MARULENG MUNICIPALITY

SDBIP
2025-26

TABLE OF CONTENT

AFS- Annual Financial Statements
AGSA- Auditor General of South Africa
APR- Annual Performance Report
BT- Budget & Treasury
COM- Community Servives
CORP-Corporate Services
DRM- Disaster Risk Management
GRAP- General Recognized Accounting Practice
IDP- Integrated Development Plan
EIA- Environment Impact Assessment
KPA- Key Performance Area
LED- Local Economic Development
LUMS- Land Use Management Scheme
MFMA- Municipal Finance Management Act
MM- Municipal Manager
MSCOA - Municipal Standard Chart of Accounts
NKPI- National Key Performance Indicator
PMS- Performance Management System
SDBIP- Service Delivery and Budget Implementation Plan
SDF- Spatial Development Framework
SLA- Service Level Agreement
SPED- Spatial Planning and Economic Development
TECH-Technical Services
WIESD- Ward Information on Expenditure for Service Delivery
% - Percentage
#- Number

FOREWORD BY THE MAYOR

The 2025/26 municipality's SDBIP was done in terms of Section 54 (1) (c) of the MFMA, Act 56 of 2003, which in the main it can be described as follows.

The SDBIP provides the vital link between the mayor, council and the administration ,and facilitates the process of holding management accountable for its performance The SDBIP is a management, implementation and monitoring tool that

will assist the mayor ,councillors, municipal manager, senior managers and the community It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality For the financial 2024/25 the municipal's SDBIP has 140 projects/programs and a budget of R536m of which 54% is from own funding

It must also be noted the SDBIP is the implementation of the IDP which is people's will SDBIP is contract between administration and councillors and between councillors and the community

There have been ongoing processes to review the institutional arrangements of the administrative structures of the Council to enable the municipality to meet the developmental challenges as per its Constitutional mandate Council is also improving its communication, participatory and decision-making mechanisms to ensure that IDP remains the only popular strategic roadmap to the betterment of life for all The focus for this financial year will be on accelerated service delivery and job creation On behalf of Council I would like to appreciate the contribution of all our stakeholders through the IDP process "No government can claim legitimacy if is not based on the will of the people"

TOGETHER MOVING MARULENG MUNICIPALITY FORWARD

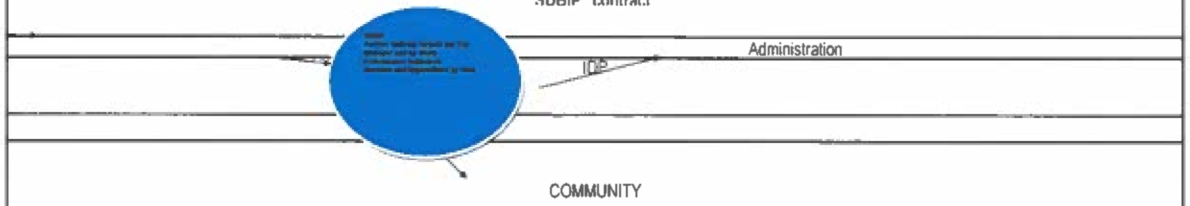
CLLR. T.C MUSOLWA

MAYOR

1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) seeks to promote municipal accountability and transparency and is an important instrument for service delivery and budgetary monitoring and evaluation. The SDBIP is a partnership contract between the administration, council and community which expresses the goals and objectives, set by the council as quantifiable outcomes that can be implemented by the administration over the next 12 months

Diagram 1
SDBIP "contract"



Employee Contracts and annual Performance agreements for the municipal manager & Senior managers

2. LEGISLATION

This SDBIP was done in terms of Section 53 (c) (ii) of the MFMA, Act 56 of 2003 as the results of Adjustment Budget which was done in terms of Section 28 of the same act. The Initial SDBIP was

(a) Projections for each month of:
- Revenue to be collected, by source, and
- Operational and capital expenditure, by vote;

(b) Service delivery targets and performance indicators for each quarter.

In terms of National Treasury Circular No. 13 the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include;
- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward Information for expenditure and service delivery; and
- Detailed capital works plan broken over three years

In terms of Sections 69 (3) (a) and (b) of the MFMA the accounting officer of a municipality must submit to the Mayor within 14 days after the approval an annual budget, a draft SDBIP for the budget year and drafts of the annual performance plans as required in terms of Section 57 (1) (b) of the Municipal Systems Act (MSA) for the municipal manager and all senior managers. Furthermore, according to Section 53 (1) (c) (ii) and (iii) of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

The Maruleng Local Municipality's 2023/2024 Medium- term Budget and Integrated Development Plan (IDP) have been approved by Council on 29 May 2023 in terms of the MFMA and the MSA respectively. The process leading to the draft Budget, IDP and business plans, which have an important bearing on the finalizations of the SDBIP, includes the following elements:

Departmental business plans/departmental SDBIPs. These departmental SDBIPs provide the details plans and targets according to which the department's performance will be monitored.

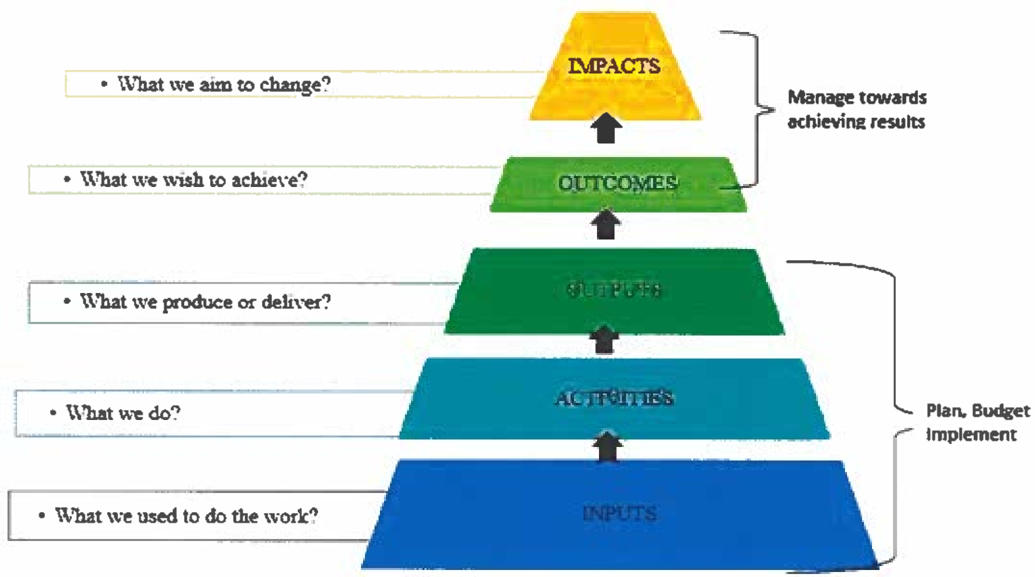
The departmental SDBIPs contain performance plans of senior managers. The performance plans were formulated in terms of the IDP sector plans and the operational mandates relevant to each department. The performance plans forms the basis for the signing of the annual performance agreements of the Municipal Manager and Senior Managers. The SDBIP represents the key performance targets as captured across core departments.

Methodology and Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of Maruleng Local Municipality (MLM) is aligned to the Key Performance Areas (KPAs)

Spatial Rationale as another KPA to be focused upon.

The methodology followed by MLM in the development of the SDBIP is line with National Treasury Framework contained in the Framework for Managing Programme Performance Information.



1. STRATEGIC INTENT

The strategic vision of the organization sets the long term goal the Municipality wants to achieve. Maruleng Local Municipality's vision is one that "wishes" for access of basic services for to all, where a strong economy exists. The vision is:

To be the powerhouse of socio-economic development through sustainable and integrated agriculture and tourism

The Mission of the Municipality speaks about the existence or reason for being of Maruleng Municipality and how the vision will be achieved:

Slogan " **WILDLIFE HAVEN**

The Municipality has developed a comprehensive strategy on how it would be able to measure progress the attainment thereof. The strategy consists of strategic objectives identified and then arranged on the different Balance Scorecard perspective for a Strategy Map. The Strategy Map is shown on the page below:

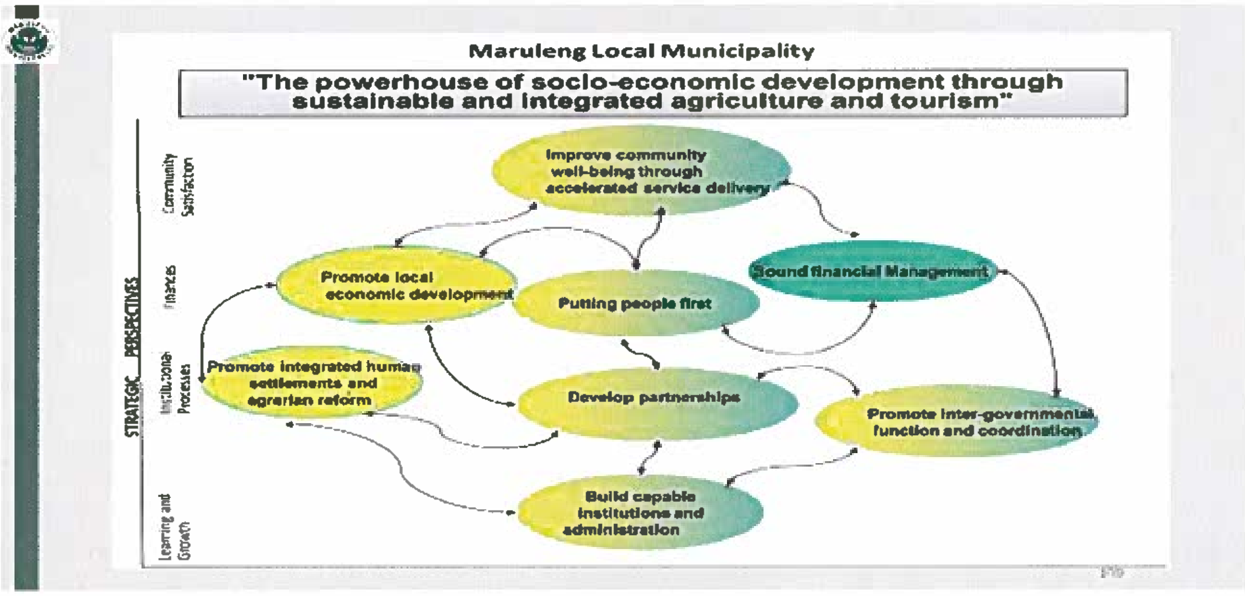
VALUES

Value for money
Professionalism
Honesty
Accessible
Transparency
Accountability

STRATEGIC OBJECTIVES

1. Improve Community Well-Being Through Accelerated Service Delivery
2. Promote Local Economic Development
3. PuttingPeople First
4. Sound Financial Management
5. Promote Integrated Human Settleements and Agrarian Reform
6. Develop Partnerships
7. Promote Inter-governmental Functio and Coordination
8. Build Capable Institutions and Administration

STRATEGIC OBJECTIVES IN A STRATEGY MAP



Votes	Objectives and Targets
Municipal Manager Office (Vote 200)	To lead, direct and manage a motivated and inspired Administration and account to the Maruleng Local Municipal Council as Accounting Officer for long term Municipal sustainability to achieve a good creditor rating within the requirements of the relevant legislation and whereas the following sections within the department, Legal Services, Communication, Risk Management and Internal Auditing are managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communication and service delivery.
Budget and Treasury (Vote 300)	To secure sound and sustainable management of the financial affairs of Maruleng Local Municipality by managing the budget and treasury office and advising and if necessary assisting the accounting officer and other directors in their duties and delegation contained in the MFMA. Ensuring that the Maruleng Local Municipality is 100% financially viable when it comes to Cost Coverage and to manage the Grant Revenue of the municipality so that no grant funding is foregone
Community Services (Vote 600)	To co-ordinate Licensing & Law Enforcement, Environmental Health Services, Sports Arts and culture, Education, Libraries, Safety and security, Environmental and Waste management, Health and Social development programmes and special programmes, Disaster Management and Thusong center services.
Technical Services (500)	To ensure that the service delivery requirements for roads are met and maintenance of water, sewerage and electricity are conducted for access to basic services as well as no less than an average of 100% MIG expenditure
SPED (VOTE 400)	To direct the Maruleng Local Municipality's resources for advanced economic development and investment growth through appropriate town and infrastructure planning in order that an environment is created whereby all residents will have a sustainable income.
Corporate Services (Vote 010)	To ensure efficient and effective operation of council services, human resources and management, IT and the provision of high quality customer orientated administrative systems. Ensuring 100% compliance to the Skills Development Plan, Employment and Equity Plan and creation of conducive environment through Local Labour Forum.

MONTHLY CASH FLOW BY SOURCE	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Cash Receipts By Source															
Property rates	10 002	10 002	10 020	14 050	11 548	11 841	12 295	11 929	14 050	11 705	10 548	10 802	148 183	171 407	175 719
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	327	327	330	333	331	300	314	330	333	314	321	1 077	4 635	4 844	4 985
Rental of facilities and equipment	37	37	36	35	36	37	38	38	35	36	37	37	438	458	480
Interest earned - external investments	1 003	[illegible]	[illegible]	[illegible]	1 000	1 002	[illegible]	1 114	[illegible]	[illegible]	1 082	[illegible]	12 054	12 432	13 760
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	382	374	367	363	370	370	385	388	366	375	370	374	4 409	[illegible]	4 805
Agency services	264	261	256	253	250	264	260	311	251	250	264	269	3 132	3 313	3 350
Transfers and Subsidies - Operational	15 332	15 040	14 740	14 660	14 804	15 106	15 478	15 824	14 457	14 884	15 106	15 040	[illegible]	[illegible]	189 750
Other revenue	540	530	519	514	525	535	546	551	500	525	535	530	6 350	6 644	6 878
Cash Receipts by Source	31 770	31 442	31 234	31 100	31 043	34 030	31 420	32 340	31 027	30 753	31 330	32 150	374 491	377 772	384 780
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 757	2 780	2 680	[illegible]	2 674	2 730	2 794	2 614	[illegible]	[illegible]	2 730	2 783	30 439	34 377	35 449
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on Disposal of Fixed and Intangible Assets	43	42	41	40	41	42	43	43	46	41	42	42	500	523	538
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Control (receipts)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	34 490	34 103	33 943	33 170	33 840	33 990	34 160	38 614	33 502	33 300	34 030	34 883	400 430	412 220	420 822
Cash Payments by Type Employee related costs Remuneration of councillors Interest															
Bulk purchases - electricity Acquisitions - water & other inventory	10 790	11 290	[illegible]	[illegible]	10 100	9 145	9 827	10 304	[illegible]	9 177	44 583	10 705	[illegible]	[illegible]	132 112
Contracted services	1 122	1 122	1 113	1 144	1 100	1 050	1 070	1 133	1 144	1 035	1 100	1 122	13 332	13 922	14 200
Transfers and subsidies - other municipalities Transfers and subsidies - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	63	63	64	64	62	58	61	64	64	61	62	63	754	754	803
Cash Payments by Type	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments by Type	930	930	930	930	930	930	930	930	930	930	930	930	11 252	11 580	10 750
Capital assets Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	12 023	12 027	12 032	[illegible]	12 506	12 754	12 378	12 035	[illegible]	10 371	13 660	13 822	[illegible]	152 383	158 148
	29 220	29 220	25 447	28 901	24 901	22 963	24 201	25 630	25 600	24 300	28 282	28 710	301 202	267 400	[illegible]
	11 110	14 050	[illegible]	[illegible]	[illegible]	16 387	16 112	[illegible]	[illegible]	[illegible]	16 387	16 209	[illegible]	[illegible]	129 775
Total Cash Payments by Type	41 343	41 290	41 448	41 030	40 910	44 201	40 883	42 984	41 430	40 403	41 530	41 013	403 300	462 213	464 873
NET INCREASE/(DECREASE) IN CASH HELD	-6 901	-7 181	-7 506	-7 791	-7 202	-6 742	-6 724	[illegible]	-1 874	-7 864	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash/cash equivalents at the month/year begin:	164 812	157 961	150 780	143 174	135 383	128 131	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash/cash equivalents at the month/year end:	157 961	150 780	143 174	135 383	128 131	121 389	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

LIM335 Maruleng - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov	Dec.	January	Feb.	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
Multi-year expenditure to be appropriated	1															
Vote 1 - EXECUTIVE AND COUNCIL		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - BUDGET AND TREASURY		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 3 - CORPORATE SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - PLANNING AND DEVELOPMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - COMMUNITY AND SOCIAL SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 6 - SPORT AND RECREATION		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 - WASTE MANAGEMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - WASTE WATER MANAGEMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - ROADS AND TRANSPORT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - WATER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - PUBLIC SAFETY		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - ELECTRICITY DISTRIBUTION		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Single-year expenditure to be appropriated																
Vote 1 - EXECUTIVE AND COUNCIL		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - BUDGET AND TREASURY		–	–	–	–	–	–	–	–	–	–	–	10 600	10 600	5 590	5 070
Vote 3 - CORPORATE SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - PLANNING AND DEVELOPMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - COMMUNITY AND SOCIAL SERVICES		–	–	–	–	–	–	–	–	–	–	–	34 149	34 149	2 759	8 287
Vote 6 - SPORT AND RECREATION		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 - WASTE MANAGEMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - WASTE WATER MANAGEMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - ROADS AND TRANSPORT		–	–	–	–	–	–	–	–	–	–	–	149 257	149 257	136 457	116 422
Vote 10 - WATER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - PUBLIC SAFETY		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - ELECTRICITY DISTRIBUTION		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	–	–	–	–	–	–	–	–	–	–	–	194 006	194 006	144 806	129 779
Total Capital Expenditure	2	–	–	–	–	–	–	–	–	–	–	–	194 006	194 006	144 806	129 779

