



LEPHALALE LOCAL MUNICIPALITY

2024-25 ADJUSTED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN





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1. STRATEGIC ALIGNMENT

The strategy developed for Lephalale Local Municipality adheres to, incorporate and support various strategies and intentions of government both at National and Provincial levels. Based on these strategic plans and priorities or objectives, Lephalale Local Municipality has developed the following tabular matrix to plot how the strategic objectives will align to the different objectives and priorities developed from various spheres of government, as follows:

BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	LEPHALALE STRATEGIC OBJECTIVES	LEPHALALE IMPACTS
Delivering municipal services	Improving infrastructure	Provide quality and well-maintained infrastructural services in all municipal areas	Satisfied community members “Effective and long-lasting service delivery”
	An economy that will create more jobs	Create a conducive environment for businesses to invest and prosper	Sustainable economy
	An inclusive and integrated rural economy		
	Reversing the spatial effect of apartheid	Rational planning to bridge first and second economies and provide adequate land for development	Sustainable development
	Transition to a low-carbon economy	Protecting the environment and improving community well-being	Safe, healthy and clean-living conditions
	Quality health care for all		
Putting people and their concerns first	Social protection	Capacitate disadvantaged groups	Quality life for disadvantaged groups
	Transforming society and uniting the country		
	Building safer communities		
	Improving quality of education, training and innovation		
Sound financial management and accounting	Fighting corruption	Enhance revenue and financial management	Financial Viability and Prosperous institution



BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	LEPHALALE STRATEGIC OBJECTIVES	LEPHALALE IMPACTS
Demonstrating good governance and administration		Responsible, accountable, effective and efficient corporate governance	Public confidence
Sound institutional and administrative capabilities	Reforming the public service	Improve functionality, performance and professionalism	Best governance ethos

The Strategic Objective as aligned to the agenda 2063, SDGs, NDP, LDP and IDP priorities follow in the matrix below:

Convergence of Agenda 2063, SDGs, NDP, LDP and IDP

Agenda 2063 (2023 goals)	Sustainable Development Goals	National Development Plan	Limpopo Development Plan	Integrated Development Plan
Goal1: High standard of living, Quality of life and well-being for all	Goal1: End poverty in all its forms everywhere in the world Goal3: Ensure healthy lives and promote well-being for all at all ages	Quality health care for all Building safer communities An inclusive and integrated rural economy Reversing the spatial effect of apartheid Social protection	Long and healthy life All the people in Limpopo feel safe. Comprehensive rural development Human settlement development Inclusive social protection	Protect the environment and improve community well-being. Rational planning to bridge first and second economies and provide adequate land for development. Capacitate disadvantaged groups
Agenda 2063(2023 goals)	Sustainable Development Goals	National Development Plan	Limpopo Development Plan	Integrated Development Plan
Goal2: Well-educated citizens and skills revolution underpinned by science, technology and innovation	Goal4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Improving education, training, and innovation	Quality basic education Skilled and capable workforce	Responsible, accountable, effective, and efficient corporate governance



Goal3: Healthy and well-nourished citizens	Goal2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture. Goal3: Ensure healthy lives and promote well-being for all at all ages	Promoting health	Long and healthy life All people on Limpopo feel safe Comprehensive rural development Inclusive social protection system	Protect the environment and improve community well-being. Rational planning to bridge first and second economies and provide adequate land for development
Goal4: Transformed economies and job creation	Goal8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Economy and employment	Decent employment through inclusive growth Comprehensive rural development	Create a conducive environment for businesses to invest and prosper
Goal5: Modern Agriculture for increased productivity and production	Goal2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture Goal12: Ensure sustainable consumption economy and production patterns	Integrated and inclusive rural economy	Long and healthy life Comprehensive rural development Environmental protection Inclusive social protection system	Rational planning to bridge first and second economies and provide adequate land for development Protecting the environment and improving community well-being
Transformed economies	Goal6: Ensure availability and sustainable management of water and sanitation for all Goal9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Improving infrastructure	Sustainable and inclusive economic growth STI driven manufacturing, industrialization and value addition Economic diversification and resilience	Maintenance and upgrading of infrastructure in all municipal areas
Agenda 2063 (2023 goals)	Sustainable Development Goals	National Development Plan	Limpopo Development Plan	Integrated Development Plan
Goal2: Well-educated citizens and skills revolution underpinned by science, technology and innovation	Reforming the Public Service.	Demonstrating good governance and administration	Fighting corruption	Improve functionality, performance and professionalism



NATIONAL GOVERNMENT OUTCOMES - MTSF CHAPTER (14 OUTCOMES)

- Outcome 1 – Education
- Outcome 2. - Health
- Outcome 3 - Safety
- Outcome 4 - Economy
- Outcome 5 – Skills
- Outcome 6 - Infrastructure
- Outcome 7 - Rural Development
- Outcome 8 - Human Settlement
- Outcome 9 - Local Government
- Outcome 10 - Environment
- Outcome 11 - International
- Outcome 12 - Public Service
- Outcome 13 - Social Cohesion
- Outcome 14 - Nation Building



ACRONYMS AND ABBREVIATIONS

Acronyms and abbreviations that are used in the document are in the table that follows:

ACRONYM / ABBREVIATION	DESCRIPTION
AARTO	Administrative Adjudication of Road Traffic Offences Act
AC pipe	Asbestos Cement pipe
AG	Auditor General
B&R	Budget and Reporting
BTO	Budget and Treasury Office
CARA	Conservation and Agricultural Resources Act
CBD	Central Business District
COGHSTA	Department of Cooperative Governance, Human Settlements and Traditional Affairs
CSS	Corporate Support Services
CTA	Community Tourism Association
DP	Development Planning
DWA	Department of Water Affairs
EAP	Employee assistance Programme
EPM	Employee Performance Management
FMPPI	Framework for Managing Programme Performance Information
GIS	Geographic Information System
HDA	Housing Development Agency
i.t.o.	In terms of
ICT	Information and Communication Technology
ID	Identity
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IT	Information Technology
km	Kilometer



ACRONYM / ABBREVIATION	DESCRIPTION
KPA	Key Performance Area
KPI	Key Performance Indicator
kVA	Kilo Volt Ampere
KWH	Kilo Watt Hour
LDF	Lephalale Development Forum
LDV	Light Delivery Vehicle
LED	Local Economic Development
LEGDP	Limpopo Economic Growth Development Plan
LUMS	Land Use Management System
MCWAP	Mokolo Crocodile Water Augmentation Programme
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MI	Mega liter
MOU	Memorandum of understanding
MS	Microsoft
MVA	Mega Volt Ampere
N/A	Not Applicable
NB	Nota Bene
NDP	National Development Plan
NEM: BA	National Environmental Management and Biodiversity Act
NERSA	National Energy Regulator of South Africa
OHS	Occupational Health and Safety
PA	Public Announcement
PM	Performance Management
PMS	Performance Management System
Qtr.	Quarter
RAL	Road Agency Limpopo



ACRONYM / ABBREVIATION	DESCRIPTION
Resp. Dir.	Responsible Directorate
RWS	Regional Water Scheme
SASTATS	South African Statistics
SB	Schedule B
SCM	Supply Chain Management
SCOA	Standard Chart of Accounts
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small, Medium and Macro Enterprises
SS	Social Services
Strat.	Strategic Management
UOM	Unit of Measure
VIP	Ventilation Improve Pit latrine
WDM	Waterberg District Municipality
WWTW	Wastewater Treatment Works
YTD / y.t.d.	Year to date



2. MAYOR'S FOREWORD

The global environment in which both business and government operate has changed significantly since the advent of democracy in 1994.

Both government and the business community have been materially hobbled by a myriad of factors manifesting themselves in various forms ranging from climate change, energy crisis, metamorphosing global economies to fluid revenue bases. The constantly changing operating environments demand of government at both national and local levels to be agile in their policy trajectory and service delivery mechanisms. The political and social landscape has predictably dovetailed the amended global environment.

This has made the political environment more dynamic and has necessitated that our political leadership, across the spectrum, develop different skills base to navigate the demands of the changed environment.

The challenges we have faced in the last financial year are substantially reflective of this changed environment in more ways than one. This report will show that our town has, at least from a populace profile perspective, become a social metropolis presenting us with social problems traditionally associated with metropolitan cities.

Increasingly we experience vandalism and theft of municipal assets meant to service our communities. This has meant that we must expend more on replacing assets way ahead of the end of their useful lifespan. This has also meant increased expenditure on security to mitigate against theft and vandalism.

The changing populace profile also means we have increased land invasion incidents for human settlement purposes. This dynamic has demanded the council divert resources to provide basic services to these unplanned human settlements. Furthermore, the land grabs invariably lead to illegal connections of water services and electricity. These illegal connections erode our revenue base while increasing the costs of bulk supply of services.

