



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 2023/2024

Period: 1 July 2023 – 30 June 2024

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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 2023/2024 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 2023/2024 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

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue											
Exchange Revenue											
Service charges - Electricity	2	105 346	110 962	126 955	170 508	170 508	170 508	179 353	152 133	159 588	167 407
Service charges - Water	2	35 994	37 872	44 979	49 313	49 313	49 313	57 987	46 949	49 249	51 662
Service charges - Waste Water Management	2	23 241	25 260	26 869	48 129	48 129	48 129	58 860	60 858	63 840	66 968
Service charges - Waste Management	2	26 112	30 473	32 227	20 845	20 845	20 845	33 495	7 689	8 066	8 461
Sale of Goods and Rendering of Services		-	-	-	1 344	1 344	1 344	1 344	2 819	2 957	3 102
Agency services		-	-	-	6 134	6 134	6 134	6 134	6 134	6 435	6 750
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	2 955	2 955	2 955	2 955	4 481	4 700	4 931
Interest earned from Current and Non Current Assets		-	-	-	1 590	1 590	1 590	1 590	616	646	678
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		-	-	-	1 112	1 112	1 112	1 112	3 727	3 910	4 102
Licence and permits		-	-	-	1 965	1 965	1 965	1 965	1 144	1 200	1 259
Operational Revenue		-	-	-	45 675	45 675	45 675	45 675	8 557	8 976	9 415
Non-Exchange Revenue											
Property rates	2	34 863	36 899	40 403	41 833	41 833	41 833	41 833	45 043	47 250	49 566
Surcharges and Taxes		-	-	-	3 703	3 703	3 703	3 703	4 176	4 380	4 595
Fines, penalties and forfeits		-	-	-	37	37	37	37	720	755	792
Licences or permits		-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		-	-	-	119 250	119 250	119 250	119 250	125 659	135 462	143 938
Interest		-	-	-	2 335	2 335	2 335	2 335	1 865	1 956	2 052
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and cont		225 557	241 466	271 432	516 727	516 727	516 727	557 628	472 569	499 371	525 678

0 - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue - Functional	1									
Governance and administration		61 471	76 000	160 710	176 891	176 891	176 891	138 483	146 934	151 616
Executive and council		6 987	6 734	36	57	57	57	162	170	178
Finance and administration		54 484	69 266	160 674	176 834	176 834	176 834	138 321	146 764	151 438
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		17 167	17 397	3 475	7 156	7 156	7 156	10 341	10 528	10 724
Community and social services		15 166	14 419	2 453	2 524	2 524	2 524	2 456	2 464	2 471
Sport and recreation		15	57	85	101	101	101	63	66	69
Public safety		551	1 908	936	2 501	2 501	2 501	5 802	5 979	6 164
Housing		4	4	1	10	10	10	-	-	-
Health		1 430	1 010	-	2 020	2 020	2 020	2 020	2 020	2 020
Economic and environmental services		16 372	30 492	33 926	33 207	33 207	33 207	34 361	34 410	35 836
Planning and development		1 566	1 858	1 774	2 055	2 055	2 055	2 513	1 257	1 319
Road transport		14 806	28 634	32 152	31 152	31 152	31 152	31 847	33 153	34 517
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		317 159	293 950	269 899	364 983	363 698	363 698	364 200	367 877	395 011
Energy sources		120 757	125 549	126 984	171 623	171 623	171 623	152 439	175 588	196 279
Water management		111 427	81 950	83 807	100 964	99 679	99 679	106 663	82 040	83 081
Waste water management		41 046	42 069	26 881	58 901	58 901	58 901	71 604	75 112	78 793
Waste management		43 930	44 382	32 227	33 495	33 495	33 495	33 495	35 136	36 858
Other	4	(2 012)	57	89	439	439	439	55	58	61
Total Revenue - Functional	2	410 157	417 896	468 100	582 676	581 391	581 391	547 440	559 807	593 248
Expenditure - Functional										
Governance and administration		168 419	147 627	187 261	126 256	162 483	162 483	147 552	152 054	159 049
Executive and council		35 120	27 126	34 056	30 470	32 234	32 234	30 791	31 000	31 427
Finance and administration		132 418	119 529	152 064	94 682	128 864	128 864	115 331	119 555	126 057
Internal audit		881	972	1 141	1 104	1 385	1 385	1 431	1 499	1 565
Community and public safety		32 480	37 122	36 860	40 669	42 212	42 212	42 570	42 426	44 201
Community and social services		4 987	5 837	5 574	6 270	6 107	6 107	7 211	6 704	6 968
Sport and recreation		16 643	20 296	20 647	22 661	23 044	23 044	21 885	21 885	22 722
Public safety		7 322	7 185	8 036	8 867	9 344	9 344	9 451	9 985	10 506
Housing		-	-	126	-	262	262	262	262	262
Health		3 527	3 804	2 477	2 870	3 454	3 454	3 535	3 590	3 743
Economic and environmental services		32 644	43 625	45 857	52 766	53 742	53 742	56 524	56 224	57 876
Planning and development		15 504	16 303	18 203	21 333	22 343	22 343	21 718	21 039	22 140
Road transport		17 140	27 322	27 653	31 434	31 399	31 399	34 806	35 185	35 737
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		227 983	293 882	302 445	282 747	270 853	270 853	295 483	314 402	346 660
Energy sources		115 904	127 552	148 179	158 338	153 440	153 440	164 065	181 107	208 331
Water management		72 788	66 577	87 895	65 753	62 013	62 013	66 866	66 373	68 108
Waste water management		17 472	78 958	33 012	38 309	35 096	35 096	44 347	46 679	49 150
Waste management		21 819	20 796	33 359	20 348	20 304	20 304	20 206	20 243	21 071
Other	4	1 917	2 551	3 559	3 073	3 691	3 691	2 121	2 100	2 133
Total Expenditure - Functional	3	463 441	524 808	575 982	505 511	531 979	531 979	544 249	567 206	609 920
Surplus/(Deficit) for the year		(53 284)	(106 912)	(107 882)	77 165	49 412	49 412	3 191	(7 399)	(16 672)