LIM335 Maruleng - Supporting Table SA29

Description	Ref	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov	Dec.	January	Feb	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
Capital Expenditure - Functional																
Governance and administration		857	863	870	863	877	890	903	910	857	877	890	863	10 600	5 590	5 070
Executive and council Finance and administration Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety Community and social services Sport and recreation		857	863	870	863	877	890	903	910	857	877	890	863	10 600	5 560	5 070
Public safety Housing Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		2 881	2 728	2 866	2 858	2 875	2 892	2 910	2 918	2 849	2 875	2 892	2 884	34 149	2 759	6 287
Planning and development Road transport Environmental protection		2 881	2 728	2 866	2 858	2 875	2 892	2 910	2 918	2 849	2 875	2 892	2 884	34 149	2 759	8 287
Trading services Energy sources Water management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Waste water management Waste management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		12 612	12 430	12 264	12 177	12 351	12 525	12 699	12 786	12 090	12 351	12 525	12 438	149 257	136 457	116 422
		147	143	136	138	141	145	149	151	136	141	145	143	1 717	7 639	2 883
		12 465	12 295	12 125	12 040	12 210	12 380	12 550	12 635	11 955	12 210	12 380	12 295	147 539	133 818	115 539
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	16 110	16 050	16 001	15 898	16 103	16 307	16 512	16 614	15 798	16 103	16 307	16 205	194 006	144 806	129 779
Funded by:																
National Government Provincial Government District Municipality		1 978	2 116	2 264	2 260	2 267	2 275	2 282	2 286	2 256	2 267	2 275	2 271	26 797	28 894	30 110
allocations) (Nat / Prov Departm Agencies Households Non-profit Institutions Private Enterprises Public Corporations Higher Educ Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds		1 978	2 116	2 264	2 260	2 267	2 275	2 282	2 286	2 256	2 267	2 275	2 271	26 797	28 894	30 110
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		14 132	13 934	13 737	13 638	13 835	14 033	14 230	14 328	13 540	13 835	14 033	13 934	167 209	115 912	99 669
Total Capital Funding		16 110	16 050	16 001	15 898	16 103	16 307	16 512	16 614	15 798	16 103	16 307	16 205	194 006	144 806	129 779

LIM335 Maruleng - Supporting Table SA30 Budgeted

Vote No	Project Number	Measurable Objective	Project	KPI	Baseline / Status Quo	Budget	Annual Target (30.06.26)	1st Quarter Target (30.09.25)	2nd Quarter Target (31.12.25)	3rd Quarter Target (31.03.26)	4th Quarter Target (30.06.26)	Programme Owner	Evidence Required
TOP LAYER SDBIP													
% of land use applications processed within 90 days from the date received with completed documents													
IDP Strategic: facilitate integrated human settlements and agrarian reform													
400	SPED 01	Ensure that planning and development is informed by the Spatial Development Framework	SDF	% of Spatial Development Framework implemented	100%	Operational	100%	100%	100%	100%	100%	SPED	Reports on the implementation of the SDF
400	SPED 02	Ensure that Land Use Management Scheme is updated	Update of LUMS	% of land use applications processed within 90 days from the date received with completed documents	100%	Operational	100%	100%	100%	100%	100%	SPED	LUMS updated reports
	SPED 03			% of building plans processed within 30 days from the date submitted with completed documents	100%	Operational	100%	100%	100%	100%	100%	SPED	Building plans register
	SPED 04	Ensure that a new township is established in Hoedspruit	Township establishment (Berlin portion 39)	% of township development completed	New	Operational	100% township application submitted	(25%)EIA	10% (township application)	75% (EIA application submitted)	100% (township application submitted)	SPED	Progress Reports
400	SPED 05	Ensure thatcatalytic projects are monitored in line with Spatial Development Framework	Catalytic Projects	Number of Catalytic Projects monitored	8	Operational	10	10	10	10	10	SPED	Progress Reports
BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS													
IDP Strategic Objective: Improve community well-being through accelerated service delivery													
Vote No	Project Number	Measurable Objective	Project	KPI	Baseline / Status	Budget	Annual Target (30.06.26)	1st Quarter Target (30.09.25)	2nd Quarter Target (31.12.25)	3rd Quarter Target (31.03.26)	4th Quarter Target (30.06.26)	Programme Owner	Evidence Required
2.2 Free Basic Electricity													
500	BT01	Ensure that indigents households are provided with free basic electricity	Free Basic Electricity (NKPI)	Number of indigents households with access to free basic electricity	842	600	687	687	687	687	687	Budget Treasury	Indigents Register & quarterly reports
2.2 Free Basic Refuse Removal													
500	COM 01	Ensure that indigents households are provided with Free basic waste removal	Free basic waste removal (NKPI)	Number of Households with free access to refuse removal	17 955	Operational	18 455	17 955	17 955	18 455	18 455	Community Services	Indigents Register & quarterly reports
2.3 Roads, bridges and stormwater management													
500	TECH 01	Construction of low level bridges	Maruleng low level bridges	Number of of low level bridges constructed	3	8 000 000	7	Specifications submitted to Budget & Treasury department	Appointment of contractors	4 low level bridges completed	3 low level bridge completed	Technical Services	Completion certificates
500	TECH 02	Ensure that roads are rehabilitated	Roads & bridges (rehabilitation of roads)	Number of kilometers rehabilitated	8.744 km	31 376 545.67	5 km rehabilitated	Designs developed	Appointment of contractors	5 km road base completed	5 km rehabilitated	Technical Services	Completion certificates
500	TECH03	To upgrade roads from gravel to surfaced roads	Roads & bridges (roads surfacing)	Number of kilometers surfaced	3.32 km	36 878 651.06	2km	2 km road bed completed	2 km road base completed	2 km road base preparation	2 km road surfaced	Technical Services	Completion certificates
500	TECH 04	To up grades roads from gravel to paved road	Roads & bridges (roads paving)	Number of kilometres roads paved	1.73km	67 331 739.32	8 km	8km road bed completed	8km road base completed	8 km road paved	8 km road paved	Technical Services	Completion certificates
2.4 Electrification													
500	TECH05	Construction of high mast lights	High mast lights	Number of high mast lights constructed	0	4 000 000	4	Specifications submitted to Budget & Treasury department	Appointment of contractors	4 high mast lights constructed	4 high mast lights energising and commissioned	Technical Services	Completion certificates
	TECH06	Electrification of households	Households electrication	Number of households electrified	New	4 670 435.58	160 households	Appointment of contractors	Installation of 160 electrification poles	160 households electrified	160 households energised and commissioned	Technical Services	Completion certificates
2.5 Solid Waste Management													
600	COM 02	Ensure the provision of refuse removal services	Refuse removal from households to the landfill site in Worcester	Number of households with access to basic refuse removal	20 020	11 880 000	20 520	20 520	20 520	20 520	20 520	Community Services	Quarterly reports
600	COM 03			Number of commercial,institutional and industrial centres with access to refuse removal services	84 business establishments		84 business establishments	84 business establishments	84 business establishments	84 business establishments	84 business establishments	Community Services	Quarterly reports
2.6 Recreational Facilities													
500	TECH07	Ensure that the indoor sports centre is completed	Maruleng indoor sports centre	% of indoor sports centre completed	70%	21 248 836.06	100%	75% completion	80% completion	90% completion	100% completion	Technical Services	Completion certificates

500	TECH 09	Ensure that cemetries and halls are fenced	Fences of cemeteries and halls	Number of cemeteries and halls fenced	4	1 217 391.00	3 cemeteries and 1hall	Development of specifications	No target this quarter	Appointment of service providers	3 cemeteries and 1hall fenced	Technical Services	Completion certificates
2.7 maintenance and repairs													
500	TECH10	Ensure appropriate maintenance of roads and bridges	Maintenance of roads & bridges	Number of km of municipal roads maintained (bladded)	1 398.8 km	6 500 000	308 km	77 km	77 km	77 km	77 km	Technical Services	Maintenance report, maintenance register and pictures
500	TECH11	Ensure appropriate maintenance of roads and bridges	Maintenance of roads & bridges	Number of msq of municipal roads maintained (patching of potholes)	4 462.9 m ²		3000 m²	750 m²	750 m²	750 m²	750 m²	Technical Services	Maintenance report, maintenance register and pictures
500	TECH12	Ensure appropriate maintenance of buildings	Buildings	Number of municipal buildings maintained	13	1 000 000	13	13	13	9	9	Technical Services	Maintenance report, maintenance register and pictures
600	COM04	Ensure appropriate maintenance of parks and gardens	Maintenance of parks and gardens	Number of municipal parks maintained	2	500 000	2	2	2	2	2	Community Services	Maintenance report, maintenance register and pictures
600	COM05			Number of municipal gardens maintained	4		4	4	4	4	4	Community Services	Maintenance report, maintenance register and pictures
10	BTO2	Ensure appropriate maintenance of vehicles	Vehicles	Number of Vehicles maintained	26	2 500 000	30	30	30	30	30	Budget & Tresury	Maintenance report
500	TECH13	Ensure routine maintenance of streetlights	Maintenance of streetlights	Number of streetlights maintained	0	1 000 000	148	Advertisement for the appointment of service provider	Appointment of service provider	148 street lights maintained	148 street lights maintained	Technical Services	Maintenance report
500	BTO3	Ensure appropriate maintenance of machines	Machines (grader,TLB & trucks)	Number of municipal machines maintained	4	3 000 000	4	4	4	4	4	Budget & Tresury	Maintenance report
Upgrading/ Renovation of Municipal Capital Assets													
500	TECH14	Ensure that stadium are fenced	Fencesfor stadiums	Number of stadium fenced	New	2 000 000	2	No target this quarter	Advertisement for the appointment of service provider	Appointment of service provider	1 Sports field upgrading completed	Technical Services	Completion Certificate
500	TECH15	Esure that DLTC is fenced	Fences for DLTC	Number of DLTC fenced	New	1 500 000	1	No target this quarter	Advertisement for the appointment of service provider	1 DLTC fenced	No target this quarter	Technical Services	Completion Certificate
500	TECH16	Ensure that London landfill site is maintained	London landfill site	Number of landfill site maintained	New	1 000 000	1	No target this quarter	Advertisement for the appointment of service provider	1 landfill site maintained	No target this quarter	Technical Services	Completion Certificate
500	TECH17	Ensure that Thusong centre service is fenced	Fencing of Thusong centre services	Number of Thusong centre service fenced	New	2 000 000	1	No target this quarter	Appointment of service provider	1	No target this quarter	Technical Services	Completion Certificate
10	CORP01	Regular upgrading of software	Software	Number of Softwares upgraded	2	2 500 000	2 (sage 300 & Munsoft)	No target this quarter	No target this quarter	1 (sage 300)	1 (Munsoft)	Corporate Services	Quarterly reports
KPA 3:LOCAL ECONOMIC DEVELOPMENT													
IDP Strategic Objective: Promote local economic growth													
Vote No	**Project Number**	**Measurable Objective**	**Project**	**KPI**	**Baseline / Status**	**Budget**	**Annual Target (30.06.26)**	**1st Quarter Target (30.09.25)**	**2nd Quarter Target (31.12.25)**	**3rd Quarter Target (31.03.26)**	**4th Quarter Target (30.06.26)**	**Programme Owner**	**Evidence Required**
400	SPED 06	Ensure that LED programmes are supported	LED Programmes	Number of LED programmes supported	122	500 000	120	30	30	30	30	SPED	Quarterly reports
400	SPED 07	Ensure the creation of jobs through Expanded Public Works Programme and other municipal initiatives	EPWP	Number of jobs creared through EPWP (NKPI) and other municipal initiatives	348	1 512 000	300	100	50	75	75	SPED	Quarterly reports
KPA 4:FINANCIAL VIABILITY													
IDP Strategic Objective: Sound Financial Management													
Vote No	**Project number**	**Measurable Objective**	**Programme**	**KPI**	**Baseline / Status**	**Budget**	**Annual Target (30.06.26)**	**1st Quarter Target (30.09.25)**	**2nd Quarter Target (31.12.25)**	**3rd Quarter Target (31.03.26)**	**4th Quarter Target (30.06.26)**	**Programme Owner**	**Evidence Required**
400	SPED08	Ensure credible valuation roll in place by 30 June 2023	1	Number of supplementary valuation roll developed	1	Operational	1	No target this quarter	No target this quarter	No target this quarter	1	SPED	**Supplementary valuation roll**
300	BTO4	Improved financially viability	Cost coverage	Number of acceptable months for municipal sustainability	8 months	Operational	3 months	3 months	3 months	3 months	3 months	Budget and Treasury	Financial reports
300	BTO5	Improved financially viability	Revenue collection	% of revenue collected monthly	77%	Operational	80%	72%	74%	76%	80%	Budget and Treasury	Financial reports
300	BTO6	Improved financially viability	Debt coverage	% of debt coverage ratio	0%	Operational	0%	0%	0%	0%	0%	Budget and Treasury	Financial reports

10	BTO7	Improved financially viability	Outstanding service debtors to revenue	% of outstanding service debtors collected	23%	Operational	70%	45%	50%	60%	70%	Budget and Treasury	Financial reports
300	BTO8	To enhance revenue	Revenue Enhancement	Number of revenue enhancement strategy reviewed	1	Operational	1	No target this quarter	No target this quarter	No target this quarter	1	Budget and Treasury	2022/23 Enhancement Revenue Strategy
300	BTO9	Ensure compliance to asset and inventory management policy (GRAP 17)	Asset and inventory management	% compliance to Asset standard (GRAP 17)	100 % compliance to Asset standard (GRAP 17)	Operational	100%	100%	100%	100%	100%	Budget and Treasury	Quarterly reports
300	BTO10	Ensure compliance to asset and inventory management policy (GRAP 17)	Asset and inventory management	Number of assets update schedules	12	Operational	12	3	3	3	3	Budget and Treasury	Quarterly reports
300	BTO11	To fully comply with supply chain Regulation and National Treasury guide on procurement processes	Supply chain management	% compliance to SCM regulations	100 % compliance	Operational	100%	100%	100%	100%	100%	Budget and Treasury	Quarterly reports
300	BTO12	To fully comply with supply chain Regulation and National Treasury guide on procurement processes	Supply chain management	Number of in-year SCM reports submitted on time to Counciland Treasury	12	Operational	12	3	3	3	3	Budget and Treasury	Quarterly reports
300	BTO13	Ensure that budget management is line with MSCOA	MSCOA	% compliance to MSCOA (uniform reporting for municipalities)	90%	Operational	100%	82%	85%	90%	100%	Budget and Treasury	Progress migration reports
300	BTO14	Improved management of municipal grants expenditure	Personnel Expenditure	% of personnel budget spent	92%	121 386 538	100%	25%	50%	75%	100%	Budget and Treasury	Financial report
300	BTO15	Ensure compliance to MIG expenditure	MIG Expenditure	% compliance to MIG Expenditure	83%	26 797 434	100%	25%	50%	75%	100%	Budget and Treasury	Financial report
300	BTO16	Improved allocation of maintenance budget	Maintenance Expenditure	% of maintenance budget spent	81%	15 300 000	100%	25%	50%	75%	100%	Budget and Treasury	Financial report
300	BTO17	Improved expenditure on capital budget	Capital Expenditure	% of capital budget spent	69%	209 705 579	100%	25%	50%	75%	100%	Budget and Treasury	Financial report
KPA 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
IDP Strategic Objective: Build capable institution and administration													
Vote No	**Project number**	**Measurable Objective**	**Programme**	**KPI**	**Baseline / Status**	**Budget**	**Annual Target (30.06.26)**	**1st Quarter Target (30.09.25)**	**2nd Quarter Target (31.12.25)**	**3rd Quarter Target (31.03.26)**	**4th Quarter Target (30.06.26)**	**Programme Owner**	**Evidence Required**
5.1 Auditing and Risk Management													
200	MM01	Ensure improved audit opinion	External Auditing	Nuber of Improved audit opinion	0 (Unqualified audit opinion with findings)	7 000 000	1 (Clean audit opinion)	No target this quarter	No target this quarter	1 (Clean Audit opinion)	No target this quarter	Municipal Manager	Audit Report
200	MM02	To improve municipal internal controls and systems		Submit AG Action Plan to Council by 31 January	AG Action plan submitted to Council on the 25th January 2024	Operational	Submit AG Action Plan to Council by 31 January	No target this quarter	No target this quarter	Submit AG action plan to council by 31 January 2026	No target this quarter	Municipal Manager	A-G Auditing Action Plan
200	MM03			% of A-G queries resolved	97%	Operational	100%	100%	No target this quarter	50%	75%	Municipal Manager	Implementation reports
200	MM04	To promote good governance	Internal auditing	Number of quarterly internal audit reports with recommendations generated	4	Operational	4	1	1	1	1	Municipal Manager	Council resolution and reports
	MM05			Number of Audit Committee meetings held	14	1 500 000	4	1	1	1	1	Municipal Manager	Audit Committee minutes
	MM06			% of Audit performance Resolutions implemented	62%	Operational	100%	100%	100%	100%	100%	Municipal Manager	AC Resolutions Register
	MM07			Number of risks based internal audit plan approved	1	Operational	1	No target this quarter	No target this quarter	1	No target this quarter	Municipal Manager	Council resolution and reports
	MM08			Number of PMS audits conducted	4	Operational	4	1	1	1	1	Municipal Manager	Quarterly reports
	MM09		Risk Management	% implementation of identified risks mitigations	85%	Operational	100%	100%	100%	100%	100%	Municipal Manager	Quarterly reports
200	MM10	To promote good governance	Risk Management	Number of Annual review of strategic risks plan	1	Operational	1	No target this quarter	No target this quarter	1	No target this quarter	Municipal Manager	Council resolution and reports