Climate change has also not resulted from complicating our service delivery environment. Drying boreholes has resulted in the yields from existing water sources depleting at an increasingly alarming rate. This has turned the water infrastructure we have invested in becoming largely superfluous.

Our aging infrastructure for water reticulation and sanitation has contributed to escalating water losses which have now reached the early 40's in percentage.

The challenges have been extenuated by the slow pace of implementation of projects with our capex sitting at a paltry 42% and MIG spending at a rather pedestrian 59%. However, plans are afoot to confront all these complications.

These complications will be confronted informed by the following approach:

- **Community orientated:** provide and deliver sustainable services and activities for the whole community.
- **Transparent:** invite and encourage democratic public participation in council's activities
- **Committed:** focus and concentrate on, and comply with, the best business practices
- **Business orientated:** subscribe to, and comply with, the best business practices.



- **Full Integrity:** conduct the council's business in a fair, responsible, flexible, equitable and honest manner.
- **Accountable:** Report regularly to all stakeholders regarding council's actual performance
- **Environmentally friendly:** with all the development in Lephalale, the municipality will focus on taking care of the environment.
- **Able to empower:** to be seen empowering our people economically.
- **Performance Management:** Continually evaluate and monitor performance against predetermined objectives and set targets.

In pursuance of these objectives, we have concretised our resolve by hosting the Lephalale Investment Summit in October 2023. Through this initiative we are actively pursuing private investors to fund and develop more infrastructure projects to create employment, downstream business opportunities for local enterprises, increase our revenue base and resolve our energy crisis.

The investments we are attracting from the private sector will also target industrialisation of areas adjacent to our rural communities with the active participation of our three traditional authorities. This is in line with our pursuit of building sustainable communities and making sure that people work where they live.

Our greatest challenge in all walks of life is not to make sure that we do not fall, but to make sure we rise every time we fall. In this regard, the council will ensure that we recover from the challenges of the past and confront the future with more wisdom, vigor, and resolve to succeed.

The complexities of the mines have positioned the Lephalale Local Municipality to be on the verge of huge economic development related to mining and energy generation.

With the abovementioned future developments in mind, Lephalale Local Municipality has prioritized its Service Delivery and Budget Implementation for 2024-25 in terms of the IDP strategic intent and the vision of building a city by 2030. The focus of Lephalale Local Municipality is on shaping the future of a vibrant city and the energy hub of Africa. In doing so, the municipality is intent on aligning its objectives and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP priorities, that closely link to Lephalale, focus on: an economy that will create more jobs, improving infrastructure, transition to a low-carbon economy, an inclusive and integrated rural economy, reversing the spatial effects of apartheid, improving the quality of education, training and innovation, quality health care for all, social protection, building safer communities, reforming the public service, fighting corruption and transforming society and uniting the country.

The purpose of the SDBIP is to monitor the execution of the budget and achievement of the strategic objectives set by the Council. 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 in terms of the IDP and the Budget.

This SDBIP includes additional operational performance plans for divisional managers and supervisors who must sign the performance agreement as per the staff regulations.



Lephalale municipality will use this implementation tool to the IDP to move towards its vision of a vibrant city and the energy hub, as well as the mission for affordable basic services to communities, rural development, and socio- economic transformation to the previously disadvantaged communities.

REFORMING THE PUBLIC SERVICE.

By 2030, people living in South Africa should feel safe and have no fear of crime. Women, children and all vulnerable groups should feel protected. They should have confidence in the criminal justice system to effectively apprehend and prosecute criminals who violate individual and community safety. In many countries plans fail because they are not implemented or because implementation is uneven. There needs to be a uniformity of effort and competence across the entire public service. There is a real risk that South Africa's national plan could fail because the state is incapable of implementation.

There must be a mechanism to remedy the uneven and often poor performance of the public service. A capable state does not materialise by decree, nor can it be legislated or created from conference resolutions.

It must be painstakingly built, brick by brick, institution by institution and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules.

APPROVED BY

The Mayor of Lephalale Municipality
Rabotlhoko Aaron Mokgetle
Date: 25 March 2025



2.1. EXECUTIVE SUMMARY

The preparation of the budget is guided by circular 122 and 123 of MFMA no 56 of 2003. The Circulars are linked to the Municipal Budget and Reporting Regulations (MBRR) and the municipal Standard Chart of Accounts (mSCOA); and strive to support municipalities' budget preparation processes so that the minimum requirements are achieved.

The objective of the circulars is to demonstrate how municipalities should undertake annual budget preparation in accordance with the budget and financial reform agenda by focusing on key “game changers”, which includes.

- ensuring that municipal budgets are funded,
- revenue management is optimized,
- assets are managed efficiently, supply chain management processes are adhered to,
- mSCOA is implemented correctly and audit findings are addressed.

The preparation of the 2024/25 Municipality's Medium-Term Revenue and Expenditure Framework (MTREF) comes when SA has experienced the largest decline in economic outputs in 2022/23. The economic outlook faces a range of risks, including weaker-than-expected global growth, further disruptions to global supply chains and renewed inflationary pressures from the war in Ukraine, continued power cuts and a deterioration in port and rail infrastructure, widespread criminal activity, and any deterioration of the fiscal outlook.

The government is taking urgent measures to reduce load-shedding in the short term and transform the sector through market reforms to achieve long-term energy security.

The impact of Load shedding, ageing infrastructure and Economic constraints will put Pressure on the 2024/25 MTREF Budgets.

Changes on Local Government allocations – reduced.

There is a net reduction of R80.6 billion to main budget non-interest expenditure are identified across the three spheres of government over the MTEF in comparison to the 2023 budget estimates. Among these 2024 MTEF fiscal consolidation reductions, local government has the smallest contribution. Over the 2024 MTEF, the local government equitable share and direct conditional grants will be reduced by a total of R15.5 billion, made up of R9.6 billion in the local government equitable share and R5.9 billion in direct conditional grants.

Governance, Performance and investment matters

The 2024/25 Budget is prepared at the stage where municipalities need to play pivotal role in igniting the Economy of the country. Therefore, efforts must be made to put initiatives that will attract investment and to ensure that critical infrastructure such as water, electricity and sanitation is well maintained. More focus must be on bulk infrastructure, and the budget must be allocated for repairs and maintenance.



This requires the implementation of structural reforms to maximize the value of spending, exercise prudent and compliant financial management and eradicate wasteful treatment of public funds and resources.

The major contribution to National development Plan is to improve the lives of Lephalale Community through Poverty alleviation, rural infrastructure development while creating Jobs for the disadvantaged. Job creation is a top priority of the economic recovery plan that will guide policy actions over the medium term, supported by new infrastructure investment and large-scale public employment programs. In addition, skills development will be a priority to improve productivity and operational efficiency.

On the capital Expenditure Municipality is dependent on Grants and operational expenditure is dependent on the Service Charges (Own revenue) and portion of Equitable Shares.

The budget is prepared under difficult circumstances whereby consumers are facing economic hardships. The scaling down of the Economy in Lephalale as result of the completion of Medupi Project, shortcoming of Covid has resulted in the closing of shops, migration of people out of town and increasing Vacant houses and has put pressure on consumer affordability due to high rate of unemployment, high debt book and low collection of revenue.

Impact of ongoing Load shedding and a hike in electricity charges has resulted in Consumers switching over to other sources of energy which includes solar and Gas.

The service charge has increased by 6 % which is with the economic growth band except to electricity which has been increased by 7,4% while waiting for NERSA tariff increase approval.

The operating costs for the provision of services are on the increase due to the expansion of free basic services to the villages. This is unsustainable as it reduces the reserves for asset replacement and maintenance.

Therefore to remain sustainable municipality must implement the revenue Enhancement strategies

- Accelerating the implementation of prepaid water and electricity smart meters
- Implement the New Valuation roll effective from 1 July 2025.
- Implementation of Revenue Enhancement and cost containment strategies.
- Implementation of strategies to collect revenue at the Marapong and Thabo Mbeki Township.
- Introduction of a flat rate for informal settlement and rural villages.
- Introduction of new sources of revenue (Rental stock, weighbridge, Landfill, Grey water, Zeeland WTW).



This means when implementing the budget Municipality should Increase the revenue, cutting of water& Electricity losses, charging cost reflective and affordable tariffs, accelerating Debt collection, Filling of only Critical positions, Implementation of revenue enhancement, UIFW reduction strategies, cost containment strategies. Municipality must also accelerate investment summit packages to unlock economic activity of the town.

Municipality must implement systems to ensure accurate metering and billing to instill confidence in the public.

