



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 2022/2023

Period: 1 July 2022 – 30 June 2023

TABLE OF CONTENTS

1. Foreword by the Honourable Mayor	Page: 03
2. Introduction	Page: 04
3. Income Budget	Page: 09
4. Expenditure Budget	Page: 11
5. Expenditure Budget by Vote	Page: 13
6. Three Year Capital Works Plan	Page: 14
7. Capital Expenditure by Project and Ward	Page: 24
8. Service Delivery Targets and Performance Indicators	Page: 38

FOREWORD BY THE HONOURABLE MAYOR

The purpose of this document is to present Dr. Beyer's Naude Local Municipality's Service Delivery and Budget Implementation Plan (SDBIP) for 2022/2023 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 council, we committed ourselves – Councillors and Officials – to make this 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, vandalism of Municipal property and especially finances. 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 some of 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 and that the SDBIP is linked to the IDP.

In preparation for this SDBIP, the Municipality is aware of the many challenges faced, challenges that will not be easily met or within a short space of time, however with the resources at hand, and partnering with stakeholders, we as a team, will work together towards a common goal of improving the lives of our people.

It's a pleasure to present to you the 2022/2023 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.

Cllr. W. Safers
Mayor

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

EC101 Dr Beyers Naude - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1										
Revenue By Source											
Property rates	2	–	34 863	36 899	50 291	50 291	50 291	50 291	41 833	49 986	52 485
Service charges - electricity revenue	2	–	105 346	110 962	154 947	154 947	154 947	154 947	170 508	185 845	213 052
Service charges - water revenue	2	–	35 994	37 872	46 335	46 335	46 335	46 335	49 313	51 817	54 449
Service charges - sanitation revenue	2	–	23 241	25 260	34 523	34 523	34 523	34 523	48 129	50 589	53 175
Service charges - refuse revenue	2	–	26 112	30 473	32 145	32 145	32 145	32 145	20 845	21 750	22 903
Rental of facilities and equipment		–	702	811	1 049	1 049	1 049	1 049	1 112	1 167	1 225
Interest earned - external investments		–	442	169	1 500	1 500	1 500	1 500	1 590	1 670	1 753
Interest earned - outstanding debtors		–	5 705	5 156	4 991	4 991	4 991	4 991	5 290	5 555	5 832
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		–	31	80	35	35	35	35	37	39	41
Licences and permits		–	722	1 108	1 854	1 854	1 854	1 854	1 965	2 063	2 167
Agency services		–	1 696	2 197	4 082	4 082	4 082	4 082	6 134	6 441	6 763
Transfers and subsidies		–	108 431	122 764	112 741	113 078	113 078	113 078	119 250	126 163	128 434
Other revenue	2	–	1 315	7 317	94 910	94 910	94 910	94 910	50 722	28 748	6 792
Gains		–	6 715	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		–	351 316	381 066	539 403	539 740	539 740	539 740	516 727	531 831	549 070

EC101 Dr Beyers Naude - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1									
Revenue - Functional										
Governance and administration		–	61 471	76 000	253 502	253 502	253 502	176 891	168 286	154 247
Executive and council		–	6 987	6 734	53	53	53	57	59	62
Finance and administration		–	54 484	69 266	253 448	253 448	253 448	176 834	168 227	154 184
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		–	17 167	17 397	6 784	7 121	7 121	7 156	7 188	692
Community and social services		–	15 166	14 419	2 512	2 512	2 512	2 524	2 535	239
Sport and recreation		–	15	57	95	95	95	101	106	111
Public safety		–	551	1 908	2 148	2 484	2 484	2 501	2 517	331
Housing		–	4	4	9	9	9	10	10	11
Health		–	1 430	1 010	2 020	2 020	2 020	2 020	2 020	–
Economic and environmental services		–	16 372	30 492	36 499	36 499	36 499	33 207	32 876	34 244
Planning and development		–	1 566	1 858	1 959	1 959	1 959	2 055	453	476
Road transport		–	14 806	28 634	34 540	34 540	34 540	31 152	32 423	33 768
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		–	317 159	293 950	313 768	309 825	309 825	364 983	439 895	462 566
Energy sources		–	120 757	125 549	157 701	157 701	157 701	171 623	244 158	276 048
Water management		–	111 427	81 950	89 371	85 428	85 428	100 964	98 921	84 863
Waste water management		–	41 046	42 069	34 550	34 550	34 550	58 901	61 846	64 938
Waste management		–	43 930	44 382	32 145	32 145	32 145	33 495	34 969	36 717
Other	4	–	(2 012)	57	414	414	414	439	461	484
Total Revenue - Functional	2	–	410 157	417 896	610 967	607 361	607 361	582 676	648 705	652 232