Expenditure Budget

0 - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue											
Exchange Revenue											
Service charges - Electricity	2	105 346	110 962	126 955	170 508	170 508	170 508	179 353	152 133	159 588	167 407
Service charges - Water	2	35 994	37 872	44 979	49 313	49 313	49 313	57 987	46 949	49 249	51 662
Service charges - Waste Water Management	2	23 241	25 260	26 869	48 129	48 129	48 129	58 860	60 858	63 840	66 968
Service charges - Waste Management	2	26 112	30 473	32 227	20 845	20 845	20 845	33 495	7 689	8 066	8 461
Sale of Goods and Rendering of Services		-	-	-	1 344	1 344	1 344	1 344	2 819	2 957	3 102
Agency services		-	-	-	6 134	6 134	6 134	6 134	6 134	6 435	6 750
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	2 955	2 955	2 955	2 955	4 481	4 700	4 931
Interest earned from Current and Non Current Assets		-	-	-	1 590	1 590	1 590	1 590	616	646	678
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		-	-	-	1 112	1 112	1 112	1 112	3 727	3 910	4 102
Licence and permits		-	-	-	1 965	1 965	1 965	1 965	1 144	1 200	1 259
Operational Revenue		-	-	-	45 675	45 675	45 675	45 675	8 557	8 976	9 415
Non-Exchange Revenue											
Property rates	2	34 863	36 899	40 403	41 833	41 833	41 833	41 833	45 043	47 250	49 566
Surcharges and Taxes		-	-	-	3 703	3 703	3 703	3 703	4 176	4 380	4 595
Fines, penalties and forfeits		-	-	-	37	37	37	37	720	755	792
Licences or permits		-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		-	-	-	119 250	119 250	119 250	119 250	125 659	135 462	143 938
Interest		-	-	-	2 335	2 335	2 335	2 335	1 865	1 956	2 052
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and cont		225 557	241 466	271 432	516 727	516 727	516 727	557 628	472 569	499 371	525 678
Expenditure											
Employee related costs	2	157 030	166 740	165 336	184 916	183 736	183 736	183 736	183 112	192 966	202 199
Remuneration of councillors		-	-	-	9 037	9 276	9 276	9 276	9 276	9 276	9 276
Bulk purchases - electricity	2	91 665	99 082	115 746	127 136	123 136	123 136	123 136	130 815	147 428	173 523
Inventory consumed	8	3 255	5 018	3 617	2 486	2 501	2 501	2 501	5 582	6 124	6 723
Debt impairment	3	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation		53 289	56 633	64 708	64 343	64 343	64 343	64 343	65 308	66 288	67 282
Interest		-	-	-	1 357	31 357	31 357	31 357	10 452	11 498	12 647
Contracted services		16 921	12 324	28 016	21 014	22 034	22 034	22 034	19 285	15 943	14 549
Transfers and subsidies		363	18	20	30	30	30	30	30	30	30
Irrecoverable debts written off		-	-	-	4 599	4 599	4 599	4 599	4 829	5 071	5 324
Operational costs		75 653	107 319	91 845	90 593	90 967	90 967	90 967	115 560	112 582	118 366
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		398 176	447 134	469 287	505 511	531 979	531 979	531 979	544 249	567 206	609 920
Surplus/(Deficit)		(172 618)	(205 668)	(197 855)	11 216	(15 252)	(15 252)	25 648	(71 680)	(67 835)	(84 242)
Transfers and subsidies - capital (monetary)	6	-	-	-	65 949	64 664	64 664	64 664	74 871	60 436	67 570
Transfers and subsidies - capital (in-kind)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(172 618)	(205 668)	(197 855)	77 165	49 412	49 412	90 312	3 191	(7 399)	(16 672)
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		(172 618)	(205 668)	(197 855)	77 165	49 412	49 412	90 312	3 191	(7 399)	(16 672)
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(172 618)	(205 668)	(197 855)	77 165	49 412	49 412	90 312	3 191	(7 399)	(16 672)
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	(172 618)	(205 668)	(197 855)	77 165	49 412	49 412	90 312	3 191	(7 399)	(16 672)