Municipality must also prioritize Capital Spending to avoid the withholding of funds by Treasury. Cost containment strategies will be implemented to reduce the noncore Expenditures. The municipality has also embarked on a range of collection strategies to optimize the collection of revenue. To ensure the optimization of resources Municipality must cut operational costs and remove the nice to have costs.

The budget for Lephalale Municipality will address the following key areas as guided by National Government.

Short-term Priorities

- Maintenance of the infrastructure to improve reliability infrastructure network,
- Manage employee related cost to be within the norm.
- Capitalize and explore on available funding mix – Budgeted to technical reports.
- Ensure operational efficiency to achieve service delivery.
- Implementation of Cost containment and revenue enhancement strategies
- Attract investment in the Town.
- Capitalize DBSA and Exxaro non lending support.

Medium-term priorities include:

- Implementation of flat rates payment of services at the villages.
- Increase the revenue base.
- Source Funds for the implementation of smart metering.
- Focus on the on-asset care Projects (asset renewal and replacement of ageing infrastructure).

Long Term Focus

- Development of Economic recovery plan with Revenue Diversification, longevity, and Long-term Financial sustainability.
 - ✓ Attract investments to create Jobs and capitalize on Lephalale competencies (Energy, Mining, Agriculture & tourism).
 - ✓ Explore Public Private partnerships (Grey Water).
 - ✓ Entities opportunities.
 - ✓ Zeeland Water Treatment.



- ✓ Apply for electricity Licenses in new areas.
- ✓ Capital investment plan vs Capital expansion.

The budget will be implemented in line with the following Treasury Norms and standards:

- Revenue the Collection rate = Due to economic downfall the revenue collection projected at 85% vs Treasury Norms of 95%
- Employee related Cost as percentage of Total Expenditure = 25- 40%
- Contracted services as a % of total Expenditure = 5%
- Asset renewal and maintenance as % of total PPE = 8%
- Application of prepaid and flat rate at the Villages
- Strategies to collect revenue Marapong and Thabo Mbeki
- Indigent registrations
- Budget to include asset replacement Reserves.
- Cost containment – Do more with less.
- Own funding Projects directed at Revenue enhancement Projects and technical reports to unlock Grant Spending.
- Attract investments for Lephalale Local economic development.

2.1 BUDGET SUMMARY

The total Operating budget for MTREF 2024/25 includes Total Revenue is R838 million and Total Expenditure of R836 million resulting in a Surplus of R2 .8 million.

The operating Revenue budget has changed from R784 million in 2023/2024 to R838 million in 2024/2025 FY, R877 million 2025/2026 FY and R890 million in 2026/2027 FY respectively.

The operating Expenditure budget has changed from 782 million in 2023/2024 to R836 million in 2024/2025 FY, R875 million 2025/2026 FY and R888 million in 2026/2027, resulting to a surplus of R 2.8 million for 2024/25 FY and R1,6 million and R1,9million in the outer years.

The Capital expenditure is R224 million which includes R30m Own capital Funded and R194m National Grant Funded Projects.



All tariffs have been adjusted by 6 % for the 2024/25 Financial year except for electricity which is adjusted by 7.4% pending NERSA approval. The operating expenditure has increased in line with Macro-economic performance and projections for factors as per MFMA Circular 128.

Below is the table showing the budget tariffs for the MTREF 2024/25

Revenue Tariff increase

Description	24/25	25/26	26/27
Rates	6 %	4,6%	4.6%
Electricity	7.4 %	4,6%	4.6%
Water	6 %	4,6%	4.6%
Sanitation	6 %	4,6%	4.6%
Refuse	6 %	4,6%	4.6%
Operating Expenditures	4.9%	4,6%	4.6%

NERSA still pending LLM has budget 7.4 % increase. To be updated when final approval is received from NERSA.

The Revenue Budget.

The weak economic growth has put pressure on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past.

Municipalities must ensure that they render basic services, maintain their assets and clean the environment. Furthermore, there must be continuous communication with the community another stakeholder to improve the municipality's reputation. This will assist in attracting investment in the local economy which may result in reduced unemployment.

Therefore, the new leadership is advised to:

- Decisively address unfunded budgets by reducing non-priority spending and improving
- revenue management processes to enable collection; and
- Address service delivery failures by ensuring adequate maintenance, upgrading and
- renewal of existing assets to enable reliable delivery of services.

Revenue Tariff Increase



The MTREF-based revenue and expenditure budget assumed inflation-linked annual draft budget of 4.9%, 4,6% and 4.6% respectively for the 3-years budget period of 2024/2025, 2025/2026 and 2026/2027

The revenue tariff increases are as per MFMA Circulars 126 & 128 except for electricity charges which are increased as per Nersa regulation.

Employee related costs and remuneration of councilors R280 Million

Employee related costs: Budget R 265 million.

2024/25 includes the head count of 416 which includes 5 Funded vacant positions. The Salary and Wage Collective Agreement for the period 01 July 2021 to 31 June 2024 has come to an end and a new agreement is under consultation. The Municipality has made a provision 5,9% which includes 4.9% based on MFMA Circular 128 including 1% to provide for the new agreement.

The overall employee benefits are at 31% as a percentage of total operation expenditure which is in line with the Treasury norm of 30 - 40%.

An additional increase of 3% in employee benefits is mainly due to the overtime and standby allowance at the Service Delivery Department to address aging infrastructure challenges. The municipality must explore the shift system to cut overtime costs.

Position will be staggered to ensure alignment to the norms.

Due to financial constraint position will be reprioritized to ensure continuity of service delivery.

The following position will be prioritized in 2024/25 Financial year,

- PMS Officer HR - L5
- IDP Officer – L3 (upgraded from L5)
- Asset Manager L2-1
- Process Controller L7 (Sanitation)
- Electrician L6 (Sanitation)

Budget Includes 1% total Salary Bill for Skill development: Training will be reprioritized to Improve operational Efficiency.

The training must be included.

- Capacitate internal staff to reduce overreliance on consultants.
- Mentoring Program NBI.
- Operators Training.

Remuneration of councilors- R15 Million



Remuneration of Councilors is budget in line with the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils published annually between December and January by the Department of Cooperative Governance.

Bulk Purchases - R193Million

The National Energy Regulator of South Africa (NERSA) is responsible for the price determination of the bulk costs of electricity. In January 2023, NERSA approved tariff increases of 18.7 per cent in 2023/24 and 12.7 per cent increase in 2024/25.

Inventory Consumed – R53 M

The amount of Bulk water is R18 M (Purified water) R24 Million for (abstraction of raw water from Mofolo dam) and R7 million relates to (Inhouse maintenance and withdrawals from stores). This includes purchases of the materials for maintenance of Infrastructure network in-house. Bulk purchase of water has been budgeted under inventory according to MFMA circular 123.

Contracted Service R 76M

Contracted services as a percentage of the Total Expenditure are at 9% which is above the norm of 5%. Of the total contracted services, the amount of R15 million (19%) relates to repairs and maintenance, R62 million relates to consultants and system vendors.



DESCRIPTION	2024/25	2025/26	2026/27
Consultants and Professional Services	Draft Budget	Draft Budget	Draft Budget
Accounting and auditing Services	3,500,000	3,661,000	3,825,745
Forensic Investigation	2,500,000	2,615,000	2,732,675
Internal audit Outsourcing and audit Committee	1,012,220	1,058,782	1,106,427
Risk Management outsourcing	507,569	530,917	554,808
STRATEGIC	4,000,000	1,046,000	1,093,070
Valuer	3,000,000	3,138,000	3,279,210
EAP and Medical Services	650,000	679,900	710,496
Legal Services	5,486,269	5,738,637	5,996,876
Total Consultants and professional Services	20,656,058	18,468,237	19,299,307
Maintenance services -Sanitation	7,867,226	5,603,718	5,810,885
Maintenance services -Water	3,414,296	1,531,654	1,600,578
Maintenance services -Electricity	1,134,295	768,073	802,636
Maintenance services -Waste	2,198,704	2,299,844	2,403,337
Maintenance services -Roads			
Buildings & Storm water	1,640,338	1,715,794	1,793,004
Maintenance services -Vehicles	3,468,903	3,628,473	3,791,754
Total Repairs and maintenance	19,723,762	15,547,554	16,202,195
Prepaid vendors	10,000,000	10,460,000	10,930,700
Security	18,708,546	19,069,139	19,949,750
Hygiene services	500,000	523,000	546,535
Water Meter reading	830,915	869,137	908,248
Collection Cost	2,800,000	2,915,000	2,732,675
IT -Outsourced	2,883,780	2,516,434	2,652,173
Total Outsourced Services	35,723,241	36,352,710	37,720,082
TOTAL	76,103,061	70,368,501	73,221,584



Repairs and maintenance R150M

The repairs and maintenance are R125 million which includes the amount of R15,4 million for outsourcing of External Service Provide where the municipality does not have in-house capacity. The R7million is allocated to inventory consumed for the material withdrawn from stores and additional R8 Millions for general operational maintenance.