200	MM11	Conducting of risk assessments	Risk Management	Number of risk assessments conducted	1	Operational	2	No target this quarter	No target this quarter	1	1	Municipal Manager	Risk assessment report
200	MM12	To promote good governance	Risk Management	Number of institutional Risk Management Committee meetings held	5	Operational	4	1	1	1	1	Municipal Manager	Minutes
5.2 Council and Oversight Structures (Putting people first)													
200	CORP2	To promote good governance	MPAC	% of MPAC resolutions implemented	100%	Operational	100%	100%	100%	100%	100%	Corporate Services	MPAC Resolutions register
	CORP3			Number of MPAC meetings held	16	300 000	4	1	1	1	1	Corporate Services	Quarterly reports
10	CORP04	Ensure effctive and efficent functioning of Council	Council function and support	Number of council sitting supported	16	Operational	4	1	1	1	1	Corporate Services	Quarterly reports
	CORP05			Number of schedule Executive committee meetings held	18	Operational	4	1	1	1	1	Corporate Services	Quarterly reports
	CORP06			Number of schedule portfolio committees meetings held	51	Operational	16	4	4	4	4	Corporate Services	Quarterly reports
IDP Strategic Objective:Putting people first													
5.4 Public Participation													
200	CORP07	To promote community participation and accountability	Public Participation	Number of public participation meetings (imbizos) held	25	1 500 000	4	1	1	1	1	Corporate Services	Quarterly reports
	CORP08			Number of community feedback meetings held	76	Operational	56 (4 per ward)	14	14	14	14	Corporate Services	Quarterly reports
200	CORP09	To promote accountabiity	Complaints Management	% of complaints resolved	100%	Operational	100%	100%	100%	100%	100%	Corporate Services	Complaints Management Register
10	CORP10	Ensure effctive and efficent functioning of ward committees	Ward committees support	Number of functional ward committees	14	5 000 000	14	14	14	14	14	Corporate Services	Quarterly reports
10	CORP11	Ensure effctive and efficent functioning of ward committees	Ward committees support	Number of monthly ward committees reports submitted	168	operational	168	42	42	42	42	Corporate Services	Quarterly reports
200	MM13	Ensure effctive and efficent communication	Communication	Number of communication strategies reviewed	1	150 000	1	No target this quarter	No target this quarter	1	No target this quarter	Municipal Manager	Council Resolution and approved Communication Strategy
200	COM06	Ensure that DRM Plans reviewed in order to appropriate response to disaster management	Review of of the DRM Plan	Number of disaster risks management plans reviewed	1	Operational	1	No target this quarter	No target this quarter	No target this quarter	1	Community Services	Quarterly reports
200	COM07	Ensure that DRM strategic planning session is held in order to appropriate response to disaster management	Strategic Planning session on DRM	Number Disaster risks management strategic planning session held	1	1 200 000	1	No target this quarter	No target this quarter	1	No target this quarter	Community Services	Invitations, attendance register & report
200	COM08	Ensure that DRM awareness campaigns are in order to appropriate response to disaster management	Awareness campaings on disaster risks and management	Number of disaster risks management awareness campaigns held	17	Operational	4	1	1	1	1	Community Services	Invitations, attendance register & report
200	COM 09	Ensure that disaster victims are provided with relief	Disaster Relief	% of disaster affected households provided or supported with relief measure	100%	operational	100%	100%	100%	100%	100%	Community Services	Quarterly Disaster relief reports
KPA 6:MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
Vote No	**Project number**	**Measurable Objective**	**Programme**	**KPI**	**Baseline / Status**	**Budget**	**Annual Target (30.06.26)**	**1st Quarter Target (30.09.25)**	**2nd Quarter Target (31.12.25)**	**3rd Quarter Target (31.03.26)**	**4th Quarter Target (30.06.26)**	**Programme Owner**	**Evidence Required**
IDP Strategic Objective: Build capable institution and administration													
6.1 IDP													
200	MM14	Ensure that IDP/Budget are done within the legislated framework	IDP Review	IDP/Budget adopted by Council by 31 May	IDP/Budget adopted by Council on the 17 May 2024	250 000	IDP/Budget adopted by Council by 31 May 2025	Process plan adopted by Council	Analysis and Strategies phases	Draft IDP/Budget	Final IDP /Budget	Municipal Manager	Council resolution, process plan & IDP/Budget copy
	MM15	To ensure that IDP strategies are reviewed	IDP/PMS strategic planning session	Number of strategic planning session held	2	800 000	1	No target this quarter	1 Session	No target this quarter	No target this quarter	Municipal Manager	Invitations, attendance register & report
IDP Strategic Objective: Build capable institution and administration													

6.2 PERFORMANCE MANAGEMENT													
200	MM16	Sustain management of performance for Section 54 & 56 Managers	PMS	Number of senior managers (section 54 and S56) with signed performance agreements within prescribed timeframe	5	Operational	6	6	No target this quarter	No target this quarter	No target this quarter	Municipal Manager	Signed Performance Agreements
200	MM17	Sustain management of performance for Section 54 & 56 Managers		Number of formal assessements conducted (S54 & 56)	2	Operational	1	No target this quarter	No target this quarter	No target this quarter	1	Municipal Manager	Assessment reports
10	CORP 12	Sustain management of performance for officials other Section 54 & 56 Managers		% of officials other than S 57 managers with signed performance agreements as per municipal staff regulations	100%	Operational	100%	100%	100%	100%	100%	Corporate Services	Signed Performance Agreements
10	CORP 13	Sustain management of performance for officials other Section 54 & 56 Managers		% of officials other than S 57 managers formally assessed as per municipal staff regulations	97%	Operational	100%	100%	100%	100%	100%	Corporate Services	Signed Performance Agreements
200	MM18	Promote institutional accountability and compliance to PMS framework		Number of in-year performance management reports submitted to Council	4	Operational	4	1	1	1	1	Municipal Manager	Quarterly reports
200	MM19	Promote institutional accountability and compliance to PMS framework		Number of oversight reports on annual report adopted within stipulated timeframes	1	Operational	1	1	No target this quarter	No target this quarter	No target this quarter	Municipal Manager	Council Resolution
IDP Strategic Objective: Build capable institution and administration													
10	CORP14	Ensure capacitated work force	Skills Development	Number of employees and councillors capacitated in terms of Workplace Skills plan	82	2 500 000	45	No target this quarter	25	10	10	Corporate Services	Training reports
10	CORP15	Ensure that municipalities appoint people with the necessary skills that will enable them to accelerate the delivery of basic services	Workplace skills plan (Technical skills)	Number of municipal personnel with technical skills/capacity (technicians and engineers)	3 (Senior Technician, water technician & PMU Manager)	Operational	3	No target this quarter	No target this quarter	No target this quarter	3	Corporate Services	Quarterly reports
10	CORP16	Strengthen the effectiveness and efficient of municipal minimum competency requirements	Workplace skills plan(Minimum competency requirements) (financial management)	Number of municipal personnel with financial minimum competency requirements	15	Operational	9	No target this quarter	No target this quarter	No target this quarter	9	BTO	Quarterly reports
10	CORP17	Ensure that people from equity target are appointed in the three highest levels of the municipal management	Employment Equity Plan	Number of staff complement with disability	4	Operational	5	5	5	5	5	Corporate Services	EE reports
10	CORP18	Ensure that people from equity target are appointed in the three highest levels of the municipal management in compliance with the approved EEP	Employment Equity Plan (NKPI)	Number of people from employment equity target group employed in the three highest levels of the municipality (National indicator)	2	Operational	2	No target this quarter	1	1	No target this quarter	Corporate Services	EE reports
IDP Strategic Objective: Build capable institution and administration													
6.4. Human Resource Management, Legal Services & Occupational Health and Safety													
10	CORP19	Ensure capacitated work force	Workplace skillsplan	Amount actual spent(1 % of the salary budget of municipality) on implementing workplace skills plan (National indicator)	602 704	2 500 000	2 500 000	625 000	625 000	625 000	625 000	Corporate Services	Financial report
10	CORP20	Maximize efficiency of payroll management	Payroll management	% accuracy on payroll information	Payroll system in place	121 386 538	100%	100%	100%	100%	100%	Corporate Services	Payroll report

10	CORP21	Ensure compliance of overtime regulation	HR Management (Overtime management)	% compliance to overtime regulation	100%	4 700 000	100%	100%	100%	100%	100%	Corporate Services	Overtime report
200	MM20	Ensure that the municipality has SLA with all service providers	Legal Services	% of service providers with signed Service Level Agreement	100%	5 500 000	100%	100%	100%	100%	100%	Municipal Manager	SLA register
10	CORP22	Ensure sound labour practice	Labour Forum	Number of Local Forum Meetings held	6	Operational	4	1	1	1	1	Corporate Services	Quarterly reports
IDP Strategic Objective: Build capable institution and administration													
6.5 Policies and By-laws													
10	CORP23	To ensure implementation of law-enforcement	Policy development, by-laws and reviews	Number of by-laws developed/ reviewed	2	Operational	2	No target this quarter	No target this quarter	No target this quarter	2	Corporate Services	Policy and by-law register
10	CORP24	To ensure that policy workshop is held	Policy workshop	Number of policy workshops held	2	250 000	1	No target this quarter	No target this quarter	No target this quarter	1	Corporate Services	Invitations & attendance register
	CORP25	Providing and improving compliance to municipal regulatory environment	Policies	Number of policies developed/reviewed	70	Operational	57	No target this quarter	No target this quarter	No target this quarter	57	Corporate Services	Policy and by-law register

Vote No	Project Number	Measurable Objective	Project	KPI	Baseline / Status Quo	Budget	Annual Target (30.06.26)	1st Quarter Target (30.09.25)	2nd Quarter Target (31.12.25)	3rd Quarter Target (31.03.26)	4th Quarter Target (30.06.26)	Programme Owner	Evidence Required
LOWER LAYER SDBIP													
SPATIAL RATIONALE KEY PERFORMNACE INDICATORS													
IDP Strategic: facilitate integrated human settlements and agrarian reform													
400	SPED09	Ensure that GIS is updated	Update of GIS	Number of GIS updates conducted	62	Operational	40	10	10	10	10	SPED	Quarterly reports
BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS													
IDP Strategic Objective: Improve community well-being through accelerated service delivery													
Vote No	Project Number	Measurable Objective	Project	KPI	Baseline / Status Quo	Budget	Annual Target (30.06.26)	1st Quarter Target (30.09.25)	2nd Quarter Target (31.12.25)	3rd Quarter Target (31.03.26)	4th Quarter Target (30.06.26)	Programme Owner	Evidence Required
2.1.2 Roads, bridges and stormwater management (road rehabilitation)													
500	TECH 19	To rehabilitate a road	Rehabilitation of Hlohlokwe to Sofaya access road	Number of kilometres of road bed of Hlohlokwe to Sofaya access road rehabilitated	New	8 015 215.02	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1km road base completed	1 km road rehabilitated	Technical Services	Completion Certificate
500	TECH 20	To rehabilitate a road	Rehabilitation of Hlohlokwe / Ga -Mohlala access road	Number of kilometres of road bed of Hlohlokwe/Ga-Mohla acess road rehabilitated	New	8 000 000	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1km road base completed	1 km road rehabilitated	Technical Services	Completion Certificate
500	TECH 21	To rehabilitate a road	Rehabilitation of The Oaks to Finale access road	Number of kilometres of road bed of The Oaks to Finale access road rehabilitated	New	12 036 547.90	6km	Advertisement for the appointment of a contractor	Appointment of a contractor	6km road base completed	6 km road rehabilitated	Technical Services	Completion Certificate
500	TECH 22	To rehabilitate a road	Rehabilitation of Lorraine access road	Number of kilometres of Lorraine access road rehabilitated	0 km road bed	5 324 782.75	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1km road base completed	1 km road rehabilitated	Technical Services	completion certificate
2.1.3 Roads, bridges and stormwater management (road paving)													
500	TECH23	To up grade a road from gravel to paved road	Scotia internal street	Number of kilometres of Scotia internal street paved	0 km	8 389 564.40	1 km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road paved	Technical Services	completion certificate
500	TECH 24	To up grade a road from gravel to paved road	Makgaung internal street	Number of kilometres of Makgaung internal street paved	0 km	16 508 777.00	1 km	1 km road bed completed	1 km road sub base completed	1.1 km base preparation	1.1km road completed	Technical Services	completion certificate
500	TECH 25	To up grade a road from gravel to paved road	Balloon internal street	Number of kilometres of Balloon internal street paved	Contractor appointed	2 093 295.92	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1 km road base completed	1km road paved	Technical Services	completion certificate
500	TECH 26	To up grade a road from gravel to paved road	Construction of Metz internal street phase 01	Number of kilometres of Metz internal street phase 01 paved	New	18 342 900	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1 km road base completed	1km road paved	Technical Services	completion certificate

500	TECH 27	To develop designs in order to upgrade road from gravel to pave	Lorraine- Belville Nkopedji access road	Number of kilometres of Lorraine - Belville Nkopedji access road paved	0.9km road bed completed	13 422 155	1km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road paved	Technical Services	completion certificate
500	TECH28	To develop designs in order to upgrade road from gravel to pave	Madeira access road	Number of kilometres of Madeira Access road paved	0 km road bed	8 575 047	1km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road paved	Technical Services	completion certificate
2. 1.3 Roads, bridges and stormwater management (road surfacing)													
500	TECH 29	To upgrade a road from gravel to Asphalt/ surfacing	Essex road	Number of kilometres of Essex road surfaced	0 km	23 013 148.07	1 km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road surfaced	Technical Services	completion certificate
500	TECH 30	To upgrade a road from gravel to Asphalt/ surfacing	Molalane internal street	Number of kilometres of Molalane internal street surfaced	Contractor appointed	13 885 502.99	1 km	1 km road bed completed	1 km road sub base completed	1km base preparation	1km road surfaced	Technical Services	completion certificate
2. 1.4 Roads, bridges and stormwater management (road designs)													
500	TECH 31	To develop designs in order to upgrade road from gravel to pave	Bismarck Internal street	Number of designs of Bismarck internal street developed	New	2 093 295.92	1	Consultant appointed	1	No target this quarter	No target this quarter	Technical Services	Designs
500	TECH 32	To develop designs in order to upgrade road from gravel to pave	Mahupje ring road	Number of designs of Mahupje ring road developed	New	1 500 000	1	Consultant appointed	1	No target this quarter	No target this quarter	Technical Services	Designs
2.6 households electrification													
500	TECH33	Electrification of households	Households electication	Number of households electrified in Balloon village	New	2 335 217.39	80 households	Appointment of a contractor	Installation of 80 electrification poles	80 households electrified	80 households energised and commissioned	Technical Services	Completion certificates
500	TECH34	Electrification of households	Households electication	Number of households electrified in Santeng village	New	2 335 217.39	80 households	Appointment of a contractor	Installation of 80 electrification poles	80 households electrified	80 households energised and commissioned	Technical Services	Completion certificates
2.6 Assets Acquisation													
600	BOT18	Purchasing of municipal vehicles	Vehicles	Number of vehicles purchased	2	1 000 000	1	No target this quarter	Development of specification and submission to budget and treasury	Appointment of service provider	1 vehicle purchased	Budget and Treasury	Invoice and delivery note
10	CORP 26	Purchasing and of air conditioners	Air-conditioners	Number of air conditioners purchased	6	1 000 000	5	Development of specification and submission to budget and treasury	Appointment of service provider	5	No target this quarter	Corporate Services	Invoice and delivery note

