Should a shortage of income be realized, an Adjustment Budget, in terms of the MFMA, will be tabled.

The effect is that expenditure will be reduced in line with realistic income. This in turn means that service as contained in the SDBIP will then be reduced as well.

ROLEPLAYERS

The roleplayers and their respective roles include:

1. The Mayor
As head of the Executive Council and to provide political leadership and direction.
2. The Ward Councillor/PR Councillor
As promoter of the Ward Committee structure or as representative of a certain sector of the population.
3. The Municipal Manager
As Accounting Officer and administratively charged
4. The Chief Financial Officer
As advisor to the AO and responsible for the administration of the budget. (Section 84, (1).
Senior accountants for reporting and assistance. Delegation: MFMA
5. Senior Managers
As appointed as head of departments for the respective services, Section 78, (1).

6. Senior officials and Section Heads

Reporting to Senior Managers and acting under delegation from their supervisors.

7. Unions

As the recognized body for organized labour being SAMWU and IMATU.

8. External Parties

- National Treasury: MFMA
- Provincial Officers and Departments: MFMA

9. Internal Documents

- Integrated Development Plan
- Spatial Development Plans
- Local Economic Development Plan

10. Other

ORGANOGRAM AND INSTITUTIONAL ARRANGEMENTS

The organogram depicts the structure of employees that support and deliver the objectives of the organization. The budget is divided into activities together with the employees associated with it.

Income Budget

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	-	34 659	34 863	51 603	48 403	48 403	48 403	50 291	52 403	54 709
Service charges - electricity revenue	2	-	102 866	105 282	140 611	133 611	133 611	133 611	154 947	168 720	183 719
Service charges - water revenue	2	-	19 832	27 777	44 596	35 596	35 596	35 596	46 335	48 281	50 405
Service charges - sanitation revenue	2	-	16 596	23 241	33 227	33 227	33 227	33 227	34 523	35 973	37 555
Service charges - refuse revenue	2	-	18 066	26 112	33 520	33 520	33 520	33 520	32 145	33 495	34 969
Rental of facilities and equipment		-	855	702	1 014	1 014	1 014	1 014	1 049	1 093	1 142
Interest earned - external investments		-	634	442	3 660	3 660	3 660	3 660	1 500	1 500	1 500
Interest earned - outstanding debtors		-	3 388	5 705	4 803	4 803	4 803	4 803	4 991	5 200	5 429
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	21	31	34	34	34	34	35	37	38
Licences and permits		-	1 322	722	1 784	1 784	1 784	1 784	1 854	1 932	2 017
Agency services		-	1 042	1 696	3 929	3 929	3 929	3 929	4 082	4 253	4 441
Transfers and subsidies		-	89 245	108 431	118 413	118 279	118 279	118 279	112 741	114 898	115 368
Other revenue	2	-	11 305	1 315	16 377	203 613	203 613	203 613	94 910	30 792	18 680
Gains		-	583	6 715	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		-	300 413	343 034	453 572	621 475	621 475	621 475	539 403	498 578	509 973

Choose name from list - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional	1									
Governance and administration		–	128 673	61 471	86 293	261 324	261 324	253 502	196 333	185 164
Executive and council		–	(5 898)	6 987	7 471	7 471	7 471	53	56	58
Finance and administration		–	134 533	54 484	78 822	253 853	253 853	253 448	196 277	185 106
Internal audit		–	38	–	–	–	–	–	–	–
Community and public safety		–	8 973	17 167	20 426	20 297	20 297	6 784	6 809	6 836
Community and social services		–	3 779	15 166	16 035	16 035	16 035	2 512	2 521	2 530
Sport and recreation		–	31	15	92	92	92	95	99	104
Public safety		–	2 649	551	2 266	2 137	2 137	2 148	2 160	2 173
Housing		–	4	4	13	13	13	9	10	10
Health		–	2 510	1 430	2 020	2 020	2 020	2 020	2 020	2 020
Economic and environmental services		–	12 308	16 372	27 824	32 572	32 572	36 499	29 661	30 818
Planning and development		–	4 650	1 566	1 578	1 578	1 578	1 959	424	443
Road transport		–	7 658	14 806	26 247	30 995	30 995	34 540	29 237	30 375
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		–	220 236	317 159	366 126	349 126	349 126	313 768	362 092	403 579
Energy sources		–	109 532	120 757	158 223	151 223	151 223	157 701	176 338	242 579
Water management		–	77 069	111 427	106 466	96 466	96 466	89 371	116 258	88 445
Waste water management		–	16 750	41 046	52 213	52 213	52 213	34 550	36 002	37 586
Waste management		–	16 885	43 930	49 224	49 224	49 224	32 145	33 495	34 969
Other	4	–	2 594	(2 012)	399	399	399	414	432	451
Total Revenue - Functional	2	–	372 784	410 157	501 067	663 718	663 718	610 967	595 327	626 847

Expenditure Budget

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure By Type											
Employee related costs	2	-	174 008	157 030	168 482	170 287	170 287	170 287	170 287	170 287	170 287
Remuneration of councillors		-	9 370	9 454	9 987	9 987	9 987	9 987	9 987	9 987	9 987
Debt impairment	3	-	8 038	47 307	10 146	10 146	10 146	10 146	10 146	10 146	10 146
Depreciation & asset impairment	2	-	55 734	53 289	46 094	46 094	46 094	46 094	46 094	46 094	46 094
Finance charges		-	3	8 505	4 214	4 214	4 214	4 214	8 428	8 428	8 428
Bulk purchases - electricity	2	-	89 424	91 665	109 125	109 125	109 125	109 125	116 000	126 324	137 567
Inventory consumed	8	-	6 551	3 255	870	3 218	3 218	3 218	3 239	3 239	3 239
Contracted services		-	20 416	16 921	10 089	21 035	21 035	21 035	10 976	10 976	10 976
Transfers and subsidies		-	18	363	30	30	30	30	30	30	30
Other expenditure	4, 5	-	52 893	75 653	77 673	126 790	126 790	126 790	108 817	107 047	107 091
Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		-	416 453	463 441	436 710	500 925	500 925	500 925	484 004	492 559	503 845

Choose name from list - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure - Functional										
Governance and administration		–	218 590	168 419	109 694	144 183	144 183	144 625	144 625	144 625
Executive and council		–	21 454	35 120	30 048	34 701	34 701	29 445	29 445	29 445
Finance and administration		–	196 460	132 418	78 682	108 518	108 518	114 229	114 229	114 229
Internal audit		–	676	881	964	964	964	951	951	951
Community and public safety		–	25 170	32 480	35 290	40 113	40 113	37 845	37 845	37 845
Community and social services		–	7 873	4 987	6 102	6 599	6 599	6 102	6 102	6 102
Sport and recreation		–	7 703	16 643	17 601	19 764	19 764	18 046	18 046	18 046
Public safety		–	6 777	7 322	7 159	7 417	7 417	7 413	7 413	7 413
Housing		–	–	–	–	–	–	–	–	–
Health		–	2 817	3 527	4 427	6 333	6 333	6 284	6 284	6 284
Economic and environmental services		–	24 122	32 644	53 210	54 695	54 695	48 732	46 962	47 005
Planning and development		–	10 650	15 504	17 920	18 120	18 120	18 231	16 461	16 504
Road transport		–	13 472	17 140	35 290	36 575	36 575	30 501	30 501	30 501
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		–	139 647	227 983	236 308	258 687	258 687	250 311	260 635	271 877
Energy sources		–	110 442	115 904	134 415	134 933	134 933	140 662	150 986	162 228
Water management		–	15 873	72 788	52 981	62 402	62 402	56 304	56 304	56 304
Waste water management		–	5 996	17 472	30 596	41 139	41 139	34 664	34 664	34 664
Waste management		–	7 337	21 819	18 315	20 213	20 213	18 682	18 682	18 682
Other	4	–	2 513	1 917	2 208	3 247	3 247	2 491	2 491	2 491
Total Expenditure - Functional	3	–	410 042	463 441	436 710	500 925	500 925	484 004	492 559	503 845
Surplus/(Deficit) for the year		–	(37 259)	(53 284)	64 358	162 793	162 793	126 963	102 769	123 003