DWS has approved a business case where the amount of R142 Million has been allocated to the refurbishment of the infrastructure which will increase our infrastructure to be within the norm.

The following business case has been approved DWS.

- ✓ Refurbishment and upgrading of Sewer pump station Wastewater treatment works Network pipes and replacement of AC Pipes
- ✓ Replacement of Lephalale Town and Marapong replacement of Old AC pipes

Depreciation R94M

Depreciation is based on straight-line method over the useful life of the assets. Infrastructure assets account for most of the amount. The assets include movable assets i.e., office furniture, vehicles, equipment, and Immovable assets include Community Assets, Smart meters etc.

Debt Impairment R33 M

The budget for Debt impairment has increased to R33 million in 2024/25 due to high debtors' book. The debt collector has been appointed to assist with acceleration of debt collection and reduction of debt Book.

Irrecoverable Debt written off R6M

The municipality has provided R6M for irrecoverable debt. The municipalities will record the reversal of impairment loss to reduce the Accumulated Provision for Debt Impairment with the irrecoverable Debts Written Off.

Finance Charges R19M

The finance relates to interest charged for the provision of Post employment retirement benefits and landfill site and R7 Million relates to interest Charged in relation to the Interest charged on financial lease at Zeeland.

Transfer and subsidies R1M

The budget relates to subsidies incurred by Municipality on the Non-profit organization which include Mogol club's etc.



Operational Expenses R77 m

Operational Expenses constitute 9 % of the total operating expenditure which is in line with the norm of 10% as per Treasury MFMA budget guidelines. The amount of the operating costs includes fleet cost and Financial and IT systems related costs.

Total operating Revenue R 838 m

Property rates constitute R126 m which constitute 15 % of operating revenue.

Service charges

Service charges are R388 Million, which constitutes 46% of the budgeted revenue. The amount is lower than R348 M budgeted in the previous budget cycle.

Electricity cost has realized a reduction mainly impacted by Load shedding. Municipality is fast racking the prepaid Electricity Metering by 30 June 2023.

Service Charges

Service charges for electricity have been adjusted to R265m – 31%

Service charges water has been adjusted to R71m – 8%

Sanitation Revenue has been adjusted to R 29m – 3.4%

Service charges refusing has been adjusted to R23m.- 2.7%

The increase has been affected in line with MFMA Circular 128.

Municipality is highly Grant Funded Equitable share constitute to the amount of R247M - 29%

Interest in Investment R7.1M

The interest in investment is R7.1M, the amount is related to interest received from short term investment from Grant and own Funding funds.

Interest in Outstanding Debtors

- **Revenue from Exchange Transactions - R37million**
- **Non-Exchange transactions – R15 million.**

The impact of economic downfall has resulted in the inability of consumers to pay their debt on time. Municipality has reviewed the billing cycle to align to the month end where consumers are getting paydays. Data cleansing Project is in progress. Municipality has procured an Indigent management system.



Agency Fees R9,6

The budgeted revenue for License and Permit has been increased in line with the CPI. Municipality is performing the services (License and permits) for Department of Transport Strategies will be implemented to improve the revenue collection of the same.

Transfers of Grants and subsidies are reconciled as per DORA allocation for **R441 million**. The allocations are as follows:

GRANTS	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
EQUITABLE SHARES	241,654,000	254,298,000	266,256,000
MIG - PMU	2,521,250	2,640,050	2,861,150
FMG	1,800,000	1,900,000	2,000,000
EPWP	1,311,000		
Sub total	247,286,250	258,838,050	271,117,150
MIG	47,903,750	50,160,950	54,361,850
INEP		12,412,000	11,212,000
ENERGY EFFICIENCY	4,000,000	4,000,000	
WSIG	39,147,000	35,000,000	45,000,000
WSIG 6B	102,954,000	103,300,000	87,611,000
TOTAL CAPITAL GRANTS	194,004,750	204,872,950	198,184,850
TOTAL GRANTS	441,291,000	463,711,000	469,302,000

Municipality Grant's funding focuses on improving service delivery and maintenance of the infrastructure assets.

Operational revenue R2.6M

Other revenue includes Sundry Income i.e. purchase of tender documents, Consolidation and divisions for the plans, Photocopy machines charges and payment of clearance certificates.

Other revenue

The budget includes Fines, penalties and forfeits of R1M, rental of fixed assets for R791K and sale of goods and services rendered of R1.8M



Revenue Management

Municipality will implement revenue enhancement strategies and attract investment through Local economic development.

To increase the revenue collection efforts are put in place to accelerate debt collections and increase the revenue base in 2024/25 Financial Year.

Strategies include:

Cost reflective tariffs – Charging cost effective and affordable tariffs.

Customer care – Ensure timely resolving of customer queries and improving service delivery.

Cost containment - that the operating expenses of the municipality are kept at a minimum rate.

Accelerate Debt collection - issuing letters of demand for the payment of accounts in arrears and optimizing the recovery of funds.

Installation of smart meters and regularly service the water and electricity meters to guard against malfunctioning that may result in inaccurate billing, water or electricity leakages, or any other form of loss such as illegal connections.

4. OVERVIEW OF THE ANNUAL BUDGET PROCESS FOR THE FY 2023/2024 Compliance with regulations

Budget Process for the municipalities is controlled by pieces of legislation. Key to those legislations is MFMA and Municipal Systems Act 32 of 2000. Section 24 of MFMA requires the Council to consider approval of the annual budget at least 30 days before the start of the financial year while Section 17 (2) (b) of Municipal Systems Act requires Council to establish appropriate mechanisms, processes, and procedures to enable local communities to participate in the affairs of the municipality through notification and public procedures, when appropriate. Section 53 of MFMA requires the mayor of a municipality to provide general political guidance over the budget process and the priorities that must guide the preparation of the budget.

In terms of Chapter 2 of the Municipal Budget and Reporting Regulations, gazette on 17 April 2009, the mayor of a municipality must establish a budget steering committee to provide technical assistance to the mayor in discharging the responsibilities set out in section 53 of the Act.

Municipalities are under pressure to generate revenue because of the economic landscape, the COVID-19 pandemic, weak tariff setting and increases in key cost drivers to provide basic municipal services. Customers' ability to pay for services is declining, which means that less revenue will be collected. To achieve financial sustainability, municipalities must demonstrate the political will to implement the changes required to improve their performance. Where municipalities consistently fail to deliver their mandates, the Constitution provides for provincial and/or national government to intervene.

5. OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP

The budget of the municipality is aligned with the IDP. All the projects appearing in the budget are also appearing in the IDP. The IDP contains all the municipal projects funded and not funded for the next five years, while the budget contains only the funded projects. The budget schedules A1 – A5



from the annual budget schedules are also presented in the IDP. The Strategic goals and objectives of the municipality from the IDP are also linked to the Budget (refer to SA4 – SA6 in the budget schedules)

6. MEASURABLE PERFORMANCE OBJECTIVES

Introduction

Chapter 6, Section 38 of the Municipal Systems Act (2000) (MSA) requires that every Municipality must develop a Performance Management System suitable for their own needs. The aim of performance management is to indicate how well a Municipality is meeting its priorities/goals and objectives. It gives clear guidance on the effectiveness and efficiency of policies and processes and indicates improvements required. Performance management is key to effective management. It facilitates effective accountability, enabling key stakeholders and role players to track progress and identify scope for improvement.

The performance management system is the primary mechanism to monitor, review and improve the activities of the municipality. It must provide an integrated approach that links municipal performance to individual performance, aimed at improving planning (reviewing), budgeting, monitoring, reporting and evaluation.

7. OVERVIEW OF BUDGET RELATED POLICIES

The list of the budget related policies and the objectives of the municipality are as follows:

1. Tariff Policy

The objective of the tariff policy is to ensure that:

- a) The tariffs of the Municipality comply with the legislation prevailing at the time of implementation.
- b) The Municipal services are financially sustainable, affordable, and equitable.
- c) The needs of the indigent, aged, and disabled are taken into consideration.
- d) There is consistency in how the tariffs are applied throughout the municipality.
- e) The policy is drawn in line with the principles outlined in the MSA



2. Credit Control and Debt Collection Policy

The objectives of the policy are to:

- a) Provide a framework within which the municipal council can exercise its executive and legislative authority regarding credit control and debt collection.
- b) Ensure that all monies due and payable to the municipality are collected and used to deliver municipal services in the best interest of the community, residents and ratepayers and in a financially sustainable manner.
- c) Set realistic targets for debt collection.
- d) Outline credit control and debt collection policy procedures and mechanisms; and
- e) Provide a framework to link the municipal budget to Indigent support and Tariff policies.