Expenditure Budget

EC101 Dr Beyers Naude - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Expenditure By Type											
Employee related costs	2	-	157 030	166 740	170 287	176 560	176 560	176 560	184 916	193 237	201 933
Remuneration of councillors		-	9 454	10 102	9 987	9 987	9 987	9 987	9 037	9 444	9 868
Debt impairment	3	-	47 307	45 440	10 146	10 146	10 146	10 146	4 599	4 806	5 022
Depreciation & asset impairment	2	-	53 289	56 633	46 094	61 572	61 572	61 572	64 343	67 239	70 264
Finance charges		-	8 505	22 132	8 428	16 609	16 609	16 609	1 357	1 418	1 482
Bulk purchases - electricity	2	-	91 665	99 082	116 000	116 000	116 000	116 000	127 136	132 857	138 835
Inventory consumed	8	-	3 255	5 018	3 239	2 627	2 627	2 627	2 486	2 598	2 715
Contracted services		-	16 921	12 324	10 976	20 282	20 282	20 282	21 014	21 960	22 948
Transfers and subsidies		-	363	18	30	30	30	30	30	31	30
Other expenditure	4, 5	-	75 653	107 319	108 817	119 053	119 053	119 053	90 593	94 670	97 838
Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		-	463 441	524 808	484 004	532 867	532 867	532 867	505 511	528 259	550 936

EC101 Dr Beyers Naude - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1									
Expenditure - Functional										
<i>Governance and administration</i>		–	168 419	147 627	144 625	169 775	169 775	126 256	132 055	137 897
Executive and council		–	35 120	27 126	29 445	30 636	30 636	30 470	31 841	33 273
Finance and administration		–	132 418	119 529	114 229	138 143	138 143	94 682	99 059	103 418
Internal audit		–	881	972	951	996	996	1 104	1 154	1 206
<i>Community and public safety</i>		–	32 480	37 122	37 845	39 967	39 967	40 669	42 499	44 409
Community and social services		–	4 987	5 837	6 102	6 292	6 292	6 270	6 552	6 847
Sport and recreation		–	16 643	20 296	18 046	21 730	21 730	22 661	23 681	24 747
Public safety		–	7 322	7 185	7 413	8 238	8 238	8 867	9 266	9 682
Housing		–	–	–	–	–	–	–	–	–
Health		–	3 527	3 804	6 284	3 708	3 708	2 870	2 999	3 134
<i>Economic and environmental services</i>		–	32 644	43 625	48 732	50 065	50 065	52 766	55 141	56 530
Planning and development		–	15 504	16 303	18 231	19 936	19 936	21 333	22 293	22 204
Road transport		–	17 140	27 322	30 501	30 128	30 128	31 434	32 848	34 326
Environmental protection		–	–	–	–	–	–	–	–	–
<i>Trading services</i>		–	227 983	293 882	250 311	269 862	269 862	282 747	295 354	308 744
Energy sources		–	115 904	127 552	140 662	147 741	147 741	158 338	165 450	172 882
Water management		–	72 788	66 577	56 304	64 523	64 523	65 753	68 666	71 927
Waste water management		–	17 472	78 958	34 664	37 645	37 645	38 309	40 007	41 781
Waste management		–	21 819	20 796	18 682	19 954	19 954	20 348	21 231	22 154
<i>Other</i>	4	–	1 917	2 551	2 491	2 948	2 948	3 073	3 212	3 356
Total Expenditure - Functional	3	–	463 441	524 808	484 004	532 617	532 617	505 511	528 259	550 936