Budgeted Capital Expenditure by Vote

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 9 - COUNCIL (30: CS)		-	-	-	-	-	-	-	-	-	-
Vote 10 - MUNICIPAL MANAGER (31: CS)		-	-	-	-	-	-	-	-	-	-
Vote 11 - CORPORATE SERVICES: ADMINISTRN (3)		-	-	-	-	-	-	-	-	-	-
Vote 12 - CORPORATE SERVICES: COMM SERV (3)		-	-	-	-	-	-	-	-	-	-
Vote 13 - CORPORATE SERVICES: PROTECTION (-	-	-	-	-	-	-	-	-	-
Vote 14 - FINANCIAL SERVICES (36: CS)		-	-	-	-	-	-	-	-	-	-
Vote 15 - TECHNICAL SERVICES: ENGINEERING (3)		-	-	-	-	-	-	-	-	-	-
Vote 16 - TECHNICAL SERVICES: ELECTRICAL (39)		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 9 - COUNCIL (30: CS)		-	-	-	-	-	-	-	-	900	450
Vote 10 - MUNICIPAL MANAGER (31: CS)		-	-	-	-	12	12	-	43	625	350
Vote 11 - CORPORATE SERVICES: ADMINISTRN (3)		-	-	-	360	160	160	-	850	5 405	2 485
Vote 12 - CORPORATE SERVICES: COMM SERV (3)		-	-	-	4 060	1 161	1 161	-	20 380	23 210	11 618
Vote 13 - CORPORATE SERVICES: PROTECTION (-	-	-	410	880	880	-	-	-	-
Vote 14 - FINANCIAL SERVICES (36: CS)		-	-	-	350	550	550	-	950	1 100	-
Vote 15 - TECHNICAL SERVICES: ENGINEERING (3)		-	-	-	53 111	50 359	50 359	-	61 696	86 613	47 951
Vote 16 - TECHNICAL SERVICES: ELECTRICAL (39)		-	-	-	1 529	1 529	1 529	-	2 980	12 252	59 965
Capital single-year expenditure sub-total		-	-	-	59 820	54 651	54 651	-	86 898	130 104	122 820
Total Capital Expenditure - Vote		-	-	-	59 820	54 651	54 651	-	86 898	130 104	122 820

THREE YEAR CAPITAL WORKS PLAN							
IDP REF	PROJECT NAME / DESCRIPTION	WARD / INST.	AREA DESCRIPTION	2021/22	2022/23	2023/24	SOURCE OF FUNDING
114	Ikwezi BWS & Graaff Reinet Emergency BWS Phase 3	10 & 11	TECHNICAL SERVICES: ENGINEERING	15 000 000	30 000 000	10 000 000	RBIG
116	New Bulk Water Reticulation Steel Pipeline to Willowmore	8, 9 & 13	TECHNICAL SERVICES: ENGINEERING	4 500 000	3 977 600	5 451 200	MIG
116	Graaff Reinet Emergency BWS Phase 2	2 - 7 & 14	TECHNICAL SERVICES: ENGINEERING	12 000 000	15 939 000	20 000 000	WSIG
117	Graaf-Reinet Emergency Water Supply Scheme (WSS)	2 - 7 & 14	TECHNICAL SERVICES: ENGINEERING	16 000 000	7 000 000	7 000 000	RBIG
121	Security Fence at Grt WWTW	3,4,5,6 & 7	TECHNICAL SERVICES: ENGINEERING	-	5 500 000	5 500 000	Internal
122	Upgrading of Graaff Reinet Sewer Pump Stations and Reticulation	2 - 6 & 14	TECHNICAL SERVICES: ENGINEERING	9 655 860	13 881 900	-	MIG
131	Steytlerville Solid Waste Site	12,13	COMMUNITY SERVICES	4 000 000	4 000 000	5 717 450	MIG
134	Waste Disposal Containers	All	CORPORATE SERVICES: COMM SERV	-	250 000	250 000	Internal
141	Upgrade Infrastructure	All	TECHNICAL SERVICES: ELECTRICAL	-	5 800 000	55 000 000	INEP - Eskom
141	Monitor Meters	All	TECHNICAL SERVICES: ELECTRICAL	-	1 050 000	1 070 000	Internal
143	Highmast Lights	3,5,9,13 & 14	TECHNICAL SERVICES:	-	1 500 000	1 800 000	Internal

			ELECTRICAL				
145	Pole replacement	All	TECHNICAL SERVICES: ELECTRICAL	-	1 400 000	1 500 000	Internal
147	Transformers	All	TECHNICAL SERVICES: ELECTRICAL	-	600 000	400 000	Internal
150	Protective	All	TECHNICAL SERVICES: ELECTRICAL	-	180 000	195 000	Internal
201	Upgrading of Collie Koeberg Sport Complex	3 (2 - 7 & 14)	COMMUNITY SERVICES	8 979 940	-	-	MIG
202	Recreational Facilities	All	CORPORATE SERVICES: ADMINISTRN	-	50 000	20 000	Internal
206	Municipal Cemeteries	2-6 & 14, 1&7, 8, 9, &13, 11	CORPORATE SERVICES: COMM SERV	-	12 000 000	2 500 000	Internal
302	Client Facilities	All	CORPORATE SERVICES: ADMINISTRN	-	100 000	50 000	Internal
302	Client Facilities	All	CORPORATE SERVICES: ADMINISTRN	-	200 000	200 000	Internal
303	Upgrade of Graaff Reinet municipal stores	Institutional	FINANCIAL SERVICES	-	1 000 000	-	Internal
303	Stores, Garage & Carports	All	CORPORATE SERVICES: ADMINISTRN	-	200 000	150 000	Internal
304	Fences & Boundary Wall	All	CORPORATE SERVICES: ADMINISTRN	-	100 000	100 000	Internal
304	Fences & Boundary Wall	All	CORPORATE SERVICES:	-	500 000	300 000	Internal

			ADMINISTRN				
310	Vehicle	Institutional	CORPORATE SERVICES: ADMINISTRN	-	600 000	200 000	Internal
312	Vehicle	Institutional	FINANCIAL SERVICES	800 000	-	-	FMG
312	Vehicle	Institutional	TECHNICAL SERVICES: ENGINEERING	2 560 000	-	-	Loan
312	Vehicle Bakkie	Institutional	CORPORATE SERVICES: ADMINISTRN	-	900 000	450 000	Internal
312	Vehicle Bakkie	Institutional	CORPORATE SERVICES	190 000	-	-	Loan
312	Vehicle	Institutional	COMMUNITY SERVICES	1 500 000	-	-	Loan
313	Vehicle	Institutional	TECHNICAL SERVICES: ELECTRICAL	1 920 000	-	-	Loan
313	Vehicle	Institutional	TECHNICAL SERVICES: ENGINEERING	1 920 000	-	-	Loan
315	Vehicle	Institutional	TECHNICAL SERVICES: ELECTRICAL	760 000	-	-	Loan
315	Vehicle: Truck (specialised)	Institutional	COMMUNITY SERVICES	400 000	400 000	850 000	Loan
315	Vehicle: Truck (specialised)	Institutional	CORPORATE SERVICES: COMM SERV	-	1 580 000	1 738 000	Internal
315	Vehicle: Truck (specialised)	Institutional	COMMUNITY SERVICES	1 600 000	-	-	Loan
317	Vehicle	Institutional	COMMUNITY SERVICES	3 900 000	-	-	Loan