3. Indigent Policy

The purpose of the Policy is to provide a framework and structures to support poverty alleviation within the Municipality by providing a support Programme for the subsidization of basic services to indigent households.

Policy objectives

The objective of this Policy will be to ensure the following:

- a) The provision of basic services to the approved indigent/vulnerable members of community in a sustainable manner within the financial and administrative capacity of the Municipality.
- b) Establish the framework for the identification, screening and management of indigent households including an economic rehabilitation plan where possible.
- c) The provision of procedures and guidelines for the subsidization of basic services

4. Property Rates Policy

The key objectives of the policy are to:

- (a) Ensure that all owners of traceable property are informed about their liability to pay assessment rates.
- (b) Specify relief measures for ratepayers who may qualify for relief or partial relief in respect of the payment of rates through exemptions, reductions and rebates contemplated in section 8 of this policy and section 15 of the Act.
- (c) Set out the criteria to be applied by the Council if it increases rates and levies differential rates on different categories of property.
- (d) Provide categories of public benefit Organisations, approved in terms of Section 30(1) of the Income Tax Act, 1962 (Act no 58 of 1962) as amended, which ratepayers are eligible for exemptions, reductions and rebates and therefore may apply to the Council for relief from rates.
- (e) Recognise the state, organs of state and owners of public service infrastructure as property owners.
- (f) Encourage the development of property.



- (g) Ensure that all people liable for rates are treated equitably as required by the Act. (h) Determine the level of increases in rates
- (i) Provide for exemption, rebates, and reductions.

5. Supply Chain Management Policy

The objectives of this policy are to implement the legislative provisions relating to the supply chain management of the Municipality that:

- (a) gives effect to:
 - (i) section 217 of the Constitution; and
 - (ii) Part 1 of Chapter 11 and other applicable provisions of the MFMA.
 - (b) is fair, equitable, transparent, competitive, and cost effective.
 - (c) complies with:
 - (i) the regulatory framework prescribed in Chapter 2 of the SCMR; and
 - (ii) any minimum norms and standards that may be prescribed by means of regulations or guidelines as envisaged by the provisions of section 168 of the MFMA.
 - (d) is consistent with other applicable legislation.
 - (e) does not undermine the objective for uniformity in Supply Chain Management Systems between organs of state in all spheres; and
 - (f) is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.
- (2) The Municipality may not act otherwise than in accordance with this Supply Chain Management Policy when:
- (a) procuring goods and/or services.
 - (b) Disposing of goods is no longer needed.
 - (c) selecting contractors to aid in the provision of municipal services otherwise than in circumstances where Chapter 8 of the MSA applies; or
 - (d) in the case of the Municipality selecting external mechanisms referred to in section 80(1)(b) of the MSA for the provision of municipal services in circumstances contemplated in section 83 of that Act.
- (3) To assure the creation of an environment where business can be conducted with integrity and in a fair, reasonable and accountable manner, this policy will ensure that the Municipal Manager and all officials of the Municipality involved in supply chain management activities must act with integrity, accountability, transparency and with the highest ethical standards and free of favoritism, nepotism, and corruption of any kind. The officials of the Municipality involved in supply chain management activities must adhere to the code of ethical standards contained in this policy, together with the Code of Conduct for Municipal Staff Members as contained in Schedule 2 of the MSA.

6. Fixed Asset Management Policy

The objective of this policy is to improve accounting of assets in the municipalities. Good asset management is critical to any business environment whether in the private or public sector. In the past municipalities used a cash-based system to account for assets, whilst the trend has been to move to an accrual system.



With the cash system, assets were written off in the year of disposal or, in cases where infrastructure assets were financed from advances or loans, they were written off when the loans were fully redeemed. No costs were covered in subsequent periods in which these assets were used.

With an accrual system the assets are incorporated into the books of accounts and systematically written off over their anticipated lives. This necessitates that a record is kept of the cost of the assets, the assets are verified periodically, and the assets can be traced to their suppliers via invoices or other such related delivery documents. This ensures good financial discipline and allows decision makers greater control over the management of assets. An Asset Management Policy should promote efficient and effective monitoring and control of assets.

7. Banking and Investment Policy

The policy of the municipality is aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes.

8. Virement Policy

Virement is the process of transferring funds from one item of a budget to another. The policy will monitor the budget transfers of Lephalale Local Municipality. The purpose of this policy is therefore to provide a framework whereby transfers between line items within votes of the operating budget may be performed with the approval of certain officials.

9. Unknown deposit Policy

The objective of this policy is to direct the payments such as direct deposits and bank transfers that are deposited into the municipality's bank account without proper reference number, and the origin of the payment cannot always be traced.

The policy ensures the following:

- Proper recording of unknown deposits
- Those unknown deposits are properly monitored.
- Those unknown deposits are cleared timeously.
- Those unknown deposits register are reconciled to general ledger monthly.

This policy also provides guidance on how to treat unknown deposits that remain untraced or unclaimed for a certain period.



10. Other budget-related Policies

- a) Expenditure Management Policy (ANNEXURE 24)
- b) Subsistence and Travel Policy (ANNEXURE 25)
- c) Petty Cash Policy (ANNEXTURE 26)
- d) Cost Containment Policy (ANNEXURE 27)
- e) SCM Turnaround Policy (ANNEXURE 28)
- f) Funding and Reserves Policy (ANNEXURE 29) Borrowing Policy (ANNEXURE 30)
- g) Policy related to long term Financial Planning (ANNEXURE 31)
- h) Policy Related to infrastructure investment and capital Projects (ANNEXURE 32) Procurement Plan (ANNEXURE 33)

OVERVIEW OF BUDGET ASSUMPTIONS

Revenue Framework

Section 18 of the MFMA states that the budget can only be funded by realistically anticipated revenue to be collected and cash-backed accumulated funds from previous years, not committed for other purposes.

In addition, NT Circular 93 stipulates that the budget is to be managed in a full accrual manner, reflecting a transparent budget and accounting system approach.

Municipality must maintain tariff increases at a level that reflects an appropriate balance between affordability of the poorer household and other consumers while ensuring financial sustainability.

The MFMA requires the municipality to adopt and implement a tariff policy. The council has approved such policies for all major tariff-funded services provided by the municipality, which are attached as annexure to this document.

The council is required to adopt budgetary provisions based on realistic anticipated revenue for the budget year from each revenue source and per requirements of the MFMA (chapter 4, s17 (1) (a) (b)).



The MTREF model, which enables economics forecasts and the eventual medium term fiscal framework, was compiled under harsh external economic conditions. Budgetary constraints and economic challenges meant that the municipality applies a combination of cost-saving interventions to ensure an affordable credible and sustainable budget over the 2023/2024 MTREF.

National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the municipality's financial sustainability. The Consumer Price Index (CPI) is forecasted to be within the lower limit of the 3 to 6 per cent target band; therefore, municipalities are required to justify all increases more than the projected inflation target for 2023/24 MTREF in their budget narratives and pay careful attention to the differential incidence of tariff increases across all consumer groups. It is noted that the tariff increases by Eskom and Water Boards are above inflation and should be considered as such while determining cost-reflective tariffs.

Eskom Bulk Tariff Increases

NERSA approved municipal tariff increase of 18,7 per Nersa Guideline on Municipal Electricity Price Increase for 2023/24, 12,7% - 2024/25 Financial year and 17,7% increase in 2025/26 Financial year.

Financial modeling

In addition to the above, further principles applied to the MTREF in determining the affordability envelope included:

- Higher than the headline CPI revenue increases, to the extent that they affect and support Council's activities of relevant services.
- Credible collection rates, based on collection achievement to date, incorporating improved success anticipated on selected revenue items.

CPI projections adopted over MTREF:

CPI projections over the 2024/2025 MTREF are 4,9% for 2025/2026, 4,6% for 2026/2027 and 4.6%.

EXPENDITURE FRAMEWORK

Municipalities are under pressure to generate revenue because of the economic landscape, the COVID-19 pandemic, weak tariff setting and increases in key cost drivers to provide basic municipal services. Customers' ability to pay for services is declining, which means that less revenue will be collected.

To achieve financial sustainability, municipalities must demonstrate the political will to implement the changes required to improve their performance.



Initiatives to improve financial sustainability.

Municipality will implement revenue Enhancement strategies, and the Municipality has also applied for support from DDM Model and DBSA on the Following Programs which include:

Salaries, wages, and related staff cost.