Budgeted Capital Expenditure by Vote

Vote Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
R thousand	1										
Single-year expenditure to be appropriated	2										
Vote 9 - MUNICIPAL MANAGER (31: CS)		-	-	-	-	-	-	-	-	-	-
Vote 10 - CORPORATE SERVICES: ADMINISTRN (32: CS)		-	-	-	-	-	-	-	-	-	-
Vote 11 - CORPORATE SERVICES: COMM SERV (33: CS)		-	-	-	6 000	6 000	6 000	6 000	6 616	24 786	25 740
Vote 12 - CORPORATE SERVICES: PROTECTION (34: CS)		-	-	-	-	-	-	-	-	-	-
Vote 13 - FINANCIAL SERVICES (36: CS)		-	-	-	1 100	1 100	1 100	1 100	370	9 773	2 200
Vote 14 - TECHNICAL SERVICES: ENGINEERING (38: CS)		-	-	-	57 799	56 514	56 514	56 514	63 548	25 949	21 830
Vote 15 - TECHNICAL SERVICES: ELECTRICAL (39: CS)		-	-	-	1 000	1 000	1 000	1 000	3 517	-	-
Vote 8 - TECHNICAL SERVICES: ELECTRICAL (19: IE)		-	-	-	-	-	-	-	-	-	-
Vote 9 - MUNICIPAL MANAGER (31: CS)		-	-	-	-	-	-	-	-	-	-
Vote 10 - CORPORATE SERVICES: ADMINISTRN (32: CS)		-	-	-	-	-	-	-	-	-	-
Vote 11 - CORPORATE SERVICES: COMM SERV (33: CS)		-	-	-	-	-	-	-	-	-	-
Vote 12 - CORPORATE SERVICES: PROTECTION (34: CS)		-	-	-	-	-	-	-	-	-	-
Vote 13 - FINANCIAL SERVICES (36: CS)		-	-	-	-	-	-	-	-	-	-
Vote 14 - TECHNICAL SERVICES: ENGINEERING (38: CS)		-	-	-	-	-	-	-	-	-	-
Vote 15 - TECHNICAL SERVICES: ELECTRICAL (39: CS)		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	-	65 899	64 614	64 614	64 614	74 050	60 508	49 770
Total Capital Expenditure - Vote		-	-	-	65 899	64 614	64 614	64 614	74 050	60 508	49 770