318	Vehicle	Institutional	CORPORATE SERVICES: COMM SERV	-	3 200 000	-	Internal
318	Vehicle	Institutional	CORPORATE SERVICES: COMM SERV	-	1 200 000	-	Internal
319	Vehicle	Institutional	TECHNICAL SERVICES: ELECTRICAL	300 000	-	-	Loan
319	Vehicle: Unpowered (Trailers, etc.)	Institutional	CORPORATE SERVICES: COMM SERV	-	180 000	198 000	Internal
IDP REF	PROJECT NAME / DESCRIPTION	WARD / INST.	AREA DESCRIPTION	2021/22	2022/23	2023/24	SOURCE OF FUNDING
321	Plant: Various small for operations & maintenance	Institutional	CORPORATE SERVICES: COMM SERV	-	100 000	110 000	Internal
330	Upgrade of Jansenville cashier office	Institutional	FINANCIAL SERVICES	10 000	-	-	FMG
330	Upgrade of Graaff Reinet stores	Institutional	FINANCIAL SERVICES	-	100 000	-	Internal
330	Office furniture	Institutional	FINANCIAL SERVICES	20 000	-	-	FMG
330	Office furniture	Institutional	FINANCIAL SERVICES	50 000	-	-	FMG
330	Office equipment	Institutional	MUNICIPAL MANAGER	42 500	-	-	FMG
330	Office Furniture	Institutional	CORPORATE SERVICES: ADMINISTRN	-	200 000	50 000	Internal
330	Office Furniture	Institutional	CORPORATE SERVICES: ADMINISTRN	-	80 000	20 000	Internal
330	Office Furniture	Institutional	CORPORATE	-	400 000	100 000	Internal

			SERVICES: ADMINISTRN				
330	Office Furniture	Institutional	CORPORATE SERVICES: ADMINISTRN	-	250 000	50 000	Internal
330	Office Furniture	Institutional	CORPORATE SERVICES: ADMINISTRN	-	150 000	30 000	Internal
330	Office Furniture	Institutional	CORPORATE SERVICES: ADMINISTRN	-	80 000	30 000	Internal
330	Office Furniture	Institutional	CORPORATE SERVICES: ADMINISTRN	-	100 000	50 000	Internal
331	Upgrade of Jansenville cashier office	Institutional	FINANCIAL SERVICES	45 000	-	-	FMG
331	Security Systems	Institutional	CORPORATE SERVICES: ADMINISTRN	-	200 000	200 000	Internal
332	Cleaning Appliances	Institutional	CORPORATE SERVICES: ADMINISTRN	-	30 000	50 000	Internal
332	Cleaning Appliances	Institutional	CORPORATE SERVICES: ADMINISTRN	-	30 000	50 000	Internal
333	Hot Appliances	Institutional	CORPORATE SERVICES: ADMINISTRN	-	10 000	10 000	Internal
333	Hot Appliances	Institutional	CORPORATE SERVICES: ADMINISTRN	-	10 000	10 000	Internal
334	Cold Appliances	Institutional	CORPORATE SERVICES: ADMINISTRN	-	50 000	25 000	Internal

334	Cold Appliances	Institutional	CORPORATE SERVICES: ADMINISTRN	-	50 000	25 000	Internal
335	Airconditioner	2	TECHNICAL SERVICES: ELECTRICAL	-	21 500	-	Internal
335	Committee room aircon	Institutional	MUNICIPAL MANAGER	-	20 150	-	Internal
335	Airconditioner	Institutional	CORPORATE SERVICES: ADMINISTRN	-	700 000	200 000	Internal
335	Airconditioner	Institutional	CORPORATE SERVICES: ADMINISTRN	-	100 000	100 000	Internal
335	Airconditioner	Institutional	CORPORATE SERVICES: ADMINISTRN	-	200 000	50 000	Internal
335	Air Conditioners	Institutional	CORPORATE SERVICES: COMM SERV	-	100 000	200 000	Internal
336	Utensils	Institutional	CORPORATE SERVICES: ADMINISTRN	-	100 000	30 000	Internal
336	Utensils	Institutional	CORPORATE SERVICES: ADMINISTRN	-	20 000	10 000	Internal
337	Drapes & Linen	Institutional	CORPORATE SERVICES: ADMINISTRN	-	100 000	30 000	Internal
337	Table Cloths	Institutional	CORPORATE SERVICES: ADMINISTRN	-	100 000	50 000	Internal
338	Devices	Institutional	CORPORATE SERVICES: ADMINISTRN	-	15 000	15 000	Internal

338	Devices	Institutional	CORPORATE SERVICES: ADMINISTRN	-	20 000	20 000	Internal
338	Devices	Institutional	CORPORATE SERVICES: ADMINISTRN	-	30 000	30 000	Internal
341	Tools & Equipment	Institutional	CORPORATE SERVICES: ADMINISTRN	-	100 000	50 000	Internal
345	Upgrade of Jansenville cashier office	Institutional	FINANCIAL SERVICES	5 000	-	-	FMG
345	Office equipment	Institutional	FINANCIAL SERVICES	20 000	-	-	FMG
351	Computers	Institutional	CORPORATE SERVICES: ADMINISTRN	-	50 000	50 000	Internal
351	Computers	Institutional	CORPORATE SERVICES: ADMINISTRN	-	15 000	15 000	Internal
352	Computers	Institutional	FINANCIAL SERVICES	50 000	-	-	FMG
352	Computers	Institutional	FINANCIAL SERVICES	200 000	-	-	FMG
352	Computers	Institutional	TECHNICAL SERVICES: ENGINEERING	60 000	-	-	MIG / PMU
IDP REF	PROJECT NAME / DESCRIPTION	WARD / INST.	AREA DESCRIPTION	2021/22	2022/23	2023/24	SOURCE OF FUNDING
352	Computers	Institutional	MUNICIPAL MANAGER	-	55 500	-	Internal
352	Computers	Institutional	CORPORATE SERVICES: COMM SERV	-	50 000	55 000	Internal
352	IT Hardware	Institutional	CORPORATE	200 000	-	-	FMG