2024/25 includes the head count of 483 permanent employees and 9 contract employees. The Salary and Wage Collective Agreement for the period 01 July 2021 to 31 June 2024 has come to an end and a new agreement is under consultation. The Municipality has made a provision 5,9% which includes 4.9% based on MFMA Circular 128 including 1% to provide for the new agreement.

The overall employee benefits are at 31% as a percentage of total operation expenditure which is in line with the Treasury norm of 30 - 40%. An additional increase of 3% in employee benefits is mainly due to the overtime and standby allowance at the Service Delivery Department to address aging infrastructure challenges. The municipality must explore the shift system to cut overtime costs. Position will be staggered to ensure alignment to the norms.

Due to financial constraint position will be reprioritized to ensure continuity of service delivery.

Budget Includes 1% total Salary Bill for Skill development: Training will be reprioritized to Improve operational Efficiency.

Remuneration of Councilors

Remuneration of Councilors is based on the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils published annually between December and January by the Department of Cooperative Governance.

Conditional Grants Transfers

Section 22 of the Division of Revenue Act, 2020 requires that any conditional allocation or a portion thereof that is not spent at the end of the 2020/21 financial year reverts to the National Revenue Fund, unless the rollover of the allocation is approved in terms of subsection (2). Furthermore, the receiving officer, provincial treasury and national transferring officer is required to prove to the National Treasury that the unspent allocation is committed to identifiable projects, in which case the funds may be rolled over.

Stringent controls are place for the application of rollovers within the stipulated timelines.

Rollovers request for 3 consecutive years will not be accepted.



Process for the unspent committed cost relating to Covid 19 allocation has been stipulated and the Municipality Fastrack spending.

Importance of section 17 of the Division of Revenue Act

The purpose of this section is to provide further clarity on section 17 of DORA in relation to the transfer of funds to the organ of state to implement projects on behalf of the municipalities.

Section 17 (3) of DORA states that a receiving officer may not allocate any portion of a schedule 5 allocation to any other organ of state for the performance of a function, unless the receiving officer and the organ of the state agree on the obligation of both parties and a payment schedule, the receiving officer has notified the transferring officer, the relevant provincial treasury, and National Treasury of the agreed payment schedule and:

Repairs and maintenance

The National Treasury Budget Circular 128 for the 2024/2025 MTREF stated, amongst other, that municipalities must “secure the health of their asset base (especially the municipality’s revenue generating assets) by increasing spending on repairs and maintenance”. The repairs and maintenance will be budgeted in line with the infrastructure master plan and the norm.

Free basic Services

The municipality is currently busy updating the indigents register which will inform the budget for free basic services during the adjustment. The current budget for free basic services is based on previous spending.

REVENUE FRAMEWORK

Service growth

The municipality’s revenue will increase by 5,3%. The municipality is highly dependent on the revenue received from Service charges. This will pose a risk to financial sustainability as Consumers may reprioritize their budget to complementary services. The municipality will continue to explore and implement customer care and debt collection strategies to ensure the generation of internal Revenue.

The Municipality is also facing a huge challenge to sustain the revenue levels due to the staff demobilization of Medupi Project.



Collection Rate

In accordance with relevant legislation and national directives the municipalities projected revenue recovery rates are based on realistic and sustainable trends.

The total collection rate for 2024/2025 is projected at an average of 85% and is based on a combination of actual collection rates achieved to date and the estimated outcomes for the current financial period. The Collection rate will improve as the Municipality is implementing a prepaid system for electricity and has appointed a service provider for debt collection.

Depreciation

Depreciation on the new capital expenditure is calculated at a varying rate ranging between 3 to 30 years depending on the nature of the asset. Actual depreciation was modelled on existing assets. An annual capital expenditure implementation rate of 100% was factored into the model. The higher than usual depreciation is as results of the implementation of GRAP17 where the Municipality's assets were revalued in the 2024/2025 financial year.

8. OVERVIEW OF BUDGET FUNDING

Fiscal Overview

Operating budget

The total Operating budget for MTREF 2024/25 includes Total Revenue is R838 million and Total Expenditure of R836 million resulting in a Surplus of R2 .8 million.

The operating Revenue budget has changed from R784 million in 2023/2024 to R838 million in 2024/2025 FY, R877 million 2025/2026 FY and R890 million in 2026/2027 FY respectively.

The operating Expenditure budget has changed from 782 million in 2023/2024 to R836 million in 2024/2025 FY, R875 million 2025/2026 FY and R888 million in 2026/2027, resulting to a surplus of R 2.8 million for 2024/25 FY and R1,6 million and R1,9million in the outer years.

The Capital expenditure is R231 million which includes R37m Own capital Funded and R 195 m National Grant Funded Projects.

All tariffs have been adjusted by 6 % for the 2024/25 Financial year except for electricity which is adjusted by 7.4% pending NERSA approval. The operating expenditure has increased in line with Macro-economic performance and projections for factors as per MFMA Circular 128.



Medium term capital budget and funding sources

The funding sources listed below are appropriate for the following major projects on the capital budget:

National Grant Funded Projects

- Municipal Infrastructure grant to improve bulk infrastructure in support of housing opportunities. R49m.
- Municipal Water Infrastructure Grants to improve the water infrastructure R31m. **(DWS will administer the funds- Schedule 6 B)**

Own Capital funded R37 M.

- A portion of their internally generated 'own revenue' towards their capital budget funding mix
- Purchasing of new equipment and machinery to improve delivery of services.

Property Rate

The proposed property rates are levied in accordance with existing council policies unless otherwise indicated and both the Local Government Municipal Property Rates Act 2004 (MPRA) and the Local Government Municipal Finance Management Act 2003.

The Property Rates Policy was approved by the council during May 2023. The reviewed policy has been attached for approval.

Property tax rates are based on values indicated in the General Valuation Roll of 2020. The Roll is updated for properties affected by land subdivisions, alterations to buildings, demolitions, and new buildings (improvements) through Supplementary Valuation Rolls.

Rebates and concessions are granted to certain categories of property usage and/or property owners.

Water and Sanitation

The proposed Water and Sanitation Tariffs for 2023/24 are consistent with National Policy on the provision of free basic services, the National Strategic Framework for Water and Sanitation and with Council's Indigent relief measures.



Rates, Tariff Policies and Equitable Service Framework.

The tariff increases are necessary to address essential operational requirements, maintenance of existing infrastructure, new infrastructure provision and to ensure the financial sustainability of the service.

The progressive nature of existing domestic stepped tariff structure both for water and sanitation is pro-poor and allows for the needs of the indigents. In total the proposed Tariffs and Rates are cost-reflective and will provide the income to cover the costs of Water and Sanitation during the 2023/2024 financial year.

Electricity

The proposed revisions to the tariffs have been formulated in accordance with the Lephalale Local Municipality Tariff and Rates Policy and comply with Section 74 of the Municipal Systems Act as well as the recommendations of the National Energy Regulator of South Africa (NERSA)

The Electricity Regulation Act requires that the proposed revisions to the electricity consumption-based tariffs be submitted to the Regulator as soon as possible.

Cash backed accumulated surplus.

Cash backed accumulated revenue surpluses are used to provide working capital and to temporarily fund capital expenditure. Operational cash flow deficits and surpluses are forecasted and managed daily within available cash resources and banking facilities.

All statutory funds reserves, including unspent grants, are fully cash backed. Long-term provisions are cash backed to extend the actual expenditure projected for the budget year.

EXPENDITURE ON GRANTS ALLOCATION AND GRANT PROGRAMME

The municipality is allocating the following grants as per the Division of Revenue Act:



GRANTS	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
EQUITABLE SHARES	241,654,000	254,298,000	266,256,000
MIG - PMU	2,521,250	2,640,050	2,861,150
FMG	1,800,000	1,900,000	2,000,000
EPWP	1,311,000		
Sub total	247,286,250	258,838,050	271,117,150
MIG	47,903,750	50,160,950	54,361,850
INEP		12,412,000	11,212,000
ENERGY EFFICIENCY AND DEMAND SI	4,000,000	4,000,000	
WSIG	39,147,000	35,000,000	45,000,000
WSIG 6B	102,954,000	103,300,000	87,611,000
TOTAL CAPITAL GRANTS	194,004,750	204,872,950	198,184,850
TOTAL GRANTS	441,291,000	463,711,000	469,302,000

9. ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

Grants-in-Aid refer to transfers of municipal funds to organizations or bodies assisting the Municipality in the exercise of powers of function in terms of Section 67 of MFMA and do not constitute commercial or business contracts and transactions. Specific provision must be made in the Municipality's annual operating budget for Grants-in-Aid in terms of provisions contained in Section 17(3) (j) of the MFMA

The municipality is giving grants to the following institution:



DESCRIPTION	BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
COMMUNITY SAFETY FORUM	125,689	131,471	137,387
DONATIONS ORGANISATIONS	125,689	131,471	137,387
AGRI CONTRIBUTION	125,689	131,471	137,387
MOGOL CLUB	125,689	131,471	137,387
SPCA	125,689	131,471	137,387
SPORT CLUB MARAPONG	125,689	131,471	137,387
ENTERPRISE DEVELOPMENT	300,000	313,800	327,921
TRANSFERS AND SUBSIDIES	1,054,137	1,102,627	1,152,245

10. COUNCILLOR AND BOARD MEMBER ALLOWANCES AND EMPLOYEE BENEFITS

The salaries, allowance, and benefits of the councilors for our municipality are informed by the government gazette no 39548 for the determination of upper limits of salaries, allowances, and benefits. The annual increase as per circular 108 applies. Refer to SA23 on the budget supporting schedules.