600	COM10	Purchasing of plant and equipment	Plant and equipment	Number of plant and equipment purchased	112	400 000	10	10	No target this quarter	No target this quarter	No target this quarter	Community Services	Invoice and delivery note
10	CORP27	To purchase IT equipments	IT Equipments	Number of IT equipments purchased	55	1 000 000	50 laptops	Development of specification and submission to budget and treasury	Appointment of service provider	50 laptops	No target this quarter	Budget and Treasury	Invoice and delivery note
10	CORP28	To purchase office furniture	Office furniture	Number Office furnitures purchased	325 x various furitures purchased	2 000 000	14 board room chairs & 600 chairs for 3 community halls	No target this quarter	No target this quarter	Development of specification and submission to budget and treasury for procurement of goods	14 board room chairs & 600 chairs for 3 community halls purchased	Budget and Treasury	Invoice and delivery note
10	CORP29	To upgrade server	Server upgrade	Number of serves upgraded	4	2 500 000	2	No target this quarter	No target this quarter	1	1	Corporate Services	Progress report
300	BTO19	Purchasing of office equipment	Office Equipment	Number of office equipments purchased	2	500 000	5	No target this quarter	Development of specification and submission to budget and treasury	Appointment of service provider	5 Office equipments purchased	Corporate Services	Invoice and delivery note
Other Capital Assets													
500	TECH35	Fences for Thusong	Fencing of Thusong centre services	Number of Thusong service centres fenced	New	2 000 000	1	No target this quarter	No target this quarter	Appointment of a contractor	1	Technical Services	Completion certificate

KPA 3:LOCAL ECONOMIC DEVELOPMENT

IDP Strategic Objective:Promote local economic growth

Vote No	Project Number	Measurable Objective	Project	KPI	Baseline / Status	Budget	Annual Target (30.06.26)	1st Quarter Target (30.09.25)	2nd Quarter Target (31.12.25)	3rd Quarter Target (31.03.26)	4th Quarter Target (30.06.26)	Programme Owner	Evidence Required
400	SPED 10	Ensure that K2C programs are supported	K2C support	Number of K2C programmes supported	5	60 000	2	No target this quarter	2	No target this quarter	No target this quarter	SPED	Quarterly reports
	SPED 11	Ensure that LED forums are coordinated	LED Forums	Number of LED forums coordinated	2	Operational	2	No target this quarter	No target this quarter	1	1	SPED	Quarterly reports

KPA 4:FINANCIAL VIABILITY

IDP Strategic Objective: Sound Financial Management

Vote No	Project number	Measurable Objective	Programme	KPI	Baseline / Status	Budget	Annual Target (30.06.25)	1st Quarter Target (30.09.24)	2nd Quarter Target (31.12.24)	3rd Quarter Target (31.03.25)	4th Quarter Target (30.06.25)	Programme Owner	Evidence Required

300	BTO20	To ensure compliance with budget and reporting regulations	MFMA reports	Number of S71 reports submitted to the mayor and provincial treasury within 10 working days of start of the month	12	Operational	12	3	3	3	3	Budget and Treasury	Quarterly reports
300	BTO21		MFMA reports	Number of S52 reports submitted to Council within 30 days of the end of each quarter	4	Operational	4	1	1	1	1	Budget and Treasury	Quarterly reports
300	BTO22			Number of S72 reports submitted to Council and provincial treasury after assessment by the accounting officer by 25 january	1	Operational	1	No target this quarter	No target this quarter	1	No target this quarter	Budget and Treasury	Mid-year report
300	BTO23			Number of Adjustment Budget reports submitted to Council in terms of S28	1	Operational	1	No target this quarter	No target this quarter	1	No target this quarter	Budget and Treasury	Council Resolution
300	BTO24	Submission of Annual Performance Report within prescribed timeframe	MFMA reports	Submission of annual financial statements to the A-G within the prescribed timeframes	Submitted within prescribed timeframes	Operational	APR submitted to A-G 31/08/24	Unaudited AFS submitted to A-G by 31 August 2024	No target this quarter	No target this quarter	No target this quarter	Budget and Treasury	APR
300	BTO25	Ensure effctive and efficient utilization of fleet	Fleet management	Number of quarterly reports submitted on fleet management	12	Operational	12	3	3	3	3	Budget and Treasury	Quarterly reports
KPA 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
IDP Strategic Objective: Build capable institution and administration													
Vote No	Project number	Measurable Objective	Programme	KPI	Baseline / Status	Budget	Annual Target (30.06.25)	1st Quarter Target (30.09.24)	2nd Quarter Target (31.12.24)	3rd Quarter Target (31.03.25)	4th Quarter Target (30.06.25)	Programme Owner	Evidence Required
IDP Strategic Objective:Putting people first													
10	CORP24	Provide requisite support to needy learners	Mayoral bursary fund	Number of learners supported	15	2 500 000	15	No target this quarter	No target this quarter	13	No target this quarter	Corporate Services	Quarterly reports

600	COM11	Monitor and oversee implementation of daily Licensing	Licensing and Administration	% monitoring of daily licensing	100%	operational	100%	100%	100%	100%	100%	Community Services	Quarterly reports
600	COM12	Monitor compliance to Traffic and law enforcement regulation	Traffic and law enforcement regulation	% compliance to Traffic and law enforcement regulation	100%	operational	100%	100%	100%	100%	100%	Community Services	Quarterly reports
600	COM13	ensure that Thusong services delivered are fully operational and effective	Thusong Center services	% effectiveness of services provided at thusong service center	100%	operational	100%	100%	100%	100%	100%	Community Services	Quarterly reports
KPA 6:MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
Vote No	**Project number**	**Measurable Objective**	**Programme**	**KPI**	**Baseline / Status**	**Budget**	**Annual Target (30.06.26)**	**1st Quarter Target (30.09.25)**	**2nd Quarter Target (31.12.25)**	**3rd Quarter Target (31.03.26)**	**4th Quarter Target (30.06.26)**	**Programme Owner**	**Evidence Required**
6.4. Human Resource Management, Legal Services & Occupational Health and Safety													
10	CORP25	Ensure safe and healthy working environment	OHS	Number of in-year compliance reports on OHS generated	4	700 000	4	1	1	1	1	Corporate Services	Quarterly reports

WARD INFORMATION ON EXPENDITURE SERVICE DELIVERY

IDP Strategic Objective: Improve community well-being through accelerated service delivery

Vote No	Project Number	Measurable Objectivex	Project	KPI	Baseline / Status	Budget	Annual Target (30.06.26)	1st Quarter Target (30.09.25)	2nd Quarter Target	3rd Quarter Target (31.03.26)	4th Quarter Target (30.06.26)	Programme Owner	Evidence Required
WARD 2													
500	TECH23	To up grade a road from gravel to paved road	Scotia internal street	Number of kilometres of Scotia internal street paved	0 km	8 389 564.40	1 km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road paved	Technical Services	completion certificate
500	TECH 29	To upgrade a road from gravel to Asphalt/ surfacing	Essex road	Number of kilometres of Essex road surfaced	0 km	23 013 148.07	1 km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road surfaced	Technical Services	completion certificate
WARD 3													
500	TECH 21	To rehabilitate a road	Rehabilitation of The Oaks to Finale access road	Number of kilometres of road bed of The Oaks to Finale access road rehabilitated	New	12 036 547.90	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1km road base completed	1 km road rehabilitated	Technical Services	Completion Certificate
WARD 5													
500	TECH 26	To upgrade a road from gravel to Asphalt/ surfacing	Molalane internal street	Number of kilometres of Molalane internal street surfaced	Contractor appointed	13 865 502.99	1km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1 km paved	Technical Services	completion certificate
WARD 8													
500	TECH 21	To up grade a road from gravel to paved road	Makgaung internal street	Number of kilometres of Makgaung internal street paved	0 km	16 508 777.00	1km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1 km paved	Technical Services	completion certificate
WARD 9													
500	TECH 26	To up grade a road from gravel to paved road	Construction of Metz internal street phase 01	Number of kilometres of Metz internal street phase 01 paved	New	18 342 900	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1 km road base completed	1km road paved	Technical Services	completion certificate
500	TECH15	Esure that DLTC is fenced	Fencing of DLTC	Number of DLTC fenced	New	1 500 000	1	No target this quarter	Advertisement for the appointment of service provider	1 DLTC fenced	No target this quarter	Technical Services	Completion Certificate
WARD 10													
500	TECH28	To develop designs in order to upgrade road from gravel to ...	Madeira access road	Number of kilometres of Madeira Access road paved	0 km road bed	8 575 047	1km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road paved	Technical Services	completion certificate

500	TECH07	Ensure that the indoor sports centre is completed	Maruleng indoor sports centre	% of indoor sports centre completed	70%	21 248 836.06	100%	75% completion	80% completion	90% completion	100% completion	Technical Services	Completion certificates
WARD 11														
500	TECH 20	To rehabilitate a road	Rehabilitation of Hlohlokwe / Ga -Mohlala access road	Number of kilometres of road bed of Hlohlokwe/Ga-Mohla acess road rehabilitated	New	8 000 000	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1km road base completed	1 km road rehabilitated	Technical Services	Completion Certificate
500	TECH 19	To rehabilitate a road	Rehabilitation of Hlohlokwe to Sofaya access road	Number of kilometres of road bed of Hlohlokwe to Sofaya access road rehabilitated	New	6 015 215.02	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1km road base completed	1 km road rehabilitated	Technical Services	Completion Certificate
WARD 12														
500	TECH 22	To rehabilitate a road	Rehabilitation of Lorraine access road	Number of kilometres of Lorraine access road rehabilitated	0 km road bed	5 324 782.75	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1km road base completed	1 km road rehabilitated	Technical Services	completion certificate
500	TECH 27	To develop designs in order to upgrade road from gravel to pave	Lorraine- Bellville Nkopedji access road	Number of kilometres of Lorraine - Belville Nkopedji access road paved	0.9km road bed completed	13 422 155	1km	1 km road bed completed	1 km road sub base completed	1 km base preparation	1km road paved	Technical Services	completion certificate
WARD 13														
500	TECH 25	To up grade a road from gravel to paved road	Balloon internal street	Number of kilometres of Balloon internal street paved	Contractor appointed	2 093 295.92	1 km	Advertisement for the appointment of a contractor	Appointment of a contractor	1 km road base completed	1km road paved	Technical Services	completion certificate
AL WARDS (1- 14)														
500	BT01	Ensure that indigents households are provided with free basic	Free Basic Electricity (NKPI)	Number of indigents households with access to free basic electricity	842	800 000	687	687	687	687	687	Budget Treasury	Indigents Register & quarterly reports
500	COM 01	Ensure that indigents households are provided with Free	Free basic waste removal (NKPI)	Number of Households with free access to refuse removal	17 955	Operational	18 455	17 955	17 955	18 455	18 455	Community Services	Indigents Register & quarterly reports

CAPITAL WORKS PLAN 2025/26-2027/8 FINANCIAL YEAR							
VOTE	DIRECTORATE	WARD	PROGRAM	PROJECT NAME	BUDGET	BUDGET YEAR +2 2026/27	BUDGET YEAR +3 2027/28
500	TECHNICAL SERVICES	11	ROAD & STORM WATER MANAGEMENT	Rehabilitation of Hlohlokwe to Sofaya access road	5 324 782.75	0.0	0.0
500	TECHNICAL SERVICES	3	ROAD & STORM WATER MANAGEMENT	Rehabilitation of The Oaks to Finale access road	15 936 547.90	10 036 547.90	14 000 000
500	TECHNICAL SERVICES	14	ROAD & STORM WATER MANAGEMENT	Rehabilitation of Hlohlokwe/Ga Mohlala access road	8 000 000	10 000 000	7 000 000
500	TECHNICAL SERVICES	12	ROAD & STORM WATER MANAGEMENT	Rehabiltation of Lorraine access road	5 324 782.75	0.0	0.0
500	TECHNICAL SERVICES	2	ROAD & STORM WATER MANAGEMENT	Scotia internal street	8 389 564.40	5 593 043.60	0.0
500	TECHNICAL SERVICES	13	ROAD & STORM WATER MANAGEMENT	Balloon internal street	2 093 295.92	0.0	0.0
500	TECHNICAL SERVICES	12	ROAD & STORM WATER MANAGEMENT	Lorraine- Bellville Nkopedji access road	13 422 156	0.0	0.0
500	TECHNICAL SERVICES	10	ROAD & STORM WATER MANAGEMENT	Madeira access road	8 575 047	15 000 000	20 000 000
500	TECHNICAL SERVICES	2	ROAD & STORM WATER MANAGEMENT	Essex road	23 013 148 .07	23 013 148 .07	26 000 000
500	TECHNICAL SERVICES	14	ROAD & STORM WATER MANAGEMENT	Mahupje ring road	1 500 000	1 500 000	0.0
500	TECHNICAL SERVICES	5	ROAD & STORM WATER MANAGEMENT	Molalane internal street	13 865 502.99	0.0	0.0
500	TECHNICAL SERVICES	6	ROAD & STORM WATER MANAGEMENT	Bismarck internal street	2 217 391 .71	15 305 221.02	25 534 395.60
500	TECHNICAL SERVICES	8	ROAD & STORM WATER MANAGEMENT	Makgaung internal street	16 508 777.00	19 985 038	0.0
500	TECHNICAL SERVICES	3	ROAD & STORM WATER MANAGEMENT	Willows internal street	0.0	2 000 000	6 631 782.61
500	TECHNICAL SERVICES	9	ROAD & STORM WATER MANAGEMENT	Construction of Metz internal street phase 1	18 342 900	15 274 491.30	0.0
500	TECHNICAL SERVICES	Various wards	ROAD & STORM WATER MANAGEMENT	Maruleng low level bridges	8 000 000	5 800 000	6 680 000
500	TECHNICAL SERVICES	9	ROAD & STORM WATER MANAGEMENT	Turkey 2 to Turkey 3 internal street	0.0	9 010 856.52	8 695 652.17
500	TECHNICAL SERVICES	13	ELETRIFICATION	Households electication(Balloon)	2 335 217 .39	0.0	0.0

500	TECHNICAL SERVICES	7	ELETRIFICATION	Households electication (Santeng)	2 335 217 .39	0.0	0.0
500	TECHNICAL SERVICES	3	ELETRIFICATION	High mast lights	4 00 000	2 608 695.65	6 086 956.52
500	TECHNICAL SERVICES	10	SPORTS AND RECREATION	Maruleng inldoor sports centre	21 248 836.06	0.0	0.0
500	TECHNICAL SERVICES	10	SPORTS AND RECREATION	Renovation of municipal halls	3 500 000	0.0	0.0
500	TECHNICAL SERVICES	Various wards	SPORTS AND RECREATION	Fencing of cemeteries and halls	1 217 391	0.0	0.0
500	TECHNICAL SERVICES	1	MUNICIPAL BUILDINGS	Fencig of DLTC	1 500 000	0.0	0.0
500	TECHNICAL SERVICES	3 & 13	SPORTS AND RECREATION	Fencing of stadium	2 000 000	0.0	0.0
500	TECHNICAL SERVICES	9	MUNICIPAL BUILDINGS	Vehicle Testing station	0.0	1 300 000	0.0
500	TECHNICAL SERVICES	Various wards	MUNICIPAL BUILDINGS	Fencing of Thusong service centre	2 000 000	0.0	0.0
500	TECHNICAL SERVICES	9	ENVIRONMENTAL MANAGEMENT	London landfill site	100 000	0.0	0.0
	TOTAL BUDGET			28 CAPITAL PROJECTS	**157 917 216.44**	**151 811 777.91**	**109 441 749.83**