			SERVICES		-		
352	IT Hardware	Institutional	CORPORATE SERVICES	200 000	-	-	FMG
352	IT Hardware	Institutional	CORPORATE SERVICES: ADMINISTRN	-	200 000	-	Internal
352	IT Hardware	Institutional	CORPORATE SERVICES: ADMINISTRN	-	50 000	-	Internal
353	IT Infrastructure	Institutional	CORPORATE SERVICES	10 000	-	-	FMG
353	IT Infrastructure	Institutional	CORPORATE SERVICES: ADMINISTRN	-	100 000	-	Internal
354	Electronic Systems	Institutional	MUNICIPAL MANAGER	-	6 200	-	Internal
354	Electronic Systems	Institutional	CORPORATE SERVICES: ADMINISTRN	-	15 000	15 000	Internal
354	Electronic Systems	Institutional	CORPORATE SERVICES: ADMINISTRN	-	50 000	50 000	Internal
354	Electronic Systems	Institutional	CORPORATE SERVICES: ADMINISTRN	-	50 000	50 000	Internal
354	Electronic Systems & Equipment	Institutional	CORPORATE SERVICES: COMM SERV	-	150 000	-	Internal
401	Crafters stalls Nieu Bethesda and Graff-Reinet	2	MUNICIPAL MANAGER	-	360 000	-	Internal
401	Business Centre Goedhals Square	2	MUNICIPAL MANAGER	-	150 000	-	Internal
118 &	Standby Pumps and Generators	All	TECHNICAL	-	480 000	-	Internal

124			SERVICES: ENGINEERING				
	Airconditioner	2	TECHNICAL SERVICES: ENGINEERING	-	65 000	-	Internal
	Testing Equipment	All	TECHNICAL SERVICES: ELECTRICAL	-	300 000	-	Internal
	Bulk and Flow Meters	All	TECHNICAL SERVICES: ENGINEERING	-	350 000	-	Internal
	Valves and Fire Hydrants	All	TECHNICAL SERVICES: ENGINEERING	-	260 000	-	Internal
	Tools	All	TECHNICAL SERVICES: ENGINEERING	-	175 000	-	Internal
	Standby Borehole Pumps	All	TECHNICAL SERVICES: ENGINEERING	-	1 980 000	-	Internal
	Standby Sewage Pumps	All	TECHNICAL SERVICES: ENGINEERING	-	850 000	-	Internal
		All	TECHNICAL SERVICES: ENGINEERING	-	570 000	-	Internal
	Portable water pumps	All	TECHNICAL SERVICES: ENGINEERING	-	14 000	-	Internal
		All	TECHNICAL SERVICES: ENGINEERING	-	550 000	-	Internal
		Institutional	MUNICIPAL MANAGER	-	3 500	-	Internal

		Institutional	MUNICIPAL MANAGER	-	13 890	-	Internal
		Institutional	MUNICIPAL MANAGER	-	4 290	-	Internal
		Institutional	MUNICIPAL MANAGER	-	11 480	-	Internal
	Office Furniture	Institutional	MUNICIPAL MANAGER	-	-	30 000	Internal
	Vehicle	Institutional	MUNICIPAL MANAGER	-	-	320 000	Internal
	Vehicle: Truck (specialised)	Institutional	TECHNICAL SERVICES: ENGINEERING	-	1 400 000	-	Internal
	HIGH PRESSURE STORMWATER JETTING 2020/21	Institutional	TECHNICAL SERVICES: ENGINEERING	-	180 000	-	Internal
	Vehicle: Trailers	Institutional	TECHNICAL SERVICES: ENGINEERING	-	640 000	-	Internal
	Vehicle: Truck (specialised)	Institutional	TECHNICAL SERVICES: ENGINEERING	-	1 000 000	-	Internal
	Vehicle: Truck (specialised)	Institutional	TECHNICAL SERVICES: ENGINEERING	-	1 400 000	-	Internal
	Vehicle: Truck (specialised)	Institutional	TECHNICAL SERVICES: ENGINEERING	-	1 200 000	-	Internal
	Vehicle	Institutional	TECHNICAL SERVICES: ENGINEERING	-	600 000	-	Internal
		GRAND TOTAL			86 898 300	130 104 010	122 819 650

Expenditure Budget by Project and Ward

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2021/2022 Internal Funding	2021/2022 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INFRASTRUCTURE DEVELOPMENT															
114	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	New KPI	Ikwezi Bulk Water Supply	Equipping of boreholes, refurbishment of the weir and channel to the dam, water treatment works in Klipplaat and reservoir in Jnasenville by 30 th June 2022.	10,11	Infrastructure Services	External - RBIG		15,000,000.00	Equip 3 boreholes, Repair weir	Appoint Consultant	Appoint Contractor	Clean and Repair Heuningklip Weir	Equip 3 Boreholes.
116	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	New KPI	Willowmore Bulk Water Supply: Steel Pipelines from Wanhoop: Replacement	1.5km steel pipeline constructed in Willowmore by 30 th June 2022.	8,9 &13	Infrastructure Services	External – MIG		4,500,000.00	Construct 1.5km pipeline	Appoint Consultant	Appoint Contractor	N/A	Construct 1.5km pipeline
116	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	10 Boreholes to be drilled in Southern Well Field	Graaff-Reinet: Bulk Water Supply Phase 2	Number of boreholes to be drilled in Southern Well Field in Graaff-Reinet by 30 th June 2022.	2-7 & 14	Infrastructure Services	External – WSIG		12,000,000.00	Drill 10 boreholes	Appoint Consultant	Appoint Contractor	N/A	Drill 10 Boreholes

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2021/2022 Internal Funding	2021/2022 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INFRASTRUCTURE DEVELOPMENT															
117	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure.	Upgrade reticulation system by systematically replacing old installations.	New Rising main to Umasizakhe Reservoir Connect 3 BH in Camdeboo Park	Graaff-Reinet Emergency Water Supply Scheme Phase 3	New Rising main to Umasizakhe Reservoir and connect 3 boreholes in the Camdeboo Park by 30 th June 2022.	1-7 & 14	Infrastructure Services	External RBIG		16,000,000.00	New Rising main to Umasizakhe Reservoir Connect 3 Boreholes in Camdeboo Park	Appoint Consultant	Appoint Contractor	Connect 3 boreholes in Camdeboo Park	Construct New Rising main to Umasizakhe Reservoir.
122	To adequately upgrade and/or construct Waste Water Treatment Works and maintain them on a regular basis.	Systematically upgrade existing infrastructure ; replace and rehabilitate where applicable	New KPI	Graaff Reinet - Upgrading and refurbishment of sewer pump stations	Number of sewer pump stations refurbish in Graaff-Reinet by 30 th June 2022.	1-7 & 14	Infrastructure Services	External MIG		9 655 860.00	Refurbish 3 no Sewer Pump Stations	Appoint Contractor	N/A	N/A	Refurbish 3 Sewer Pump Stations
INFRASTRUCTURE DEVELOPMENT															
131	Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained.	Systematically upgrade existing infrastructure ; replace and rehabilitate where applicable.	Construct recycling facility, new security building	Dr. Beyers Naude - Upgrading of Steytleville Solid Waste Disposal Site	Construct recycling facility and new security building at Steytleville solid waste site by 30 th June 2022.	12, 13	Community Services	External MIG		R4,000,000.00	Construct New security building and install all services	Appoint Consultant	Appoint Contractor	N/A	Construct New security building and install all services

COMMUNITY DEVELOPMENT															
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2021/2022 Internal Funding	2021/2022 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
201	Stadiums and sport fields that have been upgraded and properly equipped to function properly and be fully utilized.	Upgrade and maintain sport fields and ensure that personnel are on site.	New KPI	Upgrading of Collie Koeberg Sport Complex	Install new security fence, lighting, refurbishment of guard house, ablution and storage buildings by 30 th June 2022.	2-7 & 14	Community Services	External MIG		8 979 940.00	New security Fence, lighting, Refurbishment of Guard house, ablution and storage buildings	Appoint Contractor	Install fencing and lighting	Refurbish ablution facility	Refurbish Guard house and storage facility
INSTITUTIONAL DEVELOPMENT															
312	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle : 4 x 2 Bakkie (Single/Double)	Number of Vehicles purchased by Finance Directorate by 31 st March 2022.	Institutional	Budget & Treasury	External - FMG		800,000.00	3 Vehicles	n/a	n/a	3 Vehicles procured and delivered.	n/a
312	To provide sufficient operational requirements, furnish and equip the	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle: 4x2 Bakkie (Single)	Number of Vehicles purchased by Infrastructure Directorate (Water and	Institutional	Infrastructure Services	External – Loan		2,560,000.00	8 Vehicles	n/a	n/a	n/a	8 single cab bakkies procured and delivered.

	relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.				Sanitation Services) by 30 th June 2022.										
312	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle: 4x2 Bakkie (Single/Double)	Number of Vehicles purchased by Corporate Service Directorate (Political Office Bearers) by 30 th June 2022.	Institutional	Infrastructure Services	External – Loan		190,000.00	1 Vehicle	n/a	n/a	n/a	1 vehicle procured and delivered.
312	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle: 4x2 Bakkie (Single/Double)	Number of Vehicles purchased by Community Service Directorate (Waste Management) by 31 st March 2022.	Institutional	Community Services	External – Loan		1,500,000.00	5	n/a	n/a	Procurement and delivery of 5 single cab bakkies.	n/a

	efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant														
313	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle : 4x4 Bakkie (Single/Double)	Number of Vehicles purchased by Infrastructure Directorate (Electrical Services) by 30 th June 2022.	Institutional	Infrastructure Services	External – Loan		1,920,000.00	6 Vehicles	n/a	n/a	n/a	Procurement and Delivery of 6 vehicles
313	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle: 4x4 Bakkie (Single/Double)	Number of Vehicles purchased by Infrastructure Directorate (Public Works) by 30 th June 2022.	Institutional	Infrastructure Services	External – Loan		1,920,000.00	6 Vehicles	n/a	n/a	n/a	Procurement and delivery of 6

	Municipality's levels of service delivery, as well as be legally compliant.														
315	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Equip offices and areas of service delivery with adequate resources.	New KPI	Cherry Picker Truck	Number of Cherry Picker Trucks procured by Infrastructure Directorate (Electrical Services) by 30 th June 2022.	Institutional	Infrastructure Services	External – Loan		760,000.00	1	n/a	n/a	n/a	Procure and Delivery of 1 Cherry Picker Truck.
315	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle (Truck: Specialised)	Number of Vehicles purchased by Community Service Directorate (Waste Management) by 31 st March 2022.	Institutional	Community Services	External – Loan		400,000.00	1	n/a	n/a	1 H100 Tipper Truck procured and delivered.	n/a

315	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle (Truck: Specialised)	Number of Vehicles purchased by Community Service Directorate (Waste Management) by 31 st March 2022.	Institutional	Community Services	External – Loan		1,600,000.00	1	n/a	n/a	1 compactor truck procured and delivered.	n/a
317	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Equip offices and areas of service delivery with adequate resources.	New KPI	Vehicle: Bulldozer	Number of Vehicles purchased by Community Service Directorate (Waste Management) by 31 st March 2022.	Institutional	Community Services	External - loan		3,900,000.00	1	n/a	n/a	1 Bulldozer procured and delivered.	n/a
319	To provide sufficient operational requirements,	Equip offices and areas of service delivery with	New KPI	Vehicle: Ladder Rack Canopies for Bakkies	Number of Ladder rack canopies procured for	Institutional	Infrastructure Services	External – loan		300,000.00	6	n/a	n/a	6 ladder rack canopies procured	n/a

	furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	adequate resources.			bakkies in Infrastructure Directorate by 31 March 2022.									and delivered.	
330	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New Kpi	OFFICE FURNITURE Tables, Chairs, Cabinets, Shelving. Upgrade of Jansenville cashier office	Purchase of cashier's counter with security features for Revenue section in Jansenville by 31 September 2021.	Institutional	Budget & Treasury	External – FMG		10,000.00	1 Cashier counter	1 Cashier counter procured and delivered	n/a	n/a	n/a
330	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to	Equip offices and areas of service delivery with adequate resources.	New Kpi	OFFICE FURNITURE Tables, Chairs, Cabinets, Shelving.	Number of filing cabinets procured by 31 September 2021.	Institutional	Budget & Treasury	External – FMG		20,000.00	2	Procurement processes and delivery.	n/a	n/a	n/a

	improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant														
330	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New Kpi	OFFICE FURNITURE Tables, Chairs, Cabinets, Shelving.	Number of office chairs procured by 31 December 2021.	Institutional	Budget & Treasury	External – FMG		50,000.00	10	n/a	Procurement processes and delivery.	n/a	n/a
330	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's	Equip offices and areas of service delivery with adequate resources.	New Kpi	OFFICE FURNITURE Tables, Chairs, Cabinets, Shelving.	Number of office furniture procured for internal audit unit by 31 September 2021.	Institutional	MM's Office (Internal Audit Unit)	External – FMG		42 500,00	3 Office chairs 1 Boardroom table with 6 chairs 1 Office desk	Procurement processes and delivery.	n/a	n/a	n/a

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2021/2022 Internal Funding	2021/2022 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INSTITUTIONAL DEVELOPMENT															
331	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New Kpi	SECURITY SYSTEMS CCTV, Alarms & Burglar Proofing at DLTC	Number of security cameras installed in Jansenville Cahier office by 31 December 2021.	Institutional	Budget & Treasury	External - FMG		45 000,00	3	ITQ process	Installation of 3 security camera's	n/a	n/a
345	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service	Equip offices and areas of service delivery with adequate resources.	New Kpi	MACHINERY Office: e.g. shredders, paper binders	Number of cash registers procured for cahier's office in Jansenville by 31 September 2021.	Institutional	Budget & Treasury	External-FMG		5,000.00	1	ITQ process and delivery.	n/a	n/a	n/a

	delivery, as well as be legally compliant														
345	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New Kpi	MACHINERY Office : e.g. shredders, paper binders	Number of Shredders procured by 31 December 2021.	Institutional	Budget & Treasury	External-FMG		20,000.00	1	n/a	ITO process and delivery.	n/a	n/a
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2021/2022 Internal Funding	2021/2022 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INSTITUTIONAL DEVELOPMENT															
352	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service	Equip offices and areas of service delivery with adequate resources.	New Kpi	IT HARDWARE PCs, Laptops, specialized tools and document processing systems	Number of desktops procured by 31 December 2021.	Institutional	Budget & Treasury	External – FMG		50,000.00	5	n/a	ITQ process and delivery.	n/a	n/a

	delivery, as well as be legally compliant														
352	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New Kpi	IT HARDWARE PCs, Laptops, specialized tools and document processing systems	Number of laptops procured by 31 December 2021.	Institutional	Budget & Treasury	External - FMG		200,000	10	n/a	ITQ Process and delivery	n/a	n/a
352	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Equip offices and areas of service delivery with adequate resources.	New Kpi	IT HARDWARE PCs, Laptops, specialized tools and document processing systems	Number of laptops procured by 31 December 2021.	Institutional	Infrastructure Services	External- PMU		60,000	4	n/a	ITQ Process and delivery	n/a	n/a