Budgeted Capital Expenditure by Vote

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1										
Single-year expenditure to be appropriated	2										
Vote 9 - COUNCIL (30: CS)		-	-	-	-	-	-	-	-	-	-
Vote 10 - MUNICIPAL MANAGER (31: CS)		-	-	-	43	43	43	43	-	-	-
Vote 11 - CORPORATE SERVICES: ADMINISTRN (32: CS)		-	-	-	600	600	600	600	-	-	-
Vote 12 - CORPORATE SERVICES: COMM SERV (33: CS)		-	-	-	20 380	12 980	12 980	12 980	6 000	6 616	-
Vote 13 - CORPORATE SERVICES: PROTECTION (34: CS)		-	-	-	-	1 350	1 350	1 350	-	-	-
Vote 14 - FINANCIAL SERVICES (36: CS)		-	-	-	1 200	1 200	1 200	1 200	1 100	-	-
Vote 15 - TECHNICAL SERVICES: ENGINEERING (38: CS)		-	-	-	61 696	53 273	53 273	53 273	57 799	48 564	26 208
Vote 16 - TECHNICAL SERVICES: ELECTRICAL (39: CS)		-	-	-	2 980	-	-	-	1 000	58 500	-
Vote 9 - COUNCIL (30: CS)		-	-	-	-	-	-	-	-	-	-
Vote 10 - MUNICIPAL MANAGER (31: CS)		-	-	-	-	-	-	-	-	-	-
Vote 11 - CORPORATE SERVICES: ADMINISTRN (32: CS)		-	-	-	-	-	-	-	-	-	-
Vote 12 - CORPORATE SERVICES: COMM SERV (33: CS)		-	-	-	-	-	-	-	-	-	-
Vote 13 - CORPORATE SERVICES: PROTECTION (34: CS)		-	-	-	-	-	-	-	-	-	-
Vote 14 - FINANCIAL SERVICES (36: CS)		-	-	-	-	-	-	-	-	-	-
Vote 15 - TECHNICAL SERVICES: ENGINEERING (38: CS)		-	-	-	-	-	-	-	-	-	-
Vote 16 - TECHNICAL SERVICES: ELECTRICAL (39: CS)		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	-	86 898	69 445	69 445	69 445	65 899	113 680	26 208
Total Capital Expenditure - Vote		-	-	-	86 898	69 445	69 445	69 445	65 899	113 680	26 208

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	5 000 000	25 000 000	17 000 000	RBIG
116	New Bulk Water Reticulation Steel Pipeline to Willowmore	8, 9 & 13	TECHNICAL SERVICES: ENGINEERING	4 500 000	5 845 045	3 583 754	MIG
116	Graaff Reinet Emergency BWS Phase 2	2 - 7 & 14	TECHNICAL SERVICES: ENGINEERING	12 000 000	-	-	WSIG
116	Refurbishment of "Skuins Dak " Reservoir in Graaff Reinet	2 - 7 & 14	TECHNICAL SERVICES: ENGINEERING	-	4 212 847	-	WSIG
116	Replacing Internal Water Reticulation System In Klipplaat And Install Water Meters	10	TECHNICAL SERVICES: ENGINEERING	-	6 726 152	-	WSIG
117	Graaf-Reinet Emergency Water Supply Scheme (WSS)	2 - 7 & 14	TECHNICAL SERVICES: ENGINEERING	16 000 000	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	5 014 454	-	MIG
131	Steytlerville Solid Waste Site	12,13	COMMUNITY SERVICES	4 000 000	4 000 000	4 288 138	MIG
134	Waste Disposal Containers	All	CORPORATE SERVICES: COMM SERV	-	250 000	250 000	Internal
141	Upgrade Infrastructure	All	TECHNICAL	-	5 800 000	55 000 000	INEP - Eskom