TECHNICAL INDICATOR DESCRIPTION

ORGANISATIONAL STRATEGIC INDICATORS

KPA: SPATIAL RATIONALE

Priority/Program	Strategic IDP Objective	Performance Indicator Title	Purpose of the Indicator	Source/collection of Data	Short Description	Method of calculation	Data Limitations	Type of Indicator	New Indicator	Desired Performance	Reporting Cycle	Calculation Type	Indicator Responsibility
KPA: SPATIAL RATIONALE													
SDF	Facilitate integrated human settlements & agrarian reform	SDF implemented	Ensure that development in the municipality is done as per the SDF	SDF implementation register & SDF quarterly reports	Implementation is done through land use / development applications. Applicants attach motivational memo as part of applications. Applications should be aligned to the development principles of SPLUMA and development objectives of SDF. If an application meets all requirements the application is approved provided that are no objectives. On quarterly basis the Manager Spatial Planning issues SDF compliance report	Counting % compliance to SDF	None compliance to SDF by traditional leaders when giving their subjects land for residential or business	Output	Organisational Level	Development done in terms of SDF	Quarterly	Cumulative	Director SPED
Update of LUMS	Facilitate integrated human settlements & agrarian reform	% of land use applications processed within 90 days from the date received with completed required documents	To ensure that land use applications are processed	Data register recording land use applications & Land use applications feedback letters	A pre-consultation is conducted prior to lodging of an application to ensure alignment to municipal policies and spatial directives as outlined in the municipal SDF. On the positive of consultative process, a client submits an application in line with section 49 of the SPLUMA By-law and an invoice is issued. A client would approach the registrar for record keeping who received land use and land development applications to open and record client information on a file. The application is also recorded electronically on the OVVIO platform and a system generated reference is created. Inputs are solicited from internal divisions (if needed be). In terms of Spatial Planning and Land Use Management Act regulations: Land use management and general matters, 2015 section 14: Screening of the file would be done to check if all the required documents are complete and commencement of the application within 14 working days. The next 30 working days are for public to get comments from the public. A further 30 working days are required to decide whether the application is to be dealt with by a municipal official or referred to an independent structure called Mopani District Tribunal. The last 30 days are for decision making by the Municipal official (Assistant Director) or the Mopani district tribunal. The applicant is informed in writing of the outcome of their application	counting % of land use applications processed which were received within 30 days of receipt	Delay Municipal Tribunal in adjudication disputes	Output	Organisational Level	Improved and sustained planning on municipal land development	Quarterly	Cumulative	Director SPED
Update of LUMS	Facilitate integrated human settlements & agrarian reform	% of building plans processed within 30 days from the date submitted with completed required documents	To ensure that building plans applications are processed	Dated register recording land use applications & Land use applications feedback letters	An applicant will submit the building together SANS forms 1,2 & 4 which deals with building specifications and SACAP which identifies types of location to the building inspector. The Building inspector will then visit the identified sites to check building regulations compliance. Then the pre-approved plan will be issued to municipal town planning unit for zoning. An invoice for payment will be issued to the applicant. After making payment, approved building will be issued to the applicant/owner	Counting number of applications received / Number of land use applications processed) within 90 days of receipt for 30 June 2024	None compliance to building regulations	Output	Organisational Level	Improved and sustained planning on municipal land development	Quarterly	Cumulative	Director SPED
Update of GIS	Facilitate integrated human settlements & agrarian reform	Number of GIS updates conducted	To ensure that GIS updates are conducted	GIS updates register	The GIS unit will upload all new approved land development applications and changes of land use rights in line with LUMS. Updated register will be shared with Revenue and Valuation roll units for revenue collection	Counting number of new development updates loaded in the GIS	None	Output	Organisational Level	Improved and sustained planning on municipal land development	Quarterly	Cumulative	Director SPED
Township Establishment	Facilitate integrated human settlements & agrarian reform	% Townships development completed	Ensure that planning and development is informed by the Spatial Development Framework	Approval letter from planning Tribunal and registration letter from the Deeds office	Identification of land. Submission of application to the planning tribunal. Approval from the planning tribunal. Demarcation of sites and servicing of sites. Township established	% Townships development completed	Delay Municipal Tribunal in adjudication disputes	Output	Organisational Level	Improved and sustained planning on municipal land development	Quarterly	Non-cumulative	Director SPED
Catalytic Projects	Facilitate integrated human settlements & agrarian reform	# of catalytic projects monitored	To ensure that catalytic projects are monitored as implemented by relevant stakeholders	Progress reports	Development of monitoring schedules as informed by implementation plan of various catalytic projects. Attend project meetings and site visits. Report progress to Council on quarterly basis. Accompany the Mayor on visits to the projects. Assist the smooth facilitation of the implementation of the projects	Counting the number of catalytic projects monitored	Delay in development implementation by responsible stakeholders	Output	Organisational Level	Integrated human settlement and improved service delivery	Quarterly	Non-cumulative	Director SPED
KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT													
Priority/Program	Strategic IDP Objective	Performance Indicator Title	Purpose of the Indicator	Source/collection of Data	Short Description	Method of calculation	Data Limitations	Type of Indicator	New Indicator	Desired Performance	Reporting Cycle	Calculation Type	Indicator Responsibility

Free Basic Electricity	Improve community well-being through accelerated service delivery	# of indigent HH receiving free basic services within the financial year	Provision of free basic electricity for within the financial year	Awareness campaigns, applications forms, Vouchers	The provision of free basic electricity to the community in a sustainable manner within the financial and administrative capacity of the Council. The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidisation. To ensure co-operative governance with other spheres of government. To enhance the institutional and financial capacity of the municipality to implement the policy. A person applying for indigent support must complete a formal indigent support application form approved by the municipality. After approval the indigent status is valid for a period of 12 months. The indigent clerk will then capture in the indigent register after the approval by the CFO and Accounting officer. The approved list will also be sent to Eskom for approval of Free basic Electricity Refer to the municipal indigent policy	Number of households receiving at least monthly free basic electricity / Total number of households and/or number of HH receiving monthly free basic electricity/total number of HH	Lack of participation by the community	Impact	Organisational Level	Access of free basic electricity by indigent households	Quarterly	Cumulative	CFO
Free Basic Waste Removal	Improve community well-being through accelerated service delivery	# of HH receiving free basic waste removal within the financial year	Provision of free basic services for within the financial year	Awareness campaigns, applications forms	Director Community Services prepare a roaster with schedule for collecting waste in the HH at least once a week Driver sign the schedule and supervisor sign to confirm the collection of waste. Furthermore the roaster should include the number of households in each village where waste will be collected through a placement of skip bins at strategic locations. The main purpose of collecting waste is the keep the environment clean in accordance with the Environmental Waste Management Act 59 of 2008 which state that waste must must be collected and disposed to a permitted Landfill Site. The roaster is flecting that waste is collected Monday to Friday at the above mentioned Townships and identified villages. Waste is collected through the use of Compactor Skip bins and Tipper trucks. The driver sign the schedule upon collecting waste which will be counter signed by the Supervisor for confirmation. This evidence will be prepared for the annual report. The total number of households will include the above mentioned Townships and identified villages	Number of households receiving at least monthly free basic waste removal / Total number of households and/or number of HH receiving monthly free basic waste removal/total number of HH	Lack of participation by the community	Impact	Organisational Level	Access of free basic waste removal by indigent households	Quarterly	Cumulative	Director Community Services
Low level bridges	Improve community well-being through accelerated service delivery	# of low level bridges constructed	Ensure that low level bridges are constructed to improve access by road users	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant)	Project were extracted from IDP and a consultant was appointed from a pool of consultants to design the bridges. Designs were approved by the PMU. The project was advertised in the news. After the closing date of the advert, it will follow municipal supply chain processes and a contractor will be appointed. Handover of site to the contractor will follow. Establishment of site. Clearing and grabing are the fist stage of construction once the contractor is handed over the site. The appointed consultant monitors on behalf of the municipality the construction of the as per the specifications in the designs. PMU manager supervises and manage the progress of the project and recommend for payment. Monthly sites meetings are held (consultanant, contractor & PMU representative). Visits by Portfolio Committee on Technical services if needs be. Generate monthly and quarterly reports. Regular sites visits to check physical progress against financial progress. completion certificate issued on the basis of quality assurance Road commissioned	Count number of low level bridges constructed	Late appointment of service provider	Impact	No	The targeted number of low level bridges are constructed	Quarterly	Cumulative	Director Technical Services

Road bridges & stormwater management	Improve community well-being through accelerated service delivery	# of kilometres of roads paved	Ensure that the road is Upgraded from gravel to paved road to improve access by road users	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant) Completion certificates for completed projects and/or progress certificates for projects in progress are used as portfolio of evidence for reporting on the process of the work	Advertise project in the newspaper or portable after identifying the project from the planning documents (IDP & SDBIP) Handover of site to the contractor Establishment of site Clearing and grubing The appointed consultant monitors on behalf of the municipality the construction of the as per the specifications in the designs PMU manager supervises and manage the progress of the project and recommend for payment. Monthly sites meetings are held (consultant, contractor & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Roads commissioned	Measure number of kilometres of roads paved	Late appointment of service provider	Impact	Yes	Designs completed	Quarterly	None-cummulative	Director Technical Services
Road bridges & stormwater management	Improve community well-being through accelerated service delivery	# of kilometres of roads surfaced	Ensure that the road is Upgraded from gravel to paved road to improve access by road users	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant) Completion certificates for completed projects and/or progress certificates for projects in progress are used as portfolio of evidence for reporting on the process of the work	Advertise project in the newspaper or portable after identifying the project from the planning documents (IDP & SDBIP) Handover of site to the contractor Establishment of site Clearing and grubing The appointed consultant monitors on behalf of the municipality the construction of the as per the specifications in the designs PMU manager supervises and manage the progress of the project and recommend for payment. Monthly sites meetings are held (consultant, contractor & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Roads commissioned	Measure number of kilometres of roads paved	Late appointment of service provider	Impact	Yes	Designs completed	Quarterly	None-cummulative	Director Technical Services
Road bridges & stormwater management	Improve community well-being through accelerated service delivery	# of kilometres of rehabilitated	Ensure that the road is Upgraded from gravel to paved road to improve access by road users	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant) Completion certificates for completed projects and/or progress certificates for projects in progress are used as portfolio of evidence for reporting on the process of the work	The projects are currently on construction Phase The Appointed Engineer performs daily supervision and inspection while the Municipal PMU do regular site visit and inspection as well Payment to the contractor are done every month after careful inspection by the Engineer and the PMU Engineers are paid for their supervision as per ECSA guideline Completion Certificate will be signed upon completion the Engineer and the PMU are satisfied with	Measure number of kilometres of roads rehabilitated	Late appointment of service provider	Impact	Yes	Designs completed	Quarterly	None-cummulative	Director Technical Services
Designs	Improve community well-being through accelerated service delivery	# of designs developed	Ensure that designs are developed	Designs	Projects were extracted from IDP The projects will be advertised in the newspaper After the closing date of the advert, it will follow municipal supply chain processes and consultants will be appointed to develop designs	Count the number of designs developed	Late appointment of consultants	Output	No	Designs developed	Once-off	Cumulative	Director Technical Services
IT equipments (lap tops)	Improve community well-being through accelerated service delivery	# of lap tops purchased	Ensure that laptops are purchased	Delivery note and invoices	Director of Corporate services will make a written request to the CFO Specifications will be developed and tender will be advertised Other procurement processes (evaluation and adjudication) will follow The successful bidder will be appointed IT equipments will be purchased IT officer will serve a quality insurer	Count number of lap tops purchased	Late appointment of service provider	Output	No	lap tops are purchased	Quarterly	None-cummulative	Director Corporate Services
Maintenance (TLB Trucks etc - heavy machines)	Improve community well-being through accelerated service delivery	# of municipal heavy machines maintained	Ensure that municipal heavy machinery are maintained regular for effective service delivery and to increase life span of municipal asset	Maintenance schedule Roster & maintenance reports and Jobs cards are used	Fleet management office will develop maintenance shedule for all municipal fleet Fleet to be regularly check. Authorised trip register books also to be checked security personnel when the vehicle leaves and enters municipal building The fleet officer to arrange for the service of the fleet with accredited service providers. The Director of Corporate Service to randomly monitors monitor the fleet Fleet officer to make procurement requests to the CFO which is signed by the Director for vehicle equipments needed Petrol cards to be strictly monitored by Budget and Treasury department	Count number of heavy machinery maintained	None	Impact	No	Regular maintenance of vehicles	Quarterly	Cumulative	Director Corporate Services

Maintenance (roads & bridges)	Improve community well-being through accelerated service delivery	# kilometres of roads maintained	Ensure that municipal roads and bridges are maintained regular for effective road use and to increase life span of municipal asset	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant)	Director of Technical Services in conjuction with the official responsible will develop a monthly maintenance schedule inform by loco inspection conducted by maintenance team and complaints from the community Maintenance equipments purchased in bulk at the beginning of financial year. Maintenance cards will be used to confirm the actual work done immediately after completion of work. Material requested from the stores for such repairs will be signed by the affected officials. Maintenance schedule roster and report cards will be used as a portfolio of evidence for the work done which will be signed off by the Supervisor	Measure number of kilometers of roads and bridges maintained	None	Impact	No	Regular maintenance of roads & bridges	Quarterly	Cumulative	Director Technical Services
Maintenance (roads & bridges)	Improve community well-being through accelerated service delivery	# of square metres of roads maintained (patching of potholes)	Ensure that municipal roads and bridges are maintained regular for effective road use and to increase life span of municipal asset	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant)	Director of Technical Services in conjuction with the official responsible will develop a monthly maintenance schedule inform by loco inspection conducted by maintenance team and complaints from the community Maintenance equipments purchased in bulk at the beginning of financial year. Maintenance cards will be used to confirm the actual work done immediately after completion of work. Material requested from the stores for such repairs will be signed by the affected officials. Maintenance schedule roster and report cards will be used as a portfolio of evidence for the work done which will be signed off by the Supervisor	Measure number of square meters of roads maintained	None	Impact	No	Regular maintenance of roads & bridges	Quarterly	Cumulative	Director Technical Services
Maintenance & repairs (vehicles)	Improve community well-being through accelerated service delivery	# of vehicles maintained	Ensure that municipal vehicles are maintained regular for effective service delivery and to increase life span of municipal asset	Maintenance schedule Roster & maintenance reports and Jobs cards are used	Fleet management office will develop maintenance shedule for all municipal fleet. Fleet to be regularly check. Authorised trip register books also to be checked security personnel when the vehicle leaves and enters Municipal building. The fleet officer to arrange for the service of the fleet with accredited service providers. The Director of Corporate Service to randomly monitors monitor the fleet. Fleet officer to make procurement requests to the CFO which is signed by the Director for vehicle equipments needed. Petrol cards to be strictly monitored by Budget and Treasury department	Count number of vehicles maintained	None	Impact	No	Regular maintenance of vehicles	Quarterly	Cumulative	Director Corporate Services
Maintenance (Street lights)	Improve community well-being through accelerated service delivery	# of street lights maintained	To ensure that streetlights are maintained to serve as safety measures during the night	Maintenance schedule Roster & maintenance reports and Jobs cards are used	Director of Technical services will make a written request to the CFO to hire a service provider because the municipality does not have internal capacity. Specifications will be developed and tender will be advertised. Other procurement processes (evaluation and adjudication) will follow. The succesful bidder will be appointed. High mast lights will be maintained. Municipal electricians will check quality insurance and work	Count number of street lights maintained	Late appointment of service provider	Impact	No	Streets lights maintained	Quarterly	None-cummulative	Director Technical Services
Maintenance (electric assets)	Improve community well-being through accelerated service delivery	# of electric assets maintained	To ensure that electric assets are maintained	Progress reports and invoices	Director of Technical services will make a written request to the CFO to hire a service provider because the municipality does not have internal capacity. Specifications will be developed and tender will be advertised. Other procurement processes (evaluation and adjudication) will follow. The succesful bidder will be appointed. Electric assets will be maintained. Municipal electricians will check quality insurance and work	Count number of electric assets maintained	Late appointment of service provider	Impact	No	electricity assets maintained	Quarterly	None-cummulative	Director Technical Services
Maintenance & repairs (buildings)	Improve community well-being through accelerated service delivery	# of municipal buildings routinely maintained	To ensure that municipal buildings are regularly maintained for increased life span	Maintenance schedule Roster & maintenance reports and Jobs cards are used	Director of Technical Services in conjuction with the official responsible will develop a monthly maintenance schedule inform by loco inspection conducted by maintenance team and complaints from the community Maintenance equipments purchased in bulk at the beginning of financial year. Maintenance cards will be used to confirm the actual work done immediately after completion of work. Material requested from the stores for such repairs will be signed by the affected officials. Maintenance schedule roster and report cards will be used as a portfolio of evidence for the work done which will be signed off by the Supervisor	Count number of buildings maintained	Shortage of maintenance material	Impact	No	Regular maintenance of municipal building	Quarterly	None-cummulative	Director Technical Services

Maintenance & repairs (buildings)	Improve community well-being through accelerated service delivery	# of municipal buildings renovated	To ensure that municipal buildings are regularly maintained for increased life span	Maintenance schedule, Roster & maintenance reports and Jobs cards are used	Director of Technical Services in conjuction with the official responsible will develop a monthly maintenance schedule inform by loco inspection conducted by maintenance team and complaints from the community. Maintenance equipments purchased in bulk at the beginning of financial year. Maintenance cards will be used to confirm the actual work done immediately after completion of work. Material requested from the stores for such repairs will be signed by the affected officials. Maintenance schedule roster and report cards will be used as a portfolio of evidence for the work done which will be signed off by the Supervisor	Count number of buildings with major maintenance done	Late appointment of service provider	Impact	No	Regular maintenance of municipal building	Quarterly	None-cummulative	Director Technical Services
Maintenance of gardens	Improve community well-being through accelerated service delivery	# of gardens maintained	To ensure that municipal gardens are regularly maintained to provide safe recreational facilities to the community members and visitors	Maintenance schedule, Roster & Maintenance reports and Jobs cards are used	Director of Community Services in conjuction with the official responsible for gardens will develop a monthly maintenance schedule inform by loco inspection conducted by maintenance team and complaints from the community. Maintenance equipments purchased in bulk at the beginning of financial year. Maintenance cards will be used to confirm the actual work done immediately after completion of work. Material requested from the stores for such repairs will be signed by the affected officials. Maintenance schedule roster and report cards will be used as a portfolio of evidence for the work done which will be signed off by the Supervisor	Count number of gardens maintained	Shortage of maintenance material	Impact	No	Regular maintenance of gardens	Quarterly	Cumulative	Director Community Services
Maintenance of parks	Improve community well-being through accelerated service delivery	# of parks maintained	To ensure that municipal parks are regularly maintained to provide safe recreational facilities to the community members and visitors	Maintenance schedule, Roster & Maintenance reports and Jobs cards are used	Director of Community Services in conjuction with the official responsible for parks will develop a monthly maintenance schedule inform by loco inspection conducted by maintenance team and complaints from the community. Maintenance equipments purchased in bulk at the beginning of financial year. Maintenance cards will be used to confirm the actual work done immediately after completion of work. Material requested from the stores for such repairs will be signed by the affected officials. Maintenance schedule roster and report cards will be used as a portfolio of evidence for the work done which will be signed off by the Supervisor	Count number of parks maintained	Shortage of maintenance material	Impact	No	Regular maintenance of parks	Quarterly	Cumulative	Director Community Services
Maintenance of speed machines	Improve community well-being through accelerated service delivery	# of speed machines maintained	To increase life span of municipal assets	Maintenance report	Director Community services will make a formal for the maintenance of speed machines. Three quotations will be sourced and the machines will be taken to the preferred service provider for maintenance	Count number of speed machines maintained	Late appointment of service provider	Impact	No	Speed machines maintained	Quarterly	None-cummulative	Director Technical Services
London landfill site	Improve community well-being through accelerated service delivery	# of of landfill site maintained	To increase life span of municipal assets	Maintenance report	Director Community services will make a formal for the maintenance of land fill site. Three quotations will be sourced and the land fill site will be maintenance	Count number of landfill site maintained	Late appointment of service provider	Impact	No	Landfill site is maintained	Quarterly	None-cummulative	Director Community Services
High mast light	Improve community well-being through accelerated service delivery	# of high mast lights constructed	To ensure that high mast lights are constructed	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant)	Director of Technical services will make a written request to the CFO to hire a service provider because the municipality does not have internal capacity. Specifications will be developed and tender will be advertised. Other procurement processes (evaluation and adjudication) will follow. The successful bidder will be appointed. High mast lights will be maintained. Municipal electricians will check quality insurance and work	Count number of high mast lights maintained	Late appointment of service provider	Impact	Yes	High mast lights maintained as per the targeted number	Quarterly	None-cummulative	Director Technical Services