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	31 000 000	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 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	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 & 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 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:	-	100 000	-	Internal

			ADMINISTRN				
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

Expenditure Budget by Project and Ward

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2023/2024 Internal Funding	2023/2024 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.	3800m of pipeline installed and one borehole redrilled	Ikwezi Bulk Water Supply: Jansenville and Klipplaat : refurbish / construct reservoirs, etc. and new water mains to Jansenville reservoirs	Number of Boreholes connected to existing infrastructure in Jansenville and Klipplaat by 31 December 2023.	10 & 11	Infrastructure Services	External - RBIG		31,000,000.00	Connect 2 boreholes and construct new Water Treatment Works (WTW)	N/A	N/A	N/A	Connect 2 boreholes and construct new water treatment works.
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 KPI	Upgrading Of Graaff-Reinet Water Treatment Works	Refurbishment of WTW in Graaff-Reinet by 30 th June 2024.	2-7	Infrastructure Services	External WSIG		11,208,588.00	Refurbish WTW in Graaff Reinet, 1 Clarifier 2 Sand filters 1 blower 1 clear water tank pump Replace tiles on 2 tile chlorine tanks	Appoint Consultant	Appoint Contractor	N/A	Refurbish WTW in Graaff Reinet, 1 Clarifier 2 Sand filters 1 blower 1 clear water tank pump Replace tiles on 2 tile chlorine tanks
117	To adequately increase bulk water storage, upgrade	Upgrade reticulation system by systematically replacing old installations.	New KPI	Replacing and Install Water Meters in Klipplaat	Number of water meters replaced and Installed in Klipplaat by 31 March 2024.	10 & 11	Infrastructure Services	External WSIG		2,000,000.00	Replacing and Install 200 Water Meters in Klipplaat	Replacing and Install 100 Water Meters in Klipplaat	Replacing and Install 100 Water Meters in Klipplaat	N/A	N/A

	reticulation systems, secure permanent water supply and properly maintain all infrastructure														
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	Nieu-Bethesda - Upgrading and refurbishment of sewer pump stations	Refurbish sewerage pumps station in Nieu-Bethesda by 31 March 2024	2	Infrastructure Services	External – MIG		1,000,000.00	1 pump station refurbished	N/A	Appoint contractor	Refurbish pump station in Nieu-Bethesda	N/A
122	To adequately upgrade and/or construct Wastewater Treatment Works and maintain them on a regular basis.	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable	New KPI	Aberdeen- Upgrading and refurbishment of sewer pump stations	Refurbish sewerage pumps station in Aberdeen by 31 March 2024	7	Infrastructure Services	External - MIG		1,500,000.00	1 pump station refurbished	N/A	Appoint contractor	Refurbish pump station in Aberdeen	N/A
131	Solid Waste Disposal Sites (Landfills), that are compliant, have	Systematically upgrade existing infrastructure; replace and rehabilitate	New recycling facility with roadway and lighting	Dr. Beyers Naude - Upgrading of Steytlerville Solid Waste Disposal Site	Construct 500m2 paving and install weighbridge by 30 th June 2024	12	Infrastructure Services	External MIG		4 288, 138.42	Construct 500m2 paving and install weighbridge	N/A	N/A	Construct 500m2 paving	Install weighbridge

	adequate capacity and are properly managed and maintained.	where applicable.													
	Systematically replace VIP systems with waterborne flush toilets and educate the community on the use thereof through appropriate educational programmes / campaigns.	Identify and implement suitable projects	New KPI	Retrofit of all indigent household toilets with new waterwise systems	Number of households toilets retrofitted with new waterwise system by 30 th June 2024	1-12	Infrastructure Services	External MIG		6,791,412.00	500	Appoint Consultant	Appoint Contractor	N/A	Install 500 cisterns
143	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	Installation of New High Mast Lights	Number of High Mast lights installed in Graaff Reinet and Aberdeen by 30 th June 2024	2-7	Infrastructure Services	External MIG		3,516,557.40	3 High Mast lights installed in (Graaff Reinet and Aberdeen)	Appoint Consultant	Appoint Contractor	N/A	Install 3 High Mast Lights
163	To adequately construct, upgrade or install Streets & Stormwater	Develop a Streets & Stormwater Management Plan that also contains an Implementation	New KPI	Upgrading of Streets and Storm Water in Dr. Beyers Naude	Upgrade 500m of gravel road to interlocking paving by 30 th June 2024.	2-7	Infrastructure Services	External MIG		4,675,624.97	Upgrade 500m of gravel road to interlocking paving.	Appoint Consultant	Appoint Contractor	N/A	Upgrade 500m of gravel roads to interlocking paving.