			SERVICES: ELECTRICAL				
141	Monitor Meters	All	TECHNICAL SERVICES: ELECTRICAL	-	1 050 000	1 070 000	Internal
143	Installation of New Highmast Lights	3,5,9,13 & 14	TECHNICAL SERVICES: ELECTRICAL	-	-	3 500 000	MIG
163	Upgrading of Streets and Storm Water in Dr. Beyers Naude	All	TECHNICAL SERVICES: ELECTRICAL	-	-	4 692 182	MIG
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	8 979 939	6 000 000	6 616 225	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: ADMINISTRN	-	500 000	300 000	Internal
310	Vehicle	Institutional	CORPORATE SERVICES: ADMINISTRN	-	600 000	200 000	Internal
312	Vehicle	Institutional	FINANCIAL SERVICES	800 000	-	-	FMG
312	Vehicle Bakkie	Institutional	CORPORATE SERVICES: ADMINISTRN	-	900 000	450 000	Internal
315	Vehicle: Truck (specialised)	Institutional	CORPORATE SERVICES: COMM SERV	-	1 580 000	1 738 000	Internal
318	Vehicle	Institutional	CORPORATE SERVICES: COMM SERV	-	3 200 000	-	Internal
318	Vehicle	Institutional	CORPORATE SERVICES: COMM SERV	-	1 200 000	-	Internal
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	Institutional	CORPORATE	-	100 000	110 000	Internal

	& maintenance		SERVICES: COMM SERV				
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 SERVICES: ADMINISTRN	-	400 000	100 000	Internal
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	Institutional	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 SERVICES	200 000	-	-	FMG
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 & 124	Standby Pumps and Generators	All	TECHNICAL SERVICES: ENGINEERING	-	480 000	-	Internal
	Airconditioner	Institutional	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
	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	2022/2023 Internal Funding	2022/2023 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.	Purchased 1000m of 160mm uPVC and 2000m of 200mm uPVC pipelines	Jansenville and Klipplaat : refurbish / construct reservoirs, etc. and new water mains to Jansenville reservoirs	Number of pipelines installed for Jansenville and Klipplaat boreholes, and redrill borehole in Klipplaat by 30 th June 2023.	10 & 11	Infrastructure Services	External - RBIG		25,000,000.00	1. 3800m of pipeline 2. Redrill 1 borehole	Lay water pipeline to Jansenville boreholes 160mm – 1000m	Lay water pipeline to Klipplaat boreholes and pipeline from dam – 250mm – length 2800m	Re drill borehole in Klipplaat	Connect boreholes to existing infrastructure
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	Refurbishment of “Skuins Dak “ Reservoir in Graaff Reinet	Refurbishment of “Skuins Dak “ Reservoir in Graaff Reinet by 30 th June 2023.	2-7	Infrastructure Services	External WSIG		4, 212, 847.00	Refurbishment of “Skuins Dak “ Reservoir in Graaff Reinet	Appoint Consultant	Appoint Contractor	N/A	New Roof on reservoir installed
116	To adequately increase bulk water storage, upgrade reticulation systems, secure	Upgrade reticulation system by systematically replacing old installations.	New KPI	Replacing Internal Water Reticulation System In Klipplaat And Install Water Meters	Replace internal water reticulation system in Klipplaat, and installation of 1000 water meters by 30 th June 2023.	10	Infrastructure Services	External WSIG		6,726,152.95	Replaced Internal Water Reticulation System in Klipplaat and 1000 water meters installed.	Appoint Consultant	Appoint Contractor	N/A	Install Replace 100 % of water meters and water reticulation # 1000