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2021/2022 Internal Funding	2021/2022 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INSTITUTIONAL DEVELOPMENT															
352	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New Kpi	IT HARDWARE PCs, Laptops, specialized tools and document processing systems	Number of laptops procured by 31 December 2021.	Institutional	Corporate Services (IT Unit)	External-FMG		200,000.00	10	n/a	ITQ Process and delivery	n/a	n/a
352	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	New Kpi	IT HARDWARE PCs, Laptops, specialized tools and document processing systems	Number of desktops procured by 31 December 2021.	Institutional	Corporate Services (IT Unit)	External-FMG		200,000.00	10	n/a	ITQ Process and delivery	n/a	n/a
353	To provide sufficient operational	Equip offices and areas of service	New Kpi	IT INFRASTRUCTURE	Number of buildings Installed with	Institutional	Corporate Services	External – FMG	1	10,000.00	1	ITQ Process	Installation of WIFI at Klipplaat	n/a	n/a

	<p>requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant</p>	<p>delivery with adequate resources.</p>		<p>Wireless, fibre backbone and general installations (at conference & customer care centres and auditorium upgrades)</p>	<p>WiFi in Klipplaat by 31 December 2021.</p>								<p>Municipal Building.</p>		
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SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS
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INFRASTRUCTURE DEVELOPMENT– KPA - Infrastructure and Service Delivery							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget/ Vote Number	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place.	156 samples annually	Vote: 9/244-24-33	Engineering and Planning	Monitor water quality through taking 4 Samples per month.	48	12 Samples	12 Samples	12 Samples	12 Samples
For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	39 samples taken quarterly. 80% of 39 samples should be compliant with drinking water quality standards.	n/a	Engineering and Planning	Percentage compliance with drinking water quality standards (micro-bacteriological) quarterly.	85%	85%	85%	85%	85%
To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof.	Improve reticulation losses and improve revenue by replacing old non-functional electricity and water meters.	12.3% losses in 2020/2021	n/a	Engineering and Planning	Reduce electricity losses to at least 15% by 30 th June 2022.	15%	n/a	n/a	n/a	15% electricity losses reported to Council.
To have all Municipal water-supply consumers connected to a metering system and registered on the debtor's database for	Improve reticulation losses and improve revenue by replacing old non-functional	42% losses in 2020/2021	n/a	Engineering and Planning	Reduce water losses to at least 45% by 30 th June 2022.	45%	n/a	n/a	n/a	45% water losses reported to Council.

monthly billing purposes.	electricity and water meters.									
The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment.	Develop a new Integrated waste management plan for Dr. Beyers Naude Municipality and review it regularly	No Waste Management Plan	n/a	Community Services	Number of Waste management plans developed and approved by Council by 31 March 2022.	1	Draft plan to be developed.	Circulate draft Waste Management Plan for comments and input	Workshop Waste Management Plan with all stakeholders, and table before Council for adoption.	n/a
The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment.	Step up educational campaigns to encourage all citizens to take pride in their areas and keep them clean; to recycle at source	waste management campaigns held in 2020/2021	2,500	Community Services	Number of Waste management Campaigns held by 30 th June 2022.	4	1 waste management campaign	1 waste management campaign	1 waste management campaign	1 waste management campaign
The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment.	Develop a new Integrated waste management plan for Dr. Beyers Naude Municipality and review it regularly	No waste management plan	n/a	Community Services	Number of illegal dumping sites cleaned within DBNLM by 30 th June 2022	20	5 Illegal dumping sites attended to.	5 Illegal dumping sites attended to.	5 Illegal dumping sites attended to.	5 Illegal dumping sites attended to.
An effective Land-Use Management System and Zoning Scheme that responds to the developmental needs of the Community.	Develop a new Spatial Development Framework that coherently maps the desired state within the	Draft SDF	n/a	Infrastructure Services	Develop a Spatial Development Framework by 31 st March 2022.	1	Consolidate inputs received for draft SDF during public participation.	Workshop Draft SDF with relevant stakeholders.	Table Draft SDF to Council for adoption.	n/a

	Municipal area, as informed by the IDP and other plans.									
COMMUNITY DEVELOPMENT –KPA – Good Governance							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	No youth development policy	Human Resource	SPU Unit	Draft youth development policy and table before council by 31 st March 2022.	1	n/a	Draft youth development policy	Workshop with relevant stakeholders and table before council.	n/a
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	4 quarterly reports submitted to the Municipal Manager for 2017/2018	Human Resource	SPU Unit	Monitor Functionality of SPU consultative councils/ Forums by providing quarterly reports to the Corporate Services Portfolio Committee.	4	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of	6 Public Holidays commemorated in partnership with sector departments for	Human Resource and Operating Budget	SPU Unit	Number of Public Holidays commemorated in 2021/2022	10	Mandela month commemoration Women's Day celebration	16 days of activism against women and child abuse National day for	Human Rights Day.	Freedom Day Commemoration Youth Day Commemoration

	the SPU sector, especially the Disabled, Youth and Women	2020/2021					Heritage Day commemoration	persons with disability. World Aids Day Opening of festive season.		
To significantly reduce and mitigate the negative impact of disasters.	Regularly review and update the Municipality's Disaster Management Plan and ensure that it incorporates threats identified throughout the region.	Draft Disaster management plan in place.	Human resource	Community Services	Number of Disaster Management Plans developed by 31 March 2022.	1	n/a	Circulate draft Disaster Management plan for comments/input	Workshop Disaster Management Plan with relevant stakeholder and tabled before Council for adoption.	n/a
To provide facilities and services that will address the recreational and other social needs of the community.	Identify suitable projects and programmes.	New Kpi	Human resource	Community Services	Number of library programmes implemented by 30 th June 2022.	2	n/a	Implement a programme at a municipal library.	n/a	Implement a programme at a municipal library.
INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To recruit staff with adequate qualifications, skills, training and experience.	Review the organogram annually.	Staff establishment not revised in 2020/2021 financial year.	n/a	Municipal Manager	Review organizational structure and table before council by 31 st December 2021.	1	Review organizational structure.	Workshop, and table before council for adoption.	n/a	n/a

To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	Placement was implemented as per placement policy in 2020/2021. Officials not placed to be finalised.	n/a	Corporate Services	100% Implementation of direct placement by 31 December 2021.	100%	100% Implementation of direct placement	100% Implementation of direct placement	n/a	n/a
To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	Placement was implemented as per placement policy in 2020/2021. Officials not placed to be finalised.	n/a	Corporate Services	100% Implementation of placement (recruitment and selection) by 31 December 2021.	100%	100% Implementation of placement (recruitment & selection)	100% Implementation of placement (recruitment & selection)	n/a	n/a
To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	No job descriptions developed in 2018/2019	n/a	Corporate Services	% of job description developed for all filled post on the staff establishment by 31 December 2021.	100%	n/a	100% of job descriptions developed for all filled posts on the staff establishment	n/a	n/a
To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	No post evaluated in 2019/2020	n/a	Corporate Services	% of job evaluations completed for all filled post on the staff establishment by 30 June 2022.	100%	25% of job evaluations completed for all post filled on the staff establishment	50% of job evaluations completed for all post filled on the staff establishment	75% of job evaluations completed for all post filled on the staff establishment	100% of job evaluations completed for all post filled on the staff establishment.