	networks and to maintain them on a regular basis	& Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.													
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2023/2024 Internal Funding	2023/2024 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INSTITUTIONAL DEVELOPMENT															
303	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	Revamp Garage into Filing Room	Revamp current Supply Chain Unit garage into filling room by 31 December	Institutional	Budget & Treasury	External FMG		90,000.00	Revamp 1 garage into filling room.	Appoint Contractor	Complete revamp of Garage into Filing room	n/a	n/a
330	To provide sufficient operational requirements , furnish and equip the relevant	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 2023.	Institutional	Internal Audit	External – FMG		20,000.00	4 chairs	N/A	ITQ processes and delivery of furniture	N/A	N/A

	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.														
335	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	Air conditioner	Number of Air conditioners for the Budget & Treasury Building in Graaff-Reinet by 31 December 2023	Institutional	Budget & treasury	External – FMG		100,000	1 Air conditioner	N/A	ITQ processes and installation of Air conditioner	N/A	N/A
352	To improve overall efficiency of ICT ~ administratio	Conduct a comprehensive ICT audit.	Finance interns appointed	ICT Hardware	Number of laptops procured by 31 December 2023	Institutional	Budget & treasury	External – FMG		100,000	5 laptops	ITQ Processes	Purchase and delivery of 5 laptops	N/A	N/A

	n, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery														
354	To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	New KPI	Electronic Metering Devices	Number of electronic metering devices procured by 31 March 2024.	Institutional	Budget & treasury	External – FMG		60,000	8 Electronic Metering Devices	n/a	ITQ Processes	Purchase and delivery of electronic metering devices.	n/a

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
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 2024.	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 monthly billing purposes.	Improve reticulation losses and improve revenue by replacing old non-functional electricity and water meters.	38% losses in 2020/2021	n/a	Infrastructure Services	Reduce water losses to at least 35% by 30 th June 2024.	35%	N/A	N/A	N/A	35% water losses reported
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 September 2023.	1	IWMP to be tabled before Council for adoption	N/A	N/A	N/A

To provide facilities and services that will address the recreational and other social needs of the community.	Identify existing facilities that can be converted or better utilised by communities	New KPI	n/a	Community Services	Number of libraries repaired and maintained within DBNLM by 30 th June 2024.	4	1	1	1	1
To provide a dignified last resting place for our community within safe and secure sites that are well managed and maintained by dedicated personnel.	All burial sites must be secured and maintained.	New KPI	n/a	Community Services	Number of Cemeteries cleaned and maintained within DBNLM by 30 th June 2024	14	4	4	3	3
To provide a dignified last resting place for our community within safe and secure sites that are well managed and maintained by dedicated personnel.	All burial sites must be secured and proper record keeping being implemented.	New KPI	n/a	Community Services	Number of cemeteries prepared – road access and burial establishment in Rietbron and Graaff-Reinet by 31 December 2023	2	1	1	N/A	N/A
Stadiums and sport fields that have been upgraded and equipped to function properly and by fully utilised.	Upgrade and maintain sport fields and ensure that personnel are on site.	New KPI	n/a	Community Services	Number of Sports Grounds ablution facilities repaired and maintained by 30 th June 2024	4	1	1	1	1