11. CONTRACTS HAVING FUTURE BUDGETARY IMPLICATIONS

The municipality has the following water projects which have future budgetary implications:

- Mokuruanyane and Shongoane RWS phase 5
R7 ,9 million.
- Witpoort & Ga Seleka Regional water Phase 5 – R13 Million



CAPITAL PROJECT SUMMARY

The Capital expenditure is R231 million which includes R37 m Own capital Funded and R195 m National Grant Funded Projects. The details are depicted by Tables below:

PROJECTS	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
INEP		12,412,000	11,212,000
DEMAND SIDE MANAGEMNT GRANTS	4,000,000	4,000,000	
MIG	47,903,750	47,237,700	49,476,950
WSIG	39,147,000	35,000,000	45,000,000
WSIG 6B	102,954,000	103,300,000	87,611,000
OWN FUNDING	37,139,199.50	6,100,000.00	
TOTAL GRANTS	231,143,950	208,049,700	193,299,950

MIG PROJECTS

MIG Projects	Budget 2024 2025	Budget 2025 2026	Budget 2026 2027
Installation of High Masts in various villages	17,550,000		
Sefithogo access road	20,353,750		
Refurbishment of Thabo Mbeki stadium	10,000,000		
Letlora access road		32,000,000	28,900,000
Martinique access road		15,237,700	11,646,250
Total MIG Project	47,903,750	47,237,700	98,953,900



WSIG PROJECTS

DWS PROJECTS	Budget 2024 2025	Budget 2025 2026	Budget 2026 2027
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/uPVC WATER PIPES IN LEPHALALE TOWN (RESIDENTIAL)	24,784,906		
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/uPVC WATER PIPES IN ONVERWACHT (SECTION B)	23,588,505		
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/uPVC WATER PIPES IN LEPHALALE (CBD)	20,660,238		
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/uPVC WATER PIPES IN MARAPONG (ZONE 2)		28,566,553	18,134,909
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/uPVC WATER PIPES IN ONVERWACHT (SECTION C)			41,392,865
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/uPVC WATER PIPES IN MARAPONG (ZONE 1)	6,947,437	35,000,000	
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/uPVC WATER PIPES IN ONVERWACHT (SECTION A)	32,199,563	39,147,000	
REFURBISHMENT AND UPGRADING OF SEWER PUMP STATIONS, WASTEWATER TREATMENT WORKS, NETWORK PIPES AND REPLACEMENT OF SEWER AC PIPES	15,960,560	35,586,447	
MARAPONG BULK WATER SUPPLY	13,987,039		
MARAPONG BULK WATER SUPPLY-STORAGE	3,972,752		
EXTENSION AND AUGMENTATION OF WATER SUPPLY IN GA-SELEKA PHASE 6			73,083,226
Total	142,101,000	138,300,000	132,611,000

ELECTRIFICATION

DOE PROJECTS	Budget 2024 2025	Budget 2025 2026	Budget 2025 2026
INEP		12,412,000	11,212,000
MANAGEMENT GRANTS	4,000,000	4,000,000	
Total DOE Project	4,000,000	16,412,000	11,212,000



OWN FUNDING

Description	Department	Budget 2024 2025	Budget 2025 2026
0573 _Treatment works and Holding dam	Sanitation		1,500,000
0573 _Technical report for VIP Toilets	Sanitation	600,000	
0573 _Refurbishment of Zongesien & sewer dumping site	Sanitation		2,000,000
0553 _Construction of Kingbird Line (Technical report)	Electrical		1,600,000
0553 _Replacement of Switch Gears X2	Electrical	1,400,000	
Solar Plant Technical Report	Electrical	400,000	
Zeeland Water Treatment Works - Appointment of Transactional Advisor	Water	1,300,000	
Conduct an assessment and compile technical report for Ga- Seleka Water Scheme	Water	1,500,000	
Conduct an assessment and compile technical report for the Shongoane Water Scheme	Water	1,500,000	
Equipping and Electrification of boreholes at Madibaneng Village	Water	650,000	
Supply, delivery, offloading and installation of Jojo Tanks in various Villages	Water	300,000	
Installation of Cages (Drilled boreholes)	Water		350,000
Grey Water from Paarl Wastewater Treatment Works - Appointing Transactional Advisor	Sanitation	1,300,000	
Mayoral Vehicle	Strategic	700,000	
Purchase of 1 X LDV Vehicle (Sanitation)	Sanitation	350,000	
Purchase of 1 X LDV Vehicle (Mechanical)	Mechanical	350,000	
Sewer Pipeline inspection Camera	Sanitation	200,000	
Branding Entrance to Town	Strategic	1,000,000	
Mokuruanyane and Shongoane Reginal Water S scheme Bulk phase 5	Water	7,900,000	
Electrification of various Villages	Electrical	3,256,200	
BI system & Revenue enhancement Tool	Finance		300,000
Development of Lephalale Economic growth strategy for Vision 2050- Lephalale Development Agency	Strategic	3,000,000	
Mobile walk-through metal detector	MM	200,000	
Land Acquisition 5.28 hectares, Private land Onverwacht	Planning	5,425,000	
Safe Room Furniture	Corporate	150,000	
Road resealing	Public Works	3,000,000	
Equipment, Computers and IT System upgrade	Corporate	1,000,000	
Office Equipment and Furniture	Corporate	350,000	
Installation and upgrade of recording system in the council chamber	Corporate	400,000	
Queue Management System	Social Services	300,000	
Purchasing of x6 Walk behind Lawn mower machines	Social Services	200,000	
Purchasing 1 x Road marking machine	Social Services	50,000	
Purchase pf 2 x Lawn mowers	Social Services	90,000	
Purchase of 6 x Chainsaws	Social Services	18,000	
Purchase of 4 x Chain pole pruners	Social Services	20,000	
Purchase Breathalyzer		30,000	
Total		37,139,200	6,100,000



12. LEGISLATION COMPLIANCES STATUS

Compliances with the MFMA implementation requirements have been substantially adhered to through the following activities:

Budget and Treasury Office

A budget office and Treasury office have been established with the MFMA.

Budgeting

The annual budget is prepared in accordance with the requirements prescribed by the National Treasury and MFMA.

Financial reporting

100% compliance with regards to monthly, quarterly and annual reporting to the Executive Mayor, Mayoral committee, Council, Provincial and National Treasury.

Annual Report

The annual report is prepared in accordance with the MFMA and National Treasury requirements.



3. LEGISLATION

INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed to ensure that desired outcomes over the long term are achieved, and these are implemented by the administration over the next twelve months.

SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers and community.”

The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (SDBIP) as: a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) Projections for each month of-
 - (i) Revenue to be collected, by source; and
 - (ii) Operational and capital expenditure, by vote.
- (b) Service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the mayor should approve the SDBIP within 28 days after the approval of the budget. The mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets, and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Lephalale Local Municipality:



1. Monthly projections of revenue to be collected by source.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information on expenditure and service delivery
5. Detailed capital works plans broke down by ward over three years.

4. 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 the Lephalale Local Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by the municipality in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information ²(FMPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPI is hereby indicated.

The Logic Model was followed whereby desired impacts were identified for each strategic objective with measurements and targets contributing to the achievement of those impacts. This was followed by the identification of programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART Programme objectives and short, medium, and long-term strategies were developed to achieve the outcomes and associate output indicators and targets.

Thereafter projects were identified with quarterly activities and the required budget as well as required human resources, furniture, and equipment (inputs). This process was used to prioritize projects, capital items to be acquired and the personnel budget.

The strategies of the municipality, which are linked to programmes, measurement, and targets as well as projects focus on and are aligned to the National and Provincial priorities.