Electrification	Improve community well-being through accelerated service delivery	# of households electrified	Households electrification	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant)	Project was extracted from IDP and a consultant was appointed from a pool of consultants to design for electrification. Designs were submitted to ESKOM for approval. The project was advertised in the news After the closing date of the advert it will follow municipal supply chain processes and a contractor will be appointed Handover of site to the contractor will follow Establishment of site. Clearing and grubbing are the first stage of construction once the contractor is handed over the site. The appointed consultant monitors on behalf of the municipality the construction of the as per the specifications in the designs. PMU manager supervises and manage the progress of the project and recommend for payment. Monthly sites meetings are held (consultant, contractor & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports. Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Electrified households commissioned	Count number of households electrified	Late appointment of service provider	Impact	Yes	Households electrified as per target	Quarterly	None-cummulative	Director: Technical Services
Fencing of Cemeteries and halls	Improve community well-being through accelerated service delivery	# of cemeteries and halls fenced	Ensure that cemeteries are fenced so that there are safe and secure for the dignity of the departed loved ones and relocated halls	Monthly and quarter progress reports (PMU unit & consultant)	Development of designs internally by PMU unit Advertisement of tenders Appointment of contractors through municipal procurement processes Handover site to the contractor Establishment of site Clearing and grubbing The PMU unit monitors on behalf of the municipality the construction of the as per the specifications in the designs. Monthly sites meetings are held (contractors & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports. Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Project commissioned	Count number of cemeteries and halls fenced	Late appointment of service provider	Impact	Yes	Cemeteries and halls fenced as per target	Quarterly	Cumulative	Director: Technical Services
Fencing of DLTC	Improve community well-being through accelerated service delivery	# of DLTC fenced	Ensure that DLTC is fenced	Monthly and quarter progress reports (PMU unit & consultant)	Development of designs internally by PMU unit Advertisement of tenders Appointment of contractors through municipal procurement processes Handover site to the contractor Establishment of site Clearing and grubbing The PMU unit monitors on behalf of the municipality the construction of the as per the specifications in the designs. Monthly sites meetings are held (contractors & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports. Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Project commissioned	Count number of DLTC fenced	Late appointment of service provider	Impact	Yes	DLTC is fenced as per target	Quarterly	None-cummulative	Director: Technical Services
Fencing of stadium	Improve community well-being through accelerated service delivery	# of stadiums fenced	Ensure that stadiums are fenced	Monthly and quarter progress reports (PMU unit & consultant)	Development of designs internally by PMU unit Advertisement of tenders Appointment of contractors through municipal procurement processes Handover site to the contractor Establishment of site Clearing and grubbing The PMU unit monitors on behalf of the municipality the construction of the as per the specifications in the designs. Monthly sites meetings are held (contractors & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports. Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Project commissioned	Count number of stadiums fenced	Late appointment of service provider	Impact	Yes	Stadiums are fenced as per target	Quarterly	None-cummulative	Director: Technical Services

Fencing of Thusong Service centre	Improve community well-being through accelerated service delivery	# of Thusong service centres fenced	Ensure that Thusong service centre is fenced	Monthly and quarter progress reports (PMU unit & consultant)	Development of designs internally by PMU unit Advertisement of tenders Appointment of contractors through municipal procurement processes Handover site to the contractor Establishment of site Clearing and grubbing The PMU unit monitors on behalf of the municipality the construction of the as per the specifications in the designs Monthly sites meetings are held (contractors & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Project commissioned	Count number of Thusong service fenced fenced	Late appointment of service provider	Impact	Yes	Thusong service centre nt fenced as per target	Quarterly	None cummulative	Director Technical Services
Air conditioners	Improve community well-being through accelerated service delivery	# of air conditioners purchased	Ensure conducive working environment	Delivery note and invoices	Director of Corporate services will make a written request to the CFO Specifications will be developed and tender will be advertised Other procurement processes (evaluation and adjudication) will follow The successful bidder will be appointed Airconditioners will be delivered and installed Municipal electricians will check quality insurance and work	Count number of air conditioners purchased	Late appointment of service provider	Output	No	Air conditioners purchased	Quarterly	Cumulative	Director Corporate Services
Vehicle testing station	Improve community well-being through accelerated service delivery	# of vehicle testing stations constructed	Ensure that vehicle testing station is constructed	Monthly and quarter progress reports (PMU unit & consultant)	Development of designs internally by PMU unit Advertisement of tenders Appointment of contractors through municipal procurement processes Handover site to the contractor Establishment of site Clearing and grubbing The PMU unit monitors on behalf of the municipality the construction of the as per the specifications in the designs Monthly sites meetings are held (contractors & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Project commissioned	Count number vehicle testing stations constructed	Late appointment of service provider	Impact	Yes	Vehicle testing station constructed as per target	Quarterly	None cummulative	Director Technical Services
Marulaneng indoor sports centre	Improve community well-being through accelerated service delivery	% of Marulaneng indoor sports centre completed	Provide recreational facilities to the rural community of the municipality	Site meetings reports Monthly and quarter progress reports (PMU unit & consultant)	Appointment of service provider to finish the remaining work Re-establishment of site Clearing and grubbing The appointed consultant monitors on behalf of the municipality the construction of the as per the specifications in the designs PMU supervises and manage the progress andrecommends for payment Monthly sites meetings are held (consultanant, contractor & PMU representative) Visits by Portfolio Committee on Technical services if needs be Generate monthly and quarterly reports Regular sites visits to check physical progress against financial progress completion certificate issued on the basis of quality assurance Recreational facilities commissioned	Calculate percentage of work completed	Legal dispute	Impact	No	Sport field constructed as per target	Quarterly	None cummulative	Director Technical Services

Waste management	Improve community well-being through accelerated service delivery	# of HH with access to refuse removal	To ensure that HH in Maruleng Municipality have access to refuse removal at least once a week	Waste collection schedule Roster & reports List of debtors from the munsoft system that are billed monthly for refuse services For rural area the SA stats information will be used and other data relating to the different wards.	Director Community Services prepare a rooster with schedule for collecting waste in the HH at least once a week in Hoedspruit, Drakensig and Kampersrus. Driver sign the schedule and supervisor sign to confirm the collection of waste. Furthermore the rooster should include the number of households in each village where waste will be collected through a placement of skip bins at strategic locations. The main purpose of collecting waste is the keep the environment clean in accordance with the Environmental Waste Management Act 59 of 2008 which state that waste must must be collected and disposed to a permitted Landfill Site. The rooster is reflecting that waste is collected Monday to Friday at the above mentioned Townships and identified villages. Waste is collected through the use of Compactor Skip and Tipper trucks. The driver sign the schedule upon collecting waste which will be counter signed by the Supervisor for confirmation. The property rates register from the Municipality will form part of the evidence for Hoedspruit Drakensig and Kampersrus whereas list of Eskom consumers who have access to electricity will be used as the number of households for each village. The evidence will be prepared for the annual report. The total number of households will include the above mentioned Townships and identified villages.	Count total number of households with access to waste refuse removal collected Total number of HH with access to refuse removal within the municipality area	None	Impact	No	Increased number of households with access to basic refuse removal	Quarterly	Cumulative	Director Community Services
Waste management	Improve community well-being through accelerated service delivery	# of commercial institutional and industrial centres with access to solid waste removal services	To ensure that commercial institutional and industrial centres in Maruleng Municipality have access to refuse removal at least once a week	Waste collection schedule Roster & reports List of debtors from the munsoft system that are billed monthly for refuse services	Director Community Services prepare a rooster with schedule for collecting waste in the business establishment at least once a week. Driver sign the schedule and supervisor sign to confirm the collection of waste. Furthermore the rooster should include the number of businesses where waste will be collected through a placement of skip bins at business premises. The main purpose of collecting waste is the keep the environment clean in accordance with the Environmental Waste Management Act 59 not 2008 which state that waste must must be collected and disposed to a permitted Landfill Site. The rooster is reflecting that waste is collected Monday to Friday at the mentioned business establishments. Waste is collected through the use of Compactor Skip and Tipper trucks. The driver sign the schedule upon collecting waste which will be counter signed by the Supervisor for confirmation. The property rates register from the Municipality will form part of the evidence. The evidence will be prepared for the annual report	Count total number of businesses and institutions with access to waste refuse removal collected Total number of business establishments with access to refuse removal within the municipality area	None	Impact	No	Increased number of business establishment with access to basic refuse removal on a regular basis	Quarterly	Cumulative	Director Community Services
Office furniture	Improve community well-being through accelerated service delivery	# of office furniture purchased	To ensure that office furnitures purchased for effective employees operation	Delivery note and invoices	Director of Corporate services will make a written request to the CFO. Specifications will be developed and tender will be advertised. Other procurement processes (evaluation and adjudication) will follow. The successful bidder will be appointed. Office furniture will be delivered.	Count number of office equipments delivered	Late appointment of service provider	Impact	No	Office furniture purchased as targeted	Quarterly	None-cummulative	Director Corporate Services
Vehicles (purchased)	Improve community well-being through accelerated service delivery	# of vehicle purchased	To ensure that vehicles are purchased for effective service delivery	Delivery note and invoices	Director of Corporate services will make a written request to the CFO. Specifications will be developed and tender will be advertised. Other procurement processes (evaluation ajudication) will follow. The successful bidder will be appointed. Vehicles will be delivered	Count number of vehicles purchased	Late appointment of service provider	Impact	No	Vehicles purchased	Quarterly	Cumulative	Director Community Services
Software	Improve community well-being through accelerated service delivery	Software upgrade	To improve the IT network system for effective network environment	Upgrade progress report	Director of Corporate services will make a written request to the CFO. Specifications will be developed and tender will be advertised. Other procurement processes (evaluation and adjudication) will follow. The successful bidder will be appointed. Soft ware will be upgraded. Completion certificate will issued and final payment made	Total number of software upgraded	Late appointment of service provider	Output	No	Software upgraded	Quarterly	None-cummulative	Director Corporate Services
Office equipments	Improve community well-being through accelerated service delivery	# of office equipment's purchased	To ensure that office equipments are purchased for effective employees operation	Delivery note and invoices	Director of Corporate services will make a written request to the CFO. Specifications will be developed and tender will be advertised. Other procurement processes (evaluation and adjudication) will follow. The successful bidder will be appointed. Office equipments will be delivered and signed-off	Count number of office equipments purchased	Late appointment of service provider	Output	No	Office equipments purchased	Quarterly	None-cummulative	Director Corporate Services

KPA 3 : LOCAL ECONOMIC DEVELOPMENT

Priority/Program	Strategic IDP Objective	Performance Indicator Title	Purpose of the Indicator	Source/collection of Data	Short Description	Method of calculation	Data Limitations	Type of Indicator	New Indicator	Desired Performance	Reporting Cycle	Calculation Type	Indicator Responsibility

LED Programmes	Ensure that LED programmes are supported	# of LED programmes supported	To povide to SMMEs for the the development of local economy	SMMEs register. Invitations & attendance register. Quarterly progress reports	LED office will keep an updated SMMEs register. Development SMMEs annual development program. Conduct road shows. Liaise with other economic development agencies. Regular follow up activities on the already established SMMEs. Provide what necessary assistance to development and growth of SMMEs	Manual Count	Maine participation by some SMMEs	Output	Organisational Level	Effective and sustainable SMMEs development	Quarterly	Cumulative	Director SPED
K2C support	Ensure that K2C programs are supported	# of LED K2C programs supported	Ensure that K2C programs are supported	Invitations & attendance register. Quarterly progress reports	K2C develops annual programs. The programs focus on a range of conservation and sustainable development programs. The municipal LED Unit participates in the planning and execution of the programs. ON a quarterly basis generates reports	Manual Count	Maine participation by some stakeholders	Output	Organisational Level	K2C supported	Quarterly	Cumulative	Director SPED
LED Forum	Ensure that LED forums are coordinated	# of LED forums supported	Ensure that LED forums are coordinated	Invitations. Minutes. Attendance register. items submitted	LED forum is composed of all MLM economic sector stakeholders. The LED unit invite LED forum members to the meeting on a quarterly basis and discuss various issues relating to economic development in MLM The LED section is coordinating the program of LED stakeholders within MLM. Invitations are sent out to the forum members, minutes are recorderd and also confirmation of minutes from the previous meetings. Minutes and reports are filed and kept within the section timeously. The Section records the number of meetings attended and The LED Officer keeps the record and the approved meetings with minutes.	Manual Count	Maine participation by some stakeholders	Output	Organisational Level	Effective LED forum for economic growth	Quarterly	Cumulative	Director SPED
EPWP	Ensure the creation of jobs through Expanded Public Works Programme	Number of jobs created through EPWP (NKPI)	To ensure Promotion of local economy within the financial year	EPWP report on job creation. Appointment of service provider list	EPWP Coordinator collects daily attendance registers for Expanded Public Works Programme Integrated Grant (EPWP IG) beneficiaries, prepares time sheets which are signed off by the Accounting Officer and submit to Finance for payment on monthly basis. The reports seek to account on the total number of work opportunities created using the EPWPIG towards contributing to the national challenge to address high unemployment rate. Finance prepares section 71 reports on monthly which entail the expenditure of the EPWP Integrated Grant. On quarterly basis, Finance submit quarterly expenditure reports on EPWPIG. The portfolio of evidence would be Section 71 reports and payslips of EPWPIG participants. Monitor and assist in job creation in compliance with the provisions of the Expanded Programme of Public Works Act Regulations and in line with the prescribed minimum competency requirements. Where municipality do not comply, corrective actions are taken to enforce compliance with competency requirements	Manual Count	Lack of submission of information and data inconsistencies from the ward councillors reports	Output	Organisational Level	Employment creation through EPWP	Quarterly	Cumulative	Director SPED

KPA 4 FINANCIAL VIABILITY

Priority/Program	Strategic IDP Objective	Performance Indicator Title	Purpose of the Indicator	Source/collection of Data	Short Description	Method of calculation	Data Limitations	Type of Indicator	New Indicator	Desired Performance	Reporting Cycle	Calculation Type	Indicator/Responsibility
Supplementary Valuation Roll	Sound Financial Management	# of supplementary levies implemented	Development of supplementary roll in order to collect revenue	Certified Supplementary valuation roll	Roll valid for 5 years in between monthly supplementary rolls. On a monthly basis Municipal Valuer makes an addition on the roll: consolidated properties, sub-divided properties, under-valued properties newly established properties and deals with queries. After valuation done all the parties will be notified. The compiled supplementary roll will be submitted to the revenue section in finance for revenue collection purposes.	Manual Count	Delay in addressing queries	Output	Organisational Level	Credible supplementary valuation roll	Quarterly	Cumulative	Director SPED
Revenue Enhancement Strategy	Sound Financial Management	# of revenue enhancement strategies reviewed	To ensure improvement in revenue collection within a financial year	Council resolution Enhancement strategy	CFO will make a draft strategy and circulate to all directorates for inputs. The draft strategy will presented in the policy workshop for discussions. Then the strategy will be presented to Council for adoption	Number of revenue enhancement strategy reviewed	Non participation by councillors and officials	Output	Organisational Level	Revenue Enhancement Strategy	Quarterly	Cumulative	CFO