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
The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment.	Identify and implement suitable projects.	21 illegal dumping sites cleaned in 2022/23	n/a	Community Services	Number of illegal dumping sites cleaned to ensure a healthy environment within all wards of DBNLM by 30 th June 2024	13	4 Illegal dumping sites cleaned.	3 Illegal dumping sites cleaned.	3 Illegal dumping sites cleaned.	3 Illegal dumping sites cleaned.
To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern.	Implement proactive measures to curtail or mitigate disasters	New KPI	n/a	Community Services	Number of speedhumps erected within DBNLM by 30 th June 2024	20	5 speedhumps erected	5 speedhumps erected	5 speedhumps erected	5 speedhumps erected.
To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern.	Implement proactive measures to curtail or mitigate disasters	New KPI	n/a	Community Services	Number of traffic signage installed within DBNLM by 30 th June 2024.	24	6	6	6	6

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.	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 the SPU sector, especially the Disabled, Youth and Women	6 Public Holidays commemorated in partnership with sector departments for 2020/2021	Human Resource and Operating Budget	SPU Unit	Number of Public Holidays commemorated in 2023/2024	10	Mandela month commemoration Women's Day celebration Heritage Day commemoration	16 days of activism against women and child abuse National day for persons with disability. World Aids Day Opening of festive season.	Human Rights Day.	Freedom Day Commemoration Youth Day Commemoration

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.	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 2023.	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 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 2023.	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 2023.	1	n/a	Revise employment equity plan Workshop with Council.	n/a	n/a

<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>Workplace skills plan reviewed annually</p>	<p>n/a</p>	<p>Corporate Services</p>	<p>Develop a workplace skills plan with an annual training report by 30th June 2024.</p>	<p>1</p>	<p>Collect information from departments to develop plan.</p>	<p>Development of workplace skills plan and annual training report.</p>	<p>n/a</p>	<p>Submission to LG Seta and implementation report.</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>Workplace skills plan reviewed annually</p>	<p>n/a</p>	<p>Corporate Services</p>	<p>Number of WSP training meetings held by 30th June 2024.</p>	<p>4</p>	<p>Training Committee meeting</p>	<p>Training Committee meeting</p>	<p>Training Committee meeting</p>	<p>Training Committee meeting</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>Financial Policies adopted by Council.</p>	<p>n/a</p>	<p>Finance Department</p>	<p>Number of municipal policies reviewed 30 June 2024</p>	<p>12</p>	<p>n/a</p>	<p>n/a</p>	<p>6 Financial policies reviewed.</p>	<p>6 Financial policies reviewed and approved by council.</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.	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 2024	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 4 quarterly reports by 30 June 2024.	4	1 Quarterly SCM Report	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 2024.	4	Contract register Report	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 2024, to inform Council of Institutional Performance.	4	1 SDBIP Performance report submitted to Council by October 2023.	1 SDBIP Performance report submitted to Council by January 2024.	1 SDBIP Performance report submitted to Council by April 2024.	1 SDBIP Performance report submitted to Council by July 2024.
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	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			
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	SMME'S receive assistance annually.	Human Resource	Municipal Manager /LED Unit	Assistance and development of SMME's by 30 June 2024.	30	5 SMME	10 SMME	10 SMME	5 SMME

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 approve 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.
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 2023.	1	n/a	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 & WOMEN.	Develop LED Strategic Plan with an economic Vision for the Municipality.	New KPI	Human Resource	Municipal Manager/ LED Unit	Number of Commonage Management Policies developed by 31 March 2024	1	Planning and collation of information.	Draft Commonage Management Plan	Workshop commonage management plan with all stakeholders and tabled to council for approval.	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.	New KPI	Human Resource	Municipal Manager/ LED Unit	Number of policies developed, aimed at increasing participation in local economy by 30 th June 2024	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.	Revised IDP – 2 nd edition adopted by Council on 31 May 2023.	Human Resource and Operating Budget	Municipal Manager/ IDP Unit	Review of a 5-year IDP for 2022 – 2027, by 30 June 2024.	1	(a) Prepare 2024 – 2025 IDP Process Plan, (b) Adopted Process Plan by 31 st August 2023.	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 revised 2024 - 2025 IDP adopted by Council (3 rd Edition for 2024/25).	(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 (3 rd Edition for 2024/25).
To become the best performing Municipality, in all	Having a fully functional Council, with	All meetings held according to year planner.	n/a	Corporate Services	Facilitate the number of meetings held in	12	Facilitate that 1 Standing Committee	Facilitate that 1 Standing Committee	Facilitate that 1 Standing Committee	Facilitate that 1 Standing Committee

respects.	Standing Committees, Fora and other structures.				terms of year planner by 30 June 2024 (4 Ordinary Council Meetings, 4 Standing Committee meetings and 4 EXCO Meetings)		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	meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.	meetings are held, one Ordinary Council Meeting and one EXCO meeting in terms of the year planner.	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.	Quarterly MPAC meetings held.	n/a	Municipal Manager	Number of MPAC meetings to assist with oversight function until 30 June 2024	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 2024	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 June 2024.	4	1 Meeting	1 Meeting	1 Meeting	1 Meeting