¹ Section 1 of the MFMA defines a “vote” as:

a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
b) which specifies the total amount that is appropriate for the purposes of the department or functional area concerned ²

The Framework for Managing Programme Performance Information is available at: www.treasury.gov.za



The key performance indicators and targets as well as the projects that are contained in this SDBIP are to measure, monitor and report on the implementation of the outcomes and strategies identified in the strategic phase of the IDP. Indicators are assigned quarterly targets and responsibilities to monitor performance.

Some of the indicators in this SDBIP are portraying targets that are accumulated in nature to serve as early warning system for poor performance and will identify with an asterisk *

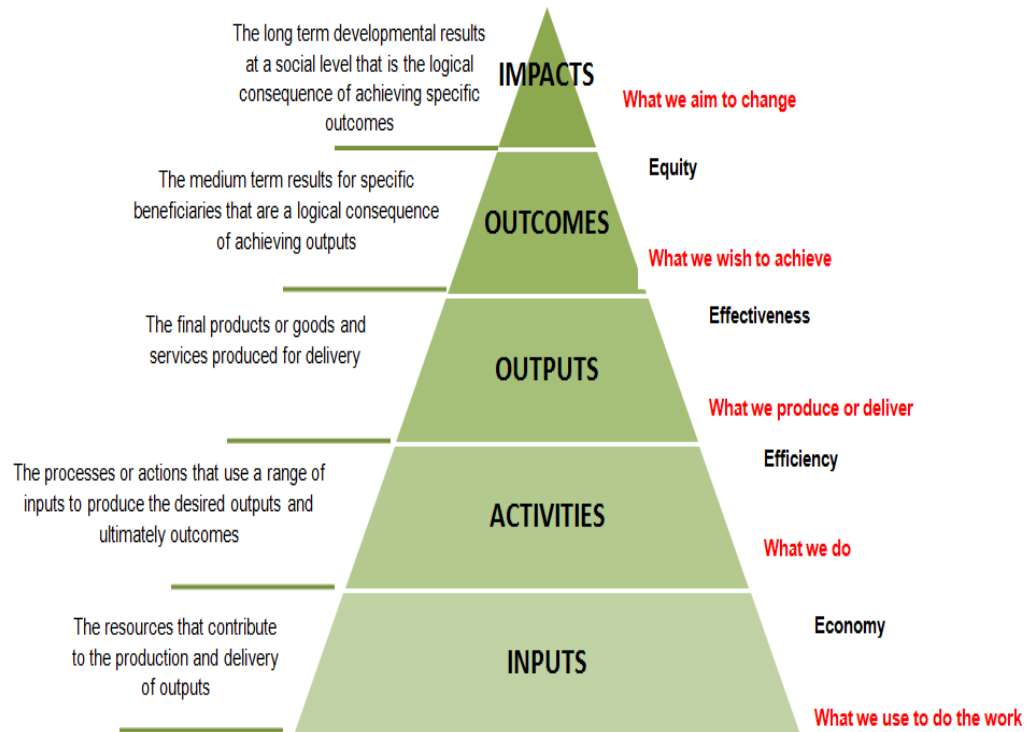
The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of outputs per directorate and will be contained in the directorates' SDBIPs.

Lephalale Local Municipality adopted the Logic Model to establish outputs and map the processes to get to the desired outcomes. This methodology is used to create a performance measurement system that will ensure effective and efficient performance management.

The Logic Model operates on the principle that goals and strategic objectives are to be translated into impacts, outcomes, outputs, activities, and inputs. This model is applied to create a logical flow of key components required to give effect to the achievement of strategic objectives. The following figure presents the components of the Logic Model:



Figure: Logic Model



The performance management system is implemented through the following cycle:

- Planning and Review
- Monitoring
- Reporting
- Evaluation and Oversight

a) Planning and Review



The Municipal Systems Act No 32 of 2000 (Section 34) stipulates that a Municipality must review its IDP annually in accordance with an assessment of its Performance Management System and to make any necessary changes through a prescribed process. Planning and review are therefore the first step in the implementation of the Performance Management System. Planning and review consist of two actions that take place at different times of the municipal financial year. The first is ***the review of the IDP at the beginning of the municipal financial year***, which informs the planning for the forthcoming year. The ***second is the annual review*** of performance to assess the achievements to the objectives set out in the preceding IDP.

b) Monitoring

Monitoring is to be aware of the state of a system. Monitoring refers to the process of data management that includes collection, gathering, storing and management of information. Monitoring is the key to any successful Performance Management System because it provides information to compare achievements with initial targets. Based on the outcome of the comparison, corrective actions can be taken, and guidance can be provided to ensure that the desired outcomes are achieved.

The process of monitoring entails a few key phases:

- Determining the data that must be collected to assess performance, how that data is to be collected, stored, verified, and analysed and how reports on that data are to be compiled.
- Analysing the data provided by the monitoring system to assess performance.
- Assessment to track and improve performance.

c) Reporting

The reporting process provides information to decision makers on the progress of strategic goals, programmes, and projects. Reporting collates information into intelligence and represents consolidation from the previous steps into reports. Reports inform decision makers of the challenges faced, and the interventions envisaged that will enhance the performance of under-performing programmes/projects.

Reporting requires that we take the priorities of the organisation, its performance objectives, indicators, targets, measurements, and analysis, and present this information in a simple and accessible format, relevant and useful to the specified target group.

Reporting within performance management in local government is a tool to ensure accountability of the:

- Municipality to Citizens and Communities
- Executive Committee to Council
- Administration to the Executive Committee or Mayor



- Line/Functional/Divisional Management to Executive Management and Portfolio Committees
- Employees to the organisation

The reporting process should follow the lines of accountability mentioned above.

Reporting formats:

The functions of the different reports can be summarised as follows:

Report type	Description
Quarterly IDP and SDBIP reporting	This report needs to contain the service delivery projections for each quarter. It needs to include the operational and capital expenditure, by vote. These targets need to be reported quarterly according to National Treasury Circular 13.
Mid-year budget and Coghsta report	This report reflects the performance of the Municipality during the first half of the financial year. The report must be submitted to the Mayor, National Treasury and CoGHSTA. It serves to identify possible adjustments that need to be made to ensure targets are met at the end of the financial year.
Annual report	Section 121 of the MFMA identifies that each municipality must produce an annual report for each financial year. This report must include: the financial statements of the municipality approved by the Auditor-General. an audit report from the Auditor-General. an assessment by the accounting officer. evidence of corrective action taken in response to the audit report from the Auditor-General. information pertaining to the municipality's audit committee. assessment of the accounting officer to measure performance objectives. the annual performance report of the municipality; and any other information as prescribed in the document.
Oversight report	The municipal Council needs to consider the municipal annual report whereupon an oversight report should be compiled. The Oversight report needs to include a statement explaining that the annual report has been approved with or without reservations; has rejected the annual report or has referred the annual report back for revision.



d) **Evaluation**

Evaluation of a Municipality's performance, inclusive of organisational, financial and employee performance, is essential to ensure that corrective measures are identified and put in place to improve areas of non-performance. For the evaluation process to be effective, a holistic approach needs to be adopted, it should be conducted regularly and continuously through an in-depth analysis process.

Summative evaluation happens at the end of a financial year with the submission of the Annual report. Annual reports are the key reporting instruments for directorates to be held accountable against the performance targets and budgets outlined in their strategic plans. Annual reports are therefore required to contain information on service delivery, financial statements, and the audit report.

Evaluation within the organisation occurs at three levels to ensure impartial, transparent, and accurate validation of performance achievements:

- Administrative Evaluation through the annual report, impact of programmes and projects, internal audit committee and performance audit committee
- Political Oversight through portfolio committees, municipal public accounts committee and council
- Auditor General Evaluation through the auditor general report Implementation

RISKS ANALYSIS AND RECOMMENDATIONS

Local Government Risk Management Framework paragraph 41(6):

"States that the Accounting Officer should evaluate the performance of Management through the following and other relevant indicators:

- a) business unit performance against key indicators, including comparison of year-on-year performance.
- b) implementation of risk management action plans.
- c) co-operation with the Risk Management Unit, Risk Management Committee, Risk Champion and relevant stakeholders involved in risk management.
- d) quality and timeliness of risk identification, assessment, and reporting.
- e) proactive identification of new and emerging risks.
- f) year-on-year reduction in adverse incidents and losses.



- g) elimination of unauthorized expenditure, fruitless and wasteful expenditure, and irregular expenditure.
- h) reduction in fraud; and
- i) progress in securing improved Internal Audit and Auditor-General outcomes in regularity and performance audits.”

Finding:

- **we inspected the approved SDBIP and noted that the following indicators are not included as part of management's indicators:**