Cost Coverage & debt coverage (outstanding service debtors to the revenue)	Sound Financial Management	% of cost coverage % revenue collected monthly & % of debt collection ratio	Monitoring debt collections	Account services Notices	The Meter Readers reads readings for all households in the municipality in a proclaimed area of Hoedspruit & Kampersrus capture in the system revenue section verifies the accuracy on the billing, send accounts to consumers in time Follow up on non payments issue notices for cut offs on the first or beginning of each month and implement cut offs after seven days All households must be charged in all services rendered and follow Customer of Database Payment date (% revenue equals to the # of revenue billed/# of Revenue collected)All revenue collected by the municipality 1 Service charges e g (Electricity Refuse Rates and taxes) 2 Grants (Operational and capital grants) and 3 Other revenue (Traffic fines, Agency fees Licence and permits Rentals and Sale of tender documents) must be charged accurately consumer accounts on a monthly basis Billing system should be accurate We must ensure that we send account on time and make follow ups on non payment Percentage of revenue collected calculated based on the budget The accountant revenue must ensure all revenue are captured and reconciled on the financial system on a monthly basis Refer to the following pilicies Sundry receivables policy Grants policy and property rates	Number of meter readings to all households, billing issued to customers and sent account billing Specific number of collected revenue/the number of billing account	Non payment by consumers	Output	Organisational Level	Enhanced revenue collected	Quarterly	Cumulative	CFO
Revenue Collection	Sound Financial Management	% of revenue collected within the financial year	To ensure improvement in revenue collection within a financial year	Account services Notices	The Meter Readers reads readings for all households in the municipality in a proclaimed area of Hoedspruit & Kampersrus capture in the system revenue section verifies the accuracy on the billing send accounts to consumers in time Follow up on non payments issue notices for cut offs on the first or beginning of each month and implement cut offs after seven days All households must be charged in all services rendered and follow Customer of Database Payment date (% revenue equals to the # of revenue billed/# of Revenue collected)All revenue collected by the municipality 1 Service charges e g (Refuse Rates and taxes) 2 Grants (Operational and capital grants) and 3 Other revenue (Traffic fines Agency fees Licence and permits Rentals and Sale of tender documents) must be charged accurately consumer accounts on a monthly basis Billing system should be accurate We must ensure that we send account on time and make follow ups on non payment Percentage of revenue collected calculated based on the budget The accountant revenue must ensure all revenue are captured and reconciled on the financial system on a monthly basis Refer to the following pilicies Sundry receivables policy Grants policy and property rates 30-60 days in-house collection but 90-120 done through municipal appointed debt collector	Number of meter readings to all households, billing issued to customers and sent account billing Specific number of collected revenue/the number of billing account	Non payment by consumers	Output	Organisational Level	Financial reports/ data of meters	Monthly	Cumulative	CFO
MSCOA	Sound Financial Management	% migration to MSCOA	Ensure that municipal budget is done in terms of MSCOA	Account services Notices	CFO will ensure that municipal budgeting and reporting are MSCOA compliant by standardising financial management processes through policy formulation budgeting in-year reporting transactions and statements Transacting (capturing) all MSCOA transcation except asset & inventory in terms of MSCOA segments Daily transactions currently are done in 6 of the 7 MSCOA segments	% compliant to MSCOA	lack of in-house capacity	Output	Organisational Level	MSCOA compliant	Quarterly	Cumulative	CFO

Asset and Inventory Management	Sound Financial Management	# of Assets verifications conducted	To ensure compliance with legislation within the financial year	Assets register Assets transfer forms Invetory list	Asset verification Budget and Treasury issue a notice to inform all directorates on physical verification half yearly and annually appointment of temporary to assit with physical verification for annually yearly attendance register of temporary workers File of physical verification of half yearly verification supply is appointed through competitive bidding according to SCM policy Notice of yearly issued to all directorate Availing assets for verification and movements of assets Reconcile the fixed assets register with assets on the floor sort and assess conditions of assets and list all asset which are not verified poor condition to refere to Council for disposal Compile an inventory list to be signed by the user departments at year end and paste bind the office door as of physical verification of half yearly	Count Number of Asset verification conducted in a year	None	Activity	Organisational Level	Assets verification reports	Quarterly	Cumulative	CFO
Asset and Inventory Management	Sound Financial Management	% compliance to Asset standards (GRAP 17)	To ensure that the Asset register is prepared according to the required standards	Assets register Assets transfer forms Invetory list	Receive new acquisition bar code and capture all to the asset register Capture the expense of the project in progress When project is completed the unbundling and capitalisation in to the asset register takes effect	Count % compliant to GRAP 17	Unaccounted assets	Activity	Organisational Level	GRAP 17 asset register compliant	Quarterly	Cumulative	CFO
MFMA Reports	Sound Financial Management	# of quarterly financial statements submitted to Provincial Treasury	To ensure that quarterly Financial statements are prepared within 14 days after the end of each quarter	Request submission of inputs from departments	The Budget and Reporting unit do quarterly reconciliations (Vat Debtors Assets Inventory and Creditors reconciliation) and clear suspense accounts Check General and trial balances All transactions must be posted in the general ledger and trial balance trial balance is imported in caseware to produce the Financial statements The CFO reviews the financial statements before submitting to EXCo for noting and to Council for approval The quarterly financials are sent to our internal Audit and Provincial Treasury After the approval by council the Quarterly financial statements are placed on the municipal website as required by Section 75 of the MFMA	Count number of financial statements submitted	None	Output	Organisational Level	Compliance to MFMA regulations	Quarterly	Cumulative	CFO
MFMA Reports	Sound Financial Management	Submit Unaudited annual financial statements by 31 August each year	To ensure compliance with legislation within the financial year	Sec 71 reports quarterly finance reports	The Budget and Reporting unit do annually reconciliations (Vat Debtors Assets Inventory and Creditors reconciliation) and clear suspense accounts Check General and trial balances All transactions must be posted in the general ledger and trial balance trial balance is imported in caseware to produce the Financial statements The CFO reviews the financial statements before submitting to EXCO for noting and to Council for approval The annual financials are sent to our Audit Commitee AGSA National Provincial Treasury by the 31 August each year After the approval by council the financial statements are placed on the municipal website as required by Section 75 of the MFMA	Count number of Sec 71 reports submitted	None	Output	Organisational Level	Compliance to MFMA regulations	Quarterly	Cumulative	CFO
MFMA Reports	Sound Financial Management	# of Finance compliance report submitted to Treasuries & CoGHSTA	To ensure compliance with legislation within the financial year	Monthly finance reports	The Chief Financial Officer do monthly reconciliations (Vat Debtors Assets Inventory and Creditors reconciliation) and clear suspense accounts Check General and trial balances All transactions must be posted in the general ledger and trial balance The reports are sent on a monthly basis to Treasury and Coghsta The compliance reports are submitted as required by the section 71 and section 116 of the Municipal Finance Management Act and Treasury Circulars	Count Number of compliance fence report submitted to CoghSAT & Treasury	None	Output	Organisational Level	Compliance to MFMA regulations	Monthly	Cumulative	CFO
MFMA Reports	Sound Financial Management	Submit monthly Sec 71 reports to Provincial treasury within 10 working days	To ensure compliance with legislation within the financial year	Monthly finance reports	The Accountants in Budget and Treasury Office do daily and monthly reconciliations (Vat Debtors Assets Inventory and Creditors reconciliation) and clear suspense accounts Check General ledger and trial balances All transactions must be posted in the general ledger and trial balance The report must be sent to relevant stakeholders within 10 working days after the end of each month The report must be in a Schedule c format as required by the Municipal Budget and Reporting regulations The reports should be send to Treasury within 10 working days after month end	Count Number of compliance fence report submitted to CoghSAT & Treasury	Count number of Sec71 reports to Provincial Treasury	Output	Organisational Level	Compliance to MFMA regulations	Monthly	Cumulative	CFO
Personnel Expenditure	Sound Financial Management	% of personnel budget spent	Improved management of municipal grants expenditure	Monthly payroll reports	Corporate service will generate monthly payroll management reports Such reports will be submitted to Budget & Treasury department for monthly and quarterly reconciliation	Calculating the percentage of personnel budget spent	Delay in filling vacant positions	Output	Organisational Level	Improved management of municipal grants	Quarterly	Cumulative	CFO

MIG Expenditure	Sound Financial Management	% of MIG budget spent	To effectively manage the financial affairs of the municipality within the financial year	Percentage/Payment certificates Progress reports practical certificates	The PMU Manager register the projects on MIG Draw Grant Implementation Plan and approved. Advertise projects in the newspaper, appoint service provider. PMU supervises and manage the progress of the projects and recommend for payments. The Accountant Expenditure captures all the payment certificate in the financial system. The Accountant Budget reconciles monthly the spending against the budget and report on the % spent on MIG and report the spending to Treasury on a monthly basis, quarterly and annually in the financial statements. The % is calculated based on the expenditure over the budgeted amounted for MIG	Calculate achievements of the indicator through achievements of the quarterly targets. Achievements of the quarters are accumulative	Late appointment of service provider	Output	Organisational Level	Improved management of municipal grants	Quarterly	Cumulative	Director TECH
Maintenance Expenditure	Sound Financial Management	% of maintenance budget spent	Improved allocation of maintenance budget	Monthly maintenance report	Technical Services will develop or review annual maintenance plan. Monthly and weekly maintenance schedule will be developed. Emergency maintenance needs will be attended to 48 hours after reporting. Maintenance requisition shall be submitted to Budget and Treasury as when ther are needed. All receipts will be kept and consolidated. CFO will generate monthly and quarterly maintenance financial report	Calculating the percentage of maintenance budget spent	Delay in responding to maintenance needs	Output	Organisational Level	Increased life- span of municipal assets	Quarterly	Cumulative	Director TECH
Capital Expenditure	Sound Financial Management	% of capital budget spent	Accelerated service provisioning and delivery	Percentage/Payment certificates Progress reports	Register the projects on MIG or OWN Draw Grant Implementation Plan and approved. Advertise projects in the newspaper, appoint service provider. PMU Manager supervises and manage the progress of the projects and recommend for payments. The Accountant Expenditure captures all the payment certificate in the financial system. The Accountant Budget reconciles monthly the spending against the budget and report on the % spent on capital budget and report the spending to Treasury on a monthly basis, quarterly and annually in the financial statements. The % is calculated based on the expenditure over the budgeted amounted for Capital budget	Number of payments made for MIG projects/ Assessments of invoices/certificates of MIG projects/ MIG grants	Late appointment of service provider	Output	Organisational Level	Improved management of municipal capital spending	Quarterly	Cumulative	CFO
Fleet Management	Sound Financial Management	Number of quarterly reports submitted on fleet management	Effective and efficiency utilization of fleet	Fleet management reports	Develop and keep fleet management register. Daily inspection of municipal cars. Keep and develop maintenance register. Book for services and repairs. Make requisitions for maintenance and service. Recommend selling-off and buying new fleet	Counting number of reports submitted	Delay in responding to maintenance needs	Output	Organisational Level	Increased life- span of municipal fleet and effective utilization of fleet	Quarterly	Cumulative	CFO
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Priority/Program	**Strategic IDP Objective**	**Performance Indicator Title**	**Purpose of the Indicator**	**Source/collection of Data**	**Short Description**	**Method of calculation**	**Data Limitations**	**Type of Indicator**	**New Indicator**	**Desired Performance**	**Reporting Cycle**	**Calculation Type**	**Indicator Responsibility**
Auditing	Ensure improved audit opinion	Develop AG Audit Action plan for 2022/23 by 31 January	Functionality of Audit within the financial year	Treasury template. Management letter. Auditor's report	Management prepares the action plan to address findings raised in the Auditor General Audit Report. Internal audit is consulted in the drafting of the action plan and on a quarterly basis internal audit provide assurance on the implementation of AG action plan. Report on implementation of teh AG action plan is submitted to the Audit Committee on a quarterly basis	Number of audit report compiled and issued to the Municipal Manager in a year under review	Late submission of information	Output	No	Audit reports	Annually	Cumulative	Municipal Manager
Auditing	Ensure improved audit opinion	% AG issues resolved (Number of Auditor General issues resolved / Number of issues raised) by 30 June 2019	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting requirements by 30 June 2019	AG action plan, Management letter	The Municipality receives the Audit report from Auditor General. The template from treasury is used to populate the mangement letter (AG) issues, tasks to directorates with time frames; implement the action plan and update status in the action Plan	Percentage of audit report findings raised / Percentage of Audit findings resolved	None	Activity	No	Audit reports	Quarterly	Cumulative	Municipal Manager
Auditing	To improve municipal internal controls and systems	% in compliance to A-G Audit Action Plan	Functionality of Audit within the financial year	Treasury template. Management letter. Auditor's report	Management prepares the action plan to address findings raised in the Auditor General Audit Report. Internal audit is consulted in the drafting of the action plan and on a quarterly basis internal audit provide assurance on the implementation of AG action plan. Report on implementation of teh AG action plan is submitted to the Audit Committee on a quarterly basis	Number of audit report compiled and issued to the Municipal Manager in a year under review	Late submission of information	Output	Organisational Level	Audit reports	Annually	Cumulative	Municipal Manager
Auditing		Number of quarterly reports on internal audit with recommendations submitted to Council	To conduct quarterly assessment on municipal performance within the financial year	SDBIP Quarterly reports	Submit performance reports/information to Internal unit with the Portfolio of evidence for auditing. Generate a report	Number of audit report compiled and issued to the Municipal Manager in a year under review	Late submission of information	Output	Organisational Level	Audit reports	Annually	Cumulative	Municipal Manager
Auditing		% of Internal Audit issues resolved (Number of Internal Audit issues resolved / Number of issues raised) by 30 June 2019	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting requirements by 30 June 2021	Internal Audit report. Management commitment	Internal audit provide assurance and issue internal audit reports with management commitments with timeframes on implementing corrective action. Internal audit develops internal audit action plan and monitor it on a quarterly basis. Progress on implementation of internal audit actions is reported to the audit committee on a quarterly basis	Percentage of audit report findings raised / Percentage of Audit findings resolved	None	Activity	No	Audit reports	Quarterly	Cumulative	Municipal Manager

Audit Committee	To improve municipal internal controls and systems	# of Audit Performance Committees resolutions implemented within a financial year	To ensure functionality of Audit Committee within the financial year	Invitations Attendance register Minutes	The internal audit unit will send out invitations to departments and Risk committee members consolidate reports on the agenda. Convene meeting , departments presents reports minutes recorded	Each monthly report reviewed and signed by the Municipal Manager for the month review counts towards the achievement of the objective notwithstanding the fact that the final report will be reviewed and signed before Council sitting	Delay/Reluctant by management to implement the resolutions	Impact	No	Agenda Minutes & Attendance register	Monthly	Cumulative	Municipal Manager
Audit Committee	To improve municipal internal controls and systems	# of performance audit reports compiled and issued to the Accounting Officer by 30 June 2019	To conduct quarterly assessment on municipal performance within the financial year	SDBIP Quarterly reports	submit performance reports/information to internal unit with the Portfolio of evidence for auditing. Generate a report	Number of audit report compiled and issued to the Municipal Manager in a year under review	Late submission of information	Output	No	Audit reports	Annually	Cumulative	Municipal Manager
Audit Committee	To improve municipal internal controls and systems	Number of audit committee meetings held	To ensure effective oversight role of council	MPAC meeting schedule MPAC minutes Invitations & attendance register	MPAC sits on quarterly basis within the financial year and Special MPAC Meeting. The Office of MPAC develops schedule of MPAC meetings for approval by MPAC council Convenes ordinary meetings on a quarterly basis and special council meetings Office of the MPAC invites members	The specific date on which shedule meetings are approved by MPAC	None	Output	No	Effective oversight role	Quarterly	Cumulative	Director Corp
MPAC	To promote good governance	# of MPAC meetings held within the financial year	To promote good governance	Agenda invitations	MPAC is a section 79 Committee of Council established to provide oversight for council Council refer matters to MPAC for investigations on issues/critical findings raised by the Auditor General of South Africa and other matters of concern. The MPAC terms of reference are approved by Council MPAC develops schedule of meetings. The MPAC chairperson invites members of the Public to the public hearing to probe the draft annual report for preparation of the oversight report to council MPAC submit the oversight report to Council for approval and recommendations to the Final Annual Report MPAC	Count number of meetings held	None	Outcomes	No	To achieve the targeted performance	Annually	Cumulative	Manager (Mayors Office)
Risk Management	To promote good governance	Implementation of identified risks mitigations	To ensure effective implementation of risk mitigations actions 30 June 2019	Strategic risk register operational register	Sections 62(1)(c)(i) and 95(c)(i) of the MFMA which require the Accounting Officers to ensure that their municipalities and municipal entities have and maintain effective efficient and transparent systems of risk management. The risk officer coordinates the strategic risk assessment process where risks affecting the achievement of strategic objectives are identified the risks identified are recorded in the risk register 31st May. The risk officer monitors the implementation of mitigation actions to address the identified risks by developing a quarterly risk progress report which is presented to the Risk Committee and management	Count number of resolutions implemented/ number of resolutions issues in the resolutions register	None	Activity	Organisational Level	Resolution register	Quarterly	Cumulative	Municipal Manager
Council Support	To promote good governance	# of Council and its committees Meetings held within the financial year	To promote good governance	Council meetings schedule minutes Invitations & attendance register	The Director of Corporate Services will develop a corporate calendar and present such to council for adoption	Count number of meetings held	None	Activity	Organisational Level	Resolution register	Quarterly	Cumulative	Municipal Manager
Public Participation	To promote community participation and accountability	# of quarterly Community feedback meetings held within a financial	To ensure public involvement in Mayoral Imbizo's within a financial year	Invitations Attendance register	The Municipal Manager will inform the Office of the Mayor on the Imbizo invite all Councillors and relevant officials(Mayors Directors PMS Manager IDP Manager, Customer Care Officer and the public organise all events logistics matters Identify venue for the event, invite stakeholders, compile report	Count number of meetings held	No participation from the community	Inputs	Organisational Level	To achieve the draft of IDP	Quarterly	Cumulative	Manager (Mayors Office)
Public Participation (ward committee support)		# of Ward Committee reports submitted to Office of the Speaker	To ensure functionality of Ward committees within the financial year	Agenda invitations ward operational plans	Ward committees are established to identify community needs strengthen public participation Ward Committee sits on a monthly basis to consolidate reports from data collected and Ward Councillor develop a report for submission reports to the Office of the Speaker on a monthly basis Institutionalization of community engagement within local governance through the establishment of community engagement mechanisms that assist municipalities to put people first Community engagement mechanisms include public participation platforms ward committees and community imbizos	Count number of reports submitted	Lack of capacity and administrative support by municipality Failure of Councillor to draft develop a report and to convene Ward Committee meetings	Output	Organisational Level	To achieve the targeted performance	Quarterly	Cumulative	Manager (Mayors Office)