	permanent water supply and properly maintain all infrastructure														
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.	4000m op pipeline purchased	Willowmore Bulk Water Supply: Steel Pipelines from Wanhoop: Replacement	Number of Steel pipeline Replaced from Wanhoop by 30 th June 2023.	8&9	Infrastructure Services	External MIG		5, 845, 045.89	4000m	Appoint SMME's	Complete 1000m	Complete 1000m	Complete 2000m
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2022/2023 Internal Funding	2022/2023 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INFRASTRUCTURE DEVELOPMENT															
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	6 Sewer Pump Stations Completed	Graaff Reinet - Upgrading and refurbishment of sewer pump stations	Refurbish 2 pump stations and install 2 mechanical screens	2-7	Infrastructure Services	External MIG		5,014,454.11	Install mechanical screen at taxi rank and tronkdrift pump stations, refurbish Plasker and Van Rooyen Pump Stations.	Refurbish Plasket Pump Station	Refurbish Van Rooyen Pump Station	N/A	Install Mechanical Screens
131	Solid Waste Disposal Sites (Landfills), that are	Systematically upgrade existing infrastructure;	New Security building built	Dr. Beyers Naude - Upgrading of Steytlerville	Construct a recycling facility and a 300m roadway at the	12	Infrastructure Services	External MIG		4 000 000.00	Construct new Recycling Facility, new	Construct new roadway	Install Site Lighting	Construct new Recycling Facility,	N/A

	compliant, have adequate capacity and are properly managed and maintained.	replace and rehabilitate where applicable.		Solid Waste Disposal Site	Steytlerville Solid Waste Disposable Site by 30 th June 2023.						roadway 300m and site lighting			new roadway 300m and site lighting	
147	To adequately upgrade the electrical supply and install the necessary electrical infrastructure , as well as regular maintenance thereof.	Identify and implement suitable Electrification Projects.	New KPI	TRANSFORMER S New/Upgrade/ Replace	Number of transformers procured by 30 th June 2023.		Infrastructure Services	Internal	1,000,000.00		3	Appointment of Service provider	N/A	N/A	Delivery of transformers
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2022/2023 Internal Funding	2022/2023 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
COMMUNITY DEVELOPMENT															
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.	Upgrading and Refurbishment of sport complex, new tennis netball court and upgrading of ablution facilities	Upgrading of Collie Koeberg Sport Complex	Construct new Guard house, Construct new Tuck shop , refurbish two(2) existing ablutions facilities by 30 th June 2023	2-7	Community Services	External MIG		6,000,000.00	Construct new Guard house, Construct new Tuck shop, refurbish two(2) existing ablutions	Construct new Tuck Shop	N/A	Construct new Guardhouse	Refurbish 2 existing ablutions

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2022/2023 Internal Funding	2022/2023 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INSTITUTIONAL DEVELOPMENT															
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 furniture procured by 31 December 2022.	Institutional	Budget & Treasury	External – FMG		40,000.00	5	N/A	ITQ processes and delivery of furniture	N/A	N/A

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

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	Infrastructure Services	Monitor water quality through taking 36 Samples per month.	144	36 samples	36 samples	36 samples	36 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	Infrastructure Services	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	Infrastructure Services	Reduce electricity losses to at least 10% by 30 th June 2023.	10%	N/A	N/A	N/A	10% electricity losses reported
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	38% losses in 2020/2021	n/a	Infrastructure Services	Reduce water losses to at least 35% by 30 th June 2022.	35%	N/A	N/A	N/A	35% water losses reported

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	IWMP portal training	n/a	Complete draft IWMP and workshop with all relevant stakeholders	IWMP to be tabled before Council for adoption
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	5 waste management campaigns held in 2021/2022	n/a	Community Services	Number of Waste management Campaigns held by 30 th June 2023.	4	1 waste management awareness campaign	1 waste management awareness campaign	1 waste management awareness campaign	1 waste management awareness 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	21 illegal dumping sites cleaned in 2021/22	n/a	Community Services	Number of illegal dumping sites cleaned within DBNLM by 30 th June 2023	24	6 Illegal dumping sites cleaned.	6 Illegal dumping sites cleaned.	6 Illegal dumping sites cleaned.	5 Illegal dumping sites cleaned.
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	Draft SDF developed in 2021/22	n/a	Infrastructure Services	Develop a Spatial Development Framework by 31 st March 2023.	1	Collate information and develop Draft SDF	Advertise for public consultation	Workshop with stakeholders and Council Table before Council for adoption	n/a

	within the 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 December 2022.	1	n/a	Workshop with relevant stakeholders and table before council.	n/a	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,	Design programmes and arrange events that will encourage the	6 Public Holidays commemorated in partnership with sector	Human Resource and Operating Budget	SPU Unit	Number of Public Holidays commemorated in 2022/2023	10	Mandela month commemoration Women's Day celebration	16 days of activism against women and child abuse	Human Rights Day.	Freedom Day Commemoration Youth Day Commemoration