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.	equity plan adopted by Council in 2019/2020	n/a	Corporate Services	Number of employment equity plans revised/ developed by 30 June 2022.	1	n/a	n/a	n/a	Revise employment equity plan and workshop with council.
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	No HR Plan adopted by Council	n/a	Corporate Services	Number of HR plans developed by 31 December 2021.	1	n/a	Development of HR plan and workshop with relevant stakeholders.	n/a	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Workplace skills plan reviewed annually	n/a	Corporate Services	Develop a workplace skills plan with an annual training report by 31 March 2022	1	Collect information from departments to develop plan.	Development of workplace skills plan and annual training report.	Submission to LG Seta and implementation report.	n/a

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Workplace skills plan reviewed annually	n/a	Corporate Services	Number of WSP training meetings held by 30 th June 2022.	4	Training Committee meeting	Training Committee meeting	Training Committee meeting	Training Committee meeting
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	No Records Management policy.	n/a	Corporate Services	Develop a Records Management Policy by 31 December 2021	1	Collect input from relevant stakeholders.	Workshop records management policy with stakeholders and table to council for adoption.	n/a	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Financial Policies adopted by Council.	n/a	Finance Department	Number of municipal policies reviewed 30 June 2022	12	n/a	n/a	6 Financial policies reviewed.	6 Financial policies reviewed and approved by council.

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	HR Policies adopted by Council.	n/a	Corporate Services	Number of municipal policies reviewed 30 June 2022	12	n/a	n/a	6 HR policies reviewed.	6 HR policies reviewed and approved by council.
INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly	Quarterly SCM reports submitted to Council annually.	n/a	Supply Chain Department	Prepare Supply Chain Management Implementation Compliance through 3 quarterly reports by 30 June 2022.	3	n/a	1 Quarterly SCM Report	1 Quarterly SCM Report	1 Quarterly SCM Report
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems	Quarterly SCM reports submitted to Council annually.	n/a	Supply Chain Department	Develop and Monitor Contract register for all service providers and provide quarterly reports by 30 June 2022.	3	n/a	Contract register Report	Contract register Report	Contract register Report

delivery, as well as be legally compliant	optimally and correctly.									
To develop a performance management culture within the Municipality	Quarterly institutional performance reports to Council.	4 quarterly SDBIP analysis report on Institutional performance submitted to EXCO, Council and the Audit Committee.	Human Resource	Municipal Manager/ PMS unit	4 quarterly SDBIP Performance reports submitted to Council by 30 June 2022, to inform Council of Institutional Performance.	4	1 SDBIP Performance report submitted to Council by October 2021.	1 SDBIP Performance report submitted to Council by January 2022.	1 SDBIP Performance report submitted to Council by April 2022.	1 SDBIP Performance report submitted to Council by July 2022.
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.	Quarterly resolution register submitted to EXCO.	Human Resource	Municipal Manager	Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	4	1	1	1	1
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.	Register updated quarterly.	n/a	Corporate services	Ensure an updated Lease Register on a quarterly basis.	1	Update register	Update register	Update register	Update register

<p>To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.</p>	<p>Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly.</p>	<p>No leasing policy.</p>	<p>n/a</p>	<p>Corporate Services</p>	<p>Develop Lease policy by 31 December 2021.</p>	<p>1</p>	<p>Collect information from relevant stakeholders.</p>	<p>Lease policy to be workshopped and adopted by Council.</p>	<p>n/a</p>	<p>n/a</p>
<p>To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.</p>	<p>Implement Plan & Policies and upgrade systems; accordingly, provide suitable training to enable staff to utilize these systems optimally and correctly</p>	<p>Quarterly reports on disciplinary hearings submitted to EXCO.</p>	<p>n/a</p>	<p>Corporate Services</p>	<p>Report on all disciplinary hearings and litigations on a quarterly basis to EXCO.</p>	<p>4</p>	<p>Report on all disciplinary hearing</p>	<p>Report on all disciplinary hearing</p>	<p>Report on all disciplinary hearing</p>	<p>Report on all disciplinary hearing</p>

LOCAL ECONOMIC DEVELOPMENT							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	people employed through EPWP for 2020/2021	1,552,000	Municipal Manager	Number of people employed through EPWP to address high unemployment rate in Dr. Beyers Naudé Local Municipality by 30 June 2022	200	50 people employed	50 people employed	50 people employed	50 people employed
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	SMME'S receive assistance annually.	Human Resource	Municipal Manager /LED Unit	Assistance and development of SMME's by 30 June 2022.	15	Identify 15 potential SMME's to be supported.	Assist and develop 5 SMME's	Assist and develop 10 SMME's	Report to Council on the assistance and development of SMME's
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦	Develop LED Strategic Plan with an economic Vision for the Municipality.	No LED strategy adopted by Council	Human Resource	Municipal Manager/ LED Unit	LED strategy developed and approved by 31 September 2021.	1	Draft LED Plan circulated to relevant stakeholders for inputs and comments, and table to council for adoption.	n/a	n/a	n/a

SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	No Tourism and Marketing strategy adopted by council.	Human Resource	Municipal Manager/ LED Unit	Tourism and Marketing strategy developed and approved by council by 31 September 2021.	1	Draft strategy and collation of inputs. Workshop with stakeholders and adoption by Council.	n/a	n/a	n/a
LOCAL ECONOMIC DEVELOPMENT							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN.	Support, encourage and facilitate value-adding initiatives, programmes and projects	New KPI	Human Resource	Municipal Manager/ LED Unit	Number of Business forums within Dr. Beyers Naude Municipality established by 31 December 2021	1	Establishment of Business forums and legalising the structures.	Drafting of an MOU between the Business Forum and the Municipality. Facilitate the signing of the MOU	n/a	n/a
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED &	Develop LED Strategic Plan with an economic Vision for the Municipality.	New KPI	Human Resource	Municipal Manager/ LED Unit	Number of policies developed, aimed at increasing Participation in local economy by 30 th June 2021	2	Develop informal trade policy.	Develop an Emerging Contractor Development Framework	Public participation and workshop with relevant stakeholders.	Table policies/ framework before council for adoption.

BACK TO BASICS – KPA – Good Governance & Public Participation							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become the best performing Municipality, in all respects.	Developing a credible Integrated Development Plan that will address the developmental needs of our community.	5-year credible IDP adopted by Council on 23 rd May 2017. Reviewed, updated and adopted on 29 th May 2018. Reviewed, updated and adopted on 28 th May 2019. Reviewed, updated on 29 th June 2020. Reviewed, updated and adopted on 31 May 2021 (ratified on 21 June 2021 with approval of the 2021/22 Budget.)	Human Resource and Operating Budget	Municipal Manager/ IDP Unit	Development of a new 5-year credible IDP and Ward-based Plans for 2022 – 2027, by 30 June 2022.	1	(a) Prepare interim 2022 – 2027 IDP Process Plan, (b) Adopted Interim Process Plan by 31 st August 2021. NB : Process for drafting a new 5-year IDP can only commence after the LG Elections, when the incoming Council is ready to take ownership of the process and the relevant structures are in place.	Directly after the LG Elections on 27 October 2021: (a) Prepare final 2022/23 IDP & Budget Process Plan, (b) Adopted IDP & Budget Process Plan, (c) 1 x IDP RF meeting (launch of new 5-yr IDP process).	(a) 12 x Ward-based Planning workshops, (b) 12 x prelim. Draft Ward Development Plans, (c) Consolidated Draft CBP Report, (d) 2 x IDP SC meetings, (e) 1 x IDP RF meeting, (f) 1 x Draft IDP Project Register, (g) 1 x Draft 2022 - 2027 IDP adopted by Council (1 st Edition for 2022/23).	(a) 12 x Mayoral Outreach / PP meetings, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Final 2022 – 2027 IDP approved by Council (1 st Edition for 2022/23). NB : Due to the shortened time-line for the process, the new Council may have to extend the drafting process into the 1 st review of the new IDP.
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	All meetings held according to year planner.	n/a	Corporate Services	Number of Meetings held in terms of year planner by 30 June 2022 (4 Ordinary Council Meetings, 4 Standing Committee meetings and 4 EXCO	12	Ensure that 1 Standing Committee meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.	Ensure that 1 Standing Committee meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.	Ensure that 1 Standing Committee meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.	Ensure that 1 Standing Committee meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.