<p>To become the best performing Municipality, in all respects</p>	<p>Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.</p>	<p>2 LLF meetings held throughout the 2021/22 financial year.</p>	<p>n/a</p>	<p>Corporate Services</p>	<p>Ensure that the LLF is functioning properly and fulfilling its mandate by facilitating 4 Meetings annually</p>	<p>4</p>	<p>1 Meeting</p>	<p>1 Meetings</p>	<p>1 Meeting</p>	<p>1 Meeting</p>
<p>To become the best performing Municipality, in all respects</p>	<p>Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.</p>	<p>OHS Committee established</p>	<p>n/a</p>	<p>Corporate Services</p>	<p>Number of Occupational Health and Safety Committee Meetings held by 30 June 2024.</p>	<p>4</p>	<p>1 meeting held</p>	<p>1 meeting held</p>	<p>1 meeting held</p>	<p>1 meeting held</p>

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 2024	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 and promote socio-economic development.	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 March 2024	1	N/A	Revise Communication Strategy and Action Plan	Workshop with stakeholders and table before Council for adoption.	N/A

<p>To become the best performing Municipality, in all respects.</p>	<p>Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.</p>	<p>Housing register updated continuously</p>	<p>n/a</p>	<p>Infrastructure Services/Housing Section</p>	<p>Maintain updated housing beneficiary list and submit to Infrastructure Service standing committee on a quarterly basis by 30 June 2024</p>	<p>4</p>	<p>Updated beneficiary list and quarterly submission to the Infrastructure Service Standing Committee.</p>	<p>Updated beneficiary list and quarterly submission to the Infrastructure Service Standing Committee.</p>	<p>Updated beneficiary list and quarterly submission to the Infrastructure Service Standing Committee.</p>	<p>Updated beneficiary list and quarterly submission to the Infrastructure Service Standing Committee.</p>
<p>To become the best performing Municipality, in all respects.</p>	<p>Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.</p>	<p>Quarterly reports on Customer Care Centre submitted to Council during 2020/2021</p>	<p>n/a</p>	<p>Corporate Services</p>	<p>Quarterly reports from the customer care call centre submitted to EXCO.</p>	<p>4</p>	<p>Quarterly reports from the customer care call centre on status of all complaints received.</p>	<p>Quarterly reports from the customer care call centre on status of all complaints received.</p>	<p>Quarterly reports from the customer care call centre on status of all complaints received.</p>	<p>Quarterly reports from the customer care call centre on status of all complaints received.</p>

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.	100% expenditure 2022/2023	n/a	Municipal Manager/All Directors	100% expenditure of Municipal Grants by 30 June 2024	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 2024	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 previous findings by 30 June 2024.	1	n/a	n/a	All audit findings for 22/23 addressed in terms of audit action plan.	All audit findings for 22/23 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.		n/a	Municipal Manager/All Directors	Percentage CAPEX of budget spend by 30th June 2024.	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 2024.	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 31 May 2023.	n/a	Municipal Manager/All Directors	2024//2025 Budget approved by Council by 30 June 2024	1	Process Plan adopted	Budget priorities developed	Draft budget by 30 March 2024.	Approved by Council on the 30 June 2024.
To become financially viable and sustainable Municipality	The development and implementation of a funding strategy.	Unfunded budget adopted in 2022/2023	n/a	Municipal Manager/All Directors	Number of reports on the implementation of the Budget Funding Plan by 30 June 2024.	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 2024. (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 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 2024.	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 2024 Property rates collected/ property rate	Ensure average 95% recovery rate of property rates billed by 30 June 2024.	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%

					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				