Youth	participation of the SPU sector, especially the Disabled, Youth and Women	departments for 2020/2021					Heritage Day commemoration	National day for 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 2023.	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
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 December 2022.	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	n/a	Corporate Services	100% Implementation of placement (recruitment and selection) by 31 December 2022.	100%	100% Implementation of placement (recruitment & selection)	100% Implementation of placement (recruitment & selection)	n/a	n/a

		finalised.								
To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	No post evaluated in 2021/2022	n/a	Corporate Services	% of job evaluations completed for all filled post on the staff establishment by 31 st December 2022.	100%	50% 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.	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 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 2021/2022	n/a	Corporate Services	Number of employment equity plans revised/ developed by 31 December 2022.	1	n/a	Revise employment equity plan Workshop with Council.	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 legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	HR Plan adopted by Council in 2021/22	n/a	Corporate Services	Review HR plans by 31 December 2022.	1	n/a	Revise 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 30 th June 2023.	1	Collect information from departments to develop plan.	Development of workplace skills plan and annual training report.	n/a	Submission to LG Seta and implementation 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 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 2023.	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.	Financial Policies adopted by Council.	n/a	Finance Department	Number of municipal policies reviewed 30 June 2023	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 2023	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 2023.	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 2023.	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 2023, to inform Council of Institutional Performance.	4	1 SDBIP Performance report submitted to Council by October 2022.	1 SDBIP Performance report submitted to Council by January 2023.	1 SDBIP Performance report submitted to Council by April 2023.	1 SDBIP Performance report submitted to Council by July 2023.
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

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 leasing policy.	n/a	Corporate Services	Develop Lease policy by 31 December 2022.	1	Collect information from relevant stakeholders.	Lease policy to be workshopped and adopted by Council.	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	Quarterly reports on disciplinary hearings submitted to EXCO.	n/a	Corporate Services	Report on all disciplinary hearings and litigations on a quarterly basis to EXCO.	4	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing
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,	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 2023.	30	5 SMME	10 SMME	10 SMME	5 SMME

YOUTH, DISABLED & WOMEN										
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 30 September 2022	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	Develop Tourism Sector Plan and approved by council by 30 th June 2023.	1	Planning and collation of information.	Planning and collation of information.	Draft Tourism sector Plan	Workshop with stakeholders and adoption by Council.
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	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* 2022	1	n/a	Drafting of an MOU between the Business Forum and the Municipality. Facilitate the signing of the MOU.	n/a	n/a

2ND ECONOMY, YOUTH, DISABLED & WOMEN.										
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.	New KPI	Human Resource	Municipal Manager/ LED Unit	Number of policies developed, aimed at increasing Participation in local economy by 30 th June 2022	2	n/a	Workshop Informal Trading Policy and table before Council for adoption	Develop a Business Retention and Investment Incentive policy, and conduct public participation	Workshop Business Retention and Investment Incentive policy with relevant stakeholders and table 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	Human Resource and Operating Budget	Municipal Manager/ IDP Unit	Development of a new 5-year credible IDP and for 2022 – 2027, by 30 June 2023.	1	(a) Prepare 2022 – 2027 IDP Process Plan, (b) Adopted Process Plan by 31 st August 2022.	1 x IDP RF meeting (launch of new 5-yr IDP process). 12 x Ward-based Planning workshops, 12 x prelim. Draft Ward Development Plans,	Consolidated Draft CBP Report, 2 x IDP SC meetings, 1 x IDP RF meeting, 1 x Draft IDP Project Register, 1 x Draft 2022 - 2027 IDP adopted by Council (1 st Edition for 2023/24).	(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 2023/24).