Complaints Management	To promote accountability	% of complaints resolved	To promote accountability within the municipality	Complaints register	A service delivery complaint is an expression of dissatisfaction about any aspect of services or the conduct of employees. Customers make complaints in writing, telephonically, during imbizos and verbally through walk-ins. Upon receipt the Customer Care Officer register complaints in their respective register. The municipality receive Premier's hotline complaints, Presidential hotline complaints and the Municipal complaints. The Customer Care Officer directs the complaints to the relevant offices / stakeholders for implementation. The Customer Care Officer follows up with the relevant office after 3 days to check if the complaint is resolved. If the complaint is attended the Customer Care Officer contact the complainant to verify if the matter is resolved and the complainant is satisfied. Report are presented during monthly and quarterly corporate services meetings. Batho Pele District Forum once in a month to resolve complaints from the Premiere which are difficult for each municipality to the Premier 's Office every Friday and monthly during the Service Complaints Forum meetings.	Count % of complaints resolved	Failure/delay by the employees to attend the issues submitted by customers	Impact	Organisational Level	To address the number of issues/complaints submitted	Quarterly	Cumulative	Municipal Manager
Disaster Risk Management Strategic Planning Session	Ensure that DRM strategic planning session are held	Number of strategic session held	Ensure appropriate awareness to disaster management by community members	Invitations, attendance registers & minutes	The office of the Director Community Services will identify a suitable date and venue. Invitations will be issued to the targeted community members, including councillors. Agendas, attendance registers, programs and invitations of such meetings shall be kept	Count number of meetings held	None	Output	Organisational Level	Effective response to disaster incidents	Quarterly	Cumulative	Municipal Manager
Disaster Risk Management	Ensure that DRM campaigns are held	Number of DRM awareness campaigns held	Ensure appropriate awareness to disaster management by community members	Invitations, attendance registers & minutes	The office of the Director Community Services will develop DRM campaigns programs. Invitations will be issued to the targeted community members, including councillors. Agendas, attendance registers, programs and invitations of such meetings shall be kept	Count number of meetings held	None	Output	Organisational Level	Effective response to disaster incidents	Quarterly	Cumulative	Municipal Manager
Communication Strategy	Ensure effective and efficient communication	Reviewed Communication Strategy	Effective and efficiency communication	Council resolution & reviewed Communication Strategy	The office of the Municipal Manager will identify a date for communicators forum to review the strategy. Invitations will be issued to all members of the forum including councillors. A draft strategy will be developed in the forum. The strategy will be sent to both office of the Premier and COGHSTA for assessment. Then the strategy will be presented to Council for adoption	Reviewed Strategy	None	Output	Organisational Level		Quarterly	None-cumulative	Municipal Manager
Mayoral Bursary Fund	Provide requisite support to needy learners	Number of learners supported	Provide financial support to needy or indigent students	Bursary contracts	The office of the Director Corporate Services will issue out advertisements and and bursary. Shortlisting and issuing letters to the successful applicants. The municipality will pay the required amount directly to the institutions and give learner whatever assistance is required. Follow their progress and completion	Count number of learners supported	Learners dropping out	Output	Organisational Level	Empowering community youth with required skills	Quarterly	Cumulative	Corporate Services
% monitoring of dairy licensing	Ensure effective and efficient functioning of Council	# of Council Meetings held within the financial year	To ensure functionality of Council committees within the financial year	Council meeting schedule, EXCO minutes, Newspaper advertisements	Council sits on quarterly basis within the financial year and Special Council Meeting. The Office of the Speaker develop schedule of council meetings for approval by council and convene ordinary council meetings on a quarterly basis and special council meetings. Office of the Mayor invites councillors, stakeholders and members of the public for ordinary council meetings through public notices and print media. Corporate Services invites items from various portfolio committees for development of the EXCO agenda. EXCO adjudicate all the items and make recommendations to Council. Director Corporate Services prepare agenda for Council as recommended by EXCO. Director Corporate Services document the Council Resolution Register	The specific date on which Council finally approved or resolved the Council schedule to be implemented. Council approve Council schedule as planned in Council minutes annually by the 31 July. Is a date specific indicator	None	Effective council structures	Organisational Level	Effective council structures	Quarterly	Cumulative	Director Corporate Services
		Council meeting schedule items from Portfolio/ invitations, Minutes of EXCO and Portfolio Committees	To ensure functionality of Council committees within the financial year	EXCO scheduled meetings Minutes, agendas & invitations	The specific date on which EXCO convened or recommended items to Council for consideration. Council consider items as submitted by EXCO and discuss them through Council agenda on a quarterly basis and special meetings. Is a date specific indicator	Output	No	Effective council structures	Organisational Level	Cumulative	Quarterly	Cumulative	Municipal Manager
		Number of traditional leaders receiving allowance	To ensure that traditional leaders participate in council activities	Invitations, agendas and financial report	Submit payment requests to finance department after each council activity which requires the attendance of traditional leaders	Output	No	Co-operative governance	Organisational Level	Cumulative	Quarterly		Corporate Services

Licensing and Administration	Monitor and oversee implementation of daily Licensing	% monitoring of daily licensing	Revenue generation	Records of bookings & testing	Development of testing schedules and bookings. Remind all applicants of the booking schedule. Conduct testing and issues temporary licences to the successful candidates. Inform the applicants to collect their licences when they are ready to be collected	Output	Missing of testing dates & times	Enhanced revenue collection	Organisational Level	Cumulative	Quarterly		Community Services
Traffic and law enforcement regulation	Monitor compliance to Traffic and law enforcement regulation	% compliance to Traffic and law enforcement regulation	Traffic law enforcement	Schedule of traffic law enforcement. Records of bookings	Schedule for traffic law enforcement. Records of tickets issued. Follow-up on none payments of tickets	Output	Strikes & none-payment of fines	Effective traffic law enforcement	Organisational Level	Cumulative	Quarterly		Municipal Manager
Thusong Center services	ensure that Thusong services delivered are fully operational and effective	% effectiveness of services provided at thusong service center	Integrated service provisioning	Service level agreements. Records of services provided & schedule of various stakeholders offering services	Ensure that all service providers at Thusong service centres sign Service Level agreements with the municipality. Records of services provided & schedule of various stakeholders offering services are kept	Output	Delays in signing SLA	Effective and efficient service provisioning	Organisational Level	Cumulative	Quarterly		Municipal Manager

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Priority/Program	Strategic IDP Objective	Performance Indicator Title	Purpose of the Indicator	Source/collection of Data	Short Description	Method of calculation	Data Limitations	Type of Indicator	New Indicator	Desired Performance	Reporting Cycle	Calculation Type	Indicator Responsibility
IDP Review	Ensure that IDP/Budget are done within the legislated framework	IDP/Budget adopted by Council by 31 May	To ensure public involvement in the IDP review	Draft IDP and Budget	Municipality is required in terms of the Municipal Systems Act section 25 after the start of each elected council adopt a single inclusive and strategic plan for the development of the municipality for the next 5 years. the document is called Intergrated Development Plan (IDP), reviewed annually to enable proper planning of the municipality to address community's needs. The Analysis of the municipality's needs are conducted and also Strategies to analyse the objectives, values and missions of the municipality. The Director for Development and Planning will send invitations to directorates, department and sector department to present their inputs in KPAs. The IDP manager develop the IDP to be presented to the Exco for consideration and recommend to Council and a resolution taken. IDP inputs are then consolidated and a Draft IDP is advertised for public participation in terms of the process plan upto the final IDP. The Rep forums engagements are held for the community and other stakeholders to have inputs for what should be included in the IDP and noted by the IDP manager		None participation from the stakeholders and/or community	Impact	Organisational Level	Reviewed IDP	Quarterly	Cumulative	Municipal Manager
IDP/PMS strategic planning session	To ensure that IDP strategies are reviewed	Number of strategic planning session held	Ensure the annual reviewal of the IDP & Budget	Invitations, programs & attendance reports	The Municipal Manager will identify a date in line with municipal IDP/Budget Process Plan. Identify areas of focus as per IDP Analysis Phase and invite relevant stakeholders. Both the Office of the Premier & COGHSTA such facilitate such session. Programs & strategies are developed which will give the remaining phases of the IDP	Count the number of sessions held	None	Output	Organisational Level	Reviewed IDP	Quarterly	Cumulative	Municipal Manager
PMS	Promote institutional accountability and compliance to PMS framework	Number of in-year reports submitted to Council	To improve municipal performance	Reports	The Municipal Manager will distribute SDBIP template to departments of compilation 7 days after the end. The completed templates will be returned to the PMS office within 7 days with POEs. PMS office will consolidate the report and submit it to Internal Audit Unit for auditing. Audited report will be presented to Audit Committee then to Council and submitted to relevant provincial departments	Count the number of reports generated	Late submission by directorates	Impact	Organisational Level	Audited PMS reports	Quarterly	Cumulative	Municipal Manager
PMS (S54 & S56)	Sustain management of performance for Section 54 & 56 Managers	Number of signed performance agreements for section 54 and S56 within prescribed timeframe	To improve municipal performance	Performance Agreements & Performance Plans	The Municipal Manager will development Performance plans for senior managers in line with their respective departmental SDBIP KPIs. Annual senior managers will sign Annual Performance agreements in terms of Section 57 of the MSA Act 32 of 2000	Count the number of Performance Agreements signed	None	Impact	Organisational Level	Signed Performance Agreements	Annually	Cumulative	Municipal Manager
PMS (other than S54 & S56)	Sustain management of performance for employees other than Section 54 & 56 Managers	% of officials other than 55 managers with signed performance agreement as per municipal staff regulations	To improve municipal performance	Signed Performance Agreements	Director Corporate Services will develop Performance agreements for each employ in line with Municipal Staff Regulations. These Performance Agreements shall be in line with the job description determined by HR unit	Count the number of Performance Agreements signed	Refusal by some employees to six performance plans	Impact	Organisational Level	Development done in terms of SDF	Annually	Cumulative	Municipal Manager
Annual and Oversight reports	Promote institutional accountability and compliance to PMS framework	Number of Annual and oversight report adopted within stipulated timeframes	To ensure compliance with legislation within the financial year	Annual and oversight report	The municipal will compile annual report after the audited AFS and APR from AGSA and submit such to Council for noting by 31 January. The reported will be published and handed over to MPAC for oversight. MPAC will conduct hearings and submit Oversight report to council	Count number of annual and oversight reports submitted to council	None	Output	Organisational Level	Compliance to MFMA regulations	Quarterly	Cumulative	CFO

Policy development by-laws and reviews	Providing and improving compliance to municipal regulatory environment	Number of policies or by-laws developed/reviewed	To regulate municipal working environment	Register of policies /by-laws	HR unit and Legal services department will request directorates to submit policies/by-laws to be reviewed or developed/informed the needs to strengthen the regulatory environment. Policy workshop convened attending by councillors and relevant authorities. Legal Services department will cleanse all the policies/by-laws before submitting to council and facilitate the gazzeting of by-laws	Count the number of policies/by-laws developed or reviewed	Delays in promulgation	Impact	Organisational Level	Developed policies/by-laws	Annually	Cumulative	Corporate Services
Policy development by-laws and reviews workshop	Ensure that policy workshop is held	Number of policy workshops held	Ensure that policy workshop is held	Invitations, attendance registers & minutes	The office of the Director Corporate Services will identify a suitable date and venue. Invitations will be issued to the targeted community members including councillors. Agendas, attendance registers, programs and invitations of such meetings shall be kept	Count number of meetings held	None	Output	Organisational Level	Effective response to disaster incidents	Quarterly	Cumulative	Municipal Manager
Skills Development (work skill plans)	Ensure capacitated work force	Number of employees capacitated in terms of Workplace Skills plan	To ensure that employees are capacitated	Training register	HR unit will conduct skills audit and use other reports to develop annual training programme. The Skills Development Facilitator will monitor the implementation of such programs and report progress thereof. The plan will be adopted by council and submitted to COGHSTA for compliance	Count the number of employees capacitated	None co-operation by some employees	Impact	Organisational Level	Capacitated workforce	Quarterly	Cumulative	Corporate Services
Employment Equity Plan	Ensure that people from equity target are appointed in the three highest levels of the municipal management in compliance with the approved EEP	Number of staff complement with disability	To ensure Employment equit at all Municipal levels	Employment Equity Report	HR unit will review employment equity plan monitor its implementation and generate monthly reports	Count number of employees employed in terms of EEP	None compliance to EEP	Impact	Organisational Level	EEP compliant	Quarterly	Cumulative	Corporate Services
Payroll management	Maximize efficiency of payroll management	% accuracy on payroll information	Maximize efficiency of payroll management	Payroll report	Leaves, bonuses & wages are captured by the 20th of every month. Authorize and sign payroll list and sent it to finance department to release payments	Count % payroll management compliance	None	Impact	Organisational Level	Effective payroll management	Monthly	Cumulative	Corporate Services
HR Management (Overtime management)	Ensure compliance of overtime regulation	% compliance to overtime regulation	Ensure compliance to overtime management	Overtime report	For planned and emergency activities check the employees if warrant overtime. Authorize if necessary and reject if not. Submit overtime report per department to management meetings and council sittings	Count compliance to overtime regulations	None	Impact	Organisational Level	Effective overtime management	Monthly	Cumulative	Corporate Services
Legal Services	Ensure that the municipality has SLA with all service providers	% developed Service Level Agreements within 30 days after the Appointments of Service Prover by 30 June 2018 made (Number of SLAs developed/ number of Appointments made)	To improve effeciency and effectiveness of municipal administration within the financial year	Appointment letter, Acceptance letter, Tender document and Service level agreement	Legal Officer receives the documents(Appointment Letter, Acceptance letter, Tender documents of the successful bidder) from the Office of the Municipal Manager. Draft the service level agreement, sign off by the Legal Officer, Director Corporate, User department Director and the Municipal Manager. Invite the Service provider for signing of the SLA, refer the service provider to the user department for arrangement of hand over	Number of SLA developed/ Number of SLA expected to be approved by the Municipality	Delay in appointment	Output	Organisational Level	Service Level Agreement developed and signed	Monthly	Cumulative	Director Corporate Services
Local Labour Forum	Ensure sound labour practice	# of LLF meetings held within the financial year	To ensure functionality of Council within the financial year	Agenda, invitations/Resolution register and LLF minutes	Local Labour Forum is a forum composed of management and organised labour components which bargains on conditions of service of employees and any other matter of mutual interest. LLF is mandated by the Labour Relations Act and the Main Collective Agreement. The LLF secretariat develops a schedule of meeting annually which is tabled at the LLF meeting for inputs and adoption by the forum for implementation. As per the MCA, LLF meetings must be held at least once per month and parties may agree on the frequency of the meeting. The secretariat invite the stakeholders (Labour Unions, Councillors and Directors) draft preliminary agenda, labour unions and management submits items for discussion. Chairperson consider the items and approves the agenda. During the meeting agenda is adopted, attendance register is signed, minutes are recorded and the minutes of the previous meeting are ratified and adopted	The Specific date agenda and resolution register by LLF. Issues resolved and minuted. LLF resolutions for implementation by management. Is a date specific indicator and monitoring	Lack of buy-in/cooperation by organised labour	Impact	Organisational Level	Conducive working environment	Annually	Cumulative	Director Corporate Services
OHS	Ensure safe and healthy working environment	Number of compliance reports generated	To ensure safe environment	OHS reports	The OHS Officer monitors daily OHS compliance as per safety regulations. Intervenes and advises were necessary. Ensure all employees have required working equipments and protective clothing. Orders and supply protective clothing. Currently monitors compliance to COVID 19 health protocols. Provides sanitizers, scanners, masks, etc. referrals etc. referring injured employees to medical practioners. Liaise with Department of Labour for compensated injured employees. Arrange anually medical surveilance, generate monthly OHS reports	Count number of OHS reports generated	None provisioning of PPEs	Impact	Organisational Level	Safe and health working environment	Quarterly	Cumulative	Corporate Services