					Meetings)		Quarterly report on execution of Council Resolution. (Resolution Register) to EXCO			
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Quarterly MPAC meetings held.	n/a	Municipal Manager	Number of MPAC meetings to assist with oversight function until 30 June 2022	4	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Quarterly Audit committee meetings held.	n/a	Municipal Manager	Number of Audit Committee meetings to assist with oversight function until 30 June 2022	4	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	IT Steering Committee's not held regularly.	n/a	Corporate Services	Number of IT steering committee meetings held by 30 th June 2022.	4	1 Meeting	1 Meeting	1 Meeting	1 Meeting
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve	2 LLF meetings held throughout the 2017/18 financial year.	n/a	Corporate Services	Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 Meetings annually	6	2 Meetings	1 Meetings	2 Meeting	1 Meeting

	information-sharing, enhance public participation and promote socio-economic development.									
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	OHS Committee established	n/a	Corporate Services	Number of Occupational Health and Safety Committee Meetings held by 31 st June 2022.	4	1 meeting held	1 meeting held	1 meeting held	1 meeting held
BACK TO BASICS – KPA – Good Governance & Public Participation							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public	E newsletter developed for monthly distribution to all employees.	Human Resource and Operating Budget	Municipal Manager/Communications	Number of monthly newsletters distributed by 30 th June 2022	12	Monthly newsletter distributed to all employees.			

	participation and promote socio-economic development.									
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Communication policy/strategy and Action plan workshopped with stakeholders during 2020/2021.	Human Resource	Municipal Manager/Communications	Number of reports on the Implementation of Communication Strategy and Action plan by 30 th June 2022	3	Quarterly report on implementation of Communication Action Plan.	Quarterly report on implementation of Communication Action Plan.	Quarterly report on implementation of Communication Action Plan.	Quarterly report on implementation of Communication Action Plan.
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Housing register updated continuously	n/a	Community services	Maintain updated housing beneficiary list and submit to Community service standing committee on a quarterly basis by 30 June 2022	4	Updated beneficiary list and quarterly submission to the Community Service Standing Committee.	Updated beneficiary list and quarterly submission to the Community Service Standing Committee.	Updated beneficiary list and quarterly submission to the Community Service Standing Committee.	Updated beneficiary list and quarterly submission to the Community Standing Committee.

To become the best performing Municipality, in all respects.	Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward.	Ward committee meetings held quarterly.	n/a	Corporate Services (ward coordinator)	Quarterly consolidated reports on Ward Committee meetings by 30 June 2022.	4	Ensure quarterly ward committee meetings With consolidated quarterly report to council.	Ensure quarterly ward committee meetings with consolidated quarterly report to council.	Ensure quarterly ward committee meetings with consolidated quarterly report to council.	Ensure quarterly ward committee meetings with consolidated quarterly report to council.
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Quarterly reports on Customer Care Centre submitted to Council during 2020/2021	n/a	Corporate Services	Quarterly reports from the customer care call centre submitted to EXCO.	4	Quarterly reports from the customer care call centre on status of all complaints received.	Quarterly reports from the customer care call centre on status of all complaints received.	Quarterly reports from the customer care call centre on status of all complaints received.	Quarterly reports from the customer care call centre on status of all complaints received.
BACK TO BASICS – KPA – Sound Financial Management						PERFORMANCE MILESTONES				
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become a financially viable and sustainable Municipality.	The development and implementation of a Funding Strategy.	R160 037 397 as at 30 th June 2021.	n/a	Municipal Manager/All Directors	100% expenditure of Municipal Grants by 30 June 2022	100%	15%	30%	55%	100%

To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Quarterly compliance to Financial Planner Deadlines not achieved in 2020/21.	n/a	Municipal Manager/All Directors	100% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes 30 June 2022	100%	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Audit Implementation plan developed for all audit findings of 2019/2020	n/a	Municipal Manager/All Directors	Improve Outcome of the AG report: Execute action plan to address previous findings by 30 June 2022.	1	n/a	n/a	All audit findings for 19/20 addressed in terms of audit action plan.	All audit findings for 19/20 addressed in terms of audit action plan.
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Verification of the completeness of the asset register conducted annually.	n/a	Supply Chain Department	Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards)	100%	All purchases captured and updated on Asset Register	All purchases captured and updated on Asset Register and Follow up on queries of Auditor General	All purchases captured and updated on Asset Register and address audit outcomes	All purchases captured and updated on Asset Register and conduct an annual review of the condition and useful life of assets.
To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	R47 714 250.00 as at 30 th June 2021	n/a	Municipal Manager/All Directors	Percentage CAPEX of budget spend by 30th June 2022.	100%	15%	30%	55%	100%

To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	R441 369 499 as at 30 th June 2021.	n/a	Municipal Manager/All Directors	Percentage OPEX budget spend by 30th June 2022.	80%	30% spent	55% Spent	60% spent	80% spent
To adopt a realistic, credible and funded Annual Budget	Alignment of the Budget to the IDP's Development Priorities.	2020/2021 Budget approved on 21 st June 2021.	n/a	Municipal Manager/All Directors	2022//2023 Budget approved by Council by 30 June 2022	1	Process Plan adopted	Budget priorities developed	Draft by 30 March 2022.	Approved by Council on the 30 June 2022..
To become financially viable and sustainable Municipality	The development and implementation of a funding strategy.	Unfunded budget adopted in 2021/2022	n/a	Municipal Manager/All Directors	Number of reports on the implementation of the Budget Funding Plan by 30 th June 2022.	12	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports monthly to the Municipal Manager and quarterly to EXCO	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports monthly to the Municipal Manager and quarterly to EXCO	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports monthly to the Municipal Manager and quarterly to EXCO	Ensure compliance with Budget Funding Plan deadlines by submitting implementation progress reports monthly to the Municipal Manager and quarterly to EXCO

BACK TO BASICS – KPA – Sound Financial Management							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's Credit Control & Debt Collection Policy.	95,12%	n/a	Finance Department	Improve collection rate on service debtors to address cash flow constraints by 30 June 2022. (Service debtors/service debt collected)	95%	35%	60%	80%	95%
To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Financial recovery plan developed, adopted by council, and monitored on a quarterly basis.	n/a	Finance Department	Financial recovery plan implemented and monitored by submissions quarterly to EXCO by 30 June 2022.	4	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO
To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's Credit Control & Debt Collection Policy.	n/a	n/a	Finance Department	Effective control over 95% collection of property rates: by 30 June 2022 Property rates collected/ property rate	Ensure average 95% recovery rate of property rates billed by 30 June 2022.	Ensure effective recovery of property rates 5%	Ensure effective recovery of property rates 40%	Ensure effective recovery of property rates 60%	Ensure effective recovery of property rates 95%

					debtors.					
To receive a clean audit opinion from the Auditor General.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Creditors not paid within 30 days as required.	n/a	Finance Department	Average number of days taken for creditors to be paid: Creditors Payment Period Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	30 days				