		approval of the 2021/22 Budget.)								
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 2023 (4 Ordinary Council Meetings, 4 Standing Committee meetings and 4 EXCO Meetings)	12	Ensure that 1 Standing Committee meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner. Quarterly report on execution of Council Resolution. (Resolution Register) to EXCO	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.
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Standing Rules of Order in place.	n/a	Corporate Services	Revise the Standing Rules of Order of Council by 31 December 2022	1	Revise standing rules of order	Workshop and tabled before Council for adoption.	n/a	n/a
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 2023	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 2023	4	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 June 2023.	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 information-sharing, enhance public participation and promote socio-economic development.	2 LLF meetings held throughout the 2021/22 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
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve	OHS Committee established	n/a	Corporate Services	Number of Occupational Health and Safety Committee Meetings held by 30 June 2023.	4	1 meeting held	1 meeting held	1 meeting held	1 meeting held

	information-sharing, enhance public participation and promote socio-economic development.									
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 participation and promote socio-economic development.	E newsletter developed for monthly distribution to all employees.	Human Resource and Operating Budget	Municipal Manager/ Communications	Number of quarterly newsletters distributed by 30 June 2023	4	Quarterly newsletter distributed to all employees.	Quarterly newsletter distributed to all employees.	Quarterly newsletter distributed to all employees.	Quarterly newsletter distributed to all employees.
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	Communication policy/strategy and Action plan workshopped with stakeholders during 2021/2022.	Human Resource	Municipal Manager/ Communications	Revise Communication Strategy and Action plan by 31 December 2022	1	Revise Communication Strategy and Action Plan	Workshop with stakeholders and table before Council for adoption.	n/a	n/a

	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.	Housing register updated continuously	n/a	Infrastructure Services/Housing Section	Maintain updated housing beneficiary list and submit to Infrastructure Service standing committee on a quarterly basis by 30 June 2023	4	Updated beneficiary list and quarterly submission to the Infrastructure Service Standing Committee.	Updated beneficiary list and quarterly submission to the Infrastructure Service Standing Committee.	Updated beneficiary list and quarterly submission to the Infrastructure Service Standing Committee.	Updated beneficiary list and quarterly submission to the Infrastructure Service 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 2023.	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	Installing and maintaining	Quarterly reports on	n/a	Corporate Services	Quarterly reports from the	4	Quarterly reports from the			

Municipality, in all respects.	effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Customer Care Centre submitted to Council during 2020/2021			customer care call centre submitted to EXCO.		customer care call centre on status of all complaints received.	customer care call centre on status of all complaints received.	customer care call centre on status of all complaints received.	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.		n/a	Municipal Manager/All Directors	100% expenditure of Municipal Grants by 30 June 2023	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 by 30 June 2023	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 2020/2021	n/a	Municipal Manager/All Directors	Improve Outcome of the AG report: Execute action plan to address	1	n/a	n/a	All audit findings for 21/22 addressed in terms of audit action plan.	All audit findings for 21/22 addressed in terms of audit action plan.

					previous findings by 30 June 2023.					
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.		n/a	Municipal Manager/All Directors	Percentage CAPEX of budget spend by 30th June 2023.	100%	15%	30%	55%	100%
To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.		n/a	Municipal Manager/All Directors	Percentage OPEX budget spend by 30th June 2023.	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	2023//2024 Budget approved by Council by 30 June 2023	1	Process Plan adopted	Budget priorities developed	Draft budget by 30 March 2023.	Approved by Council on the 30 June 2023.

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 June 2023.	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 2023. (Service debtors/service debt collected)	95%	60%	70%	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	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

	order to meet unexpected costs.									
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 debtors.	Ensure average 95% recovery rate of property rates billed by 30 June 2023.	Ensure effective recovery of property rates 60%	Ensure effective recovery of property rates 70%	Ensure effective recovery of property rates 85%	Ensure effective recovery of property rates 95%
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	30 days	30 days	30 days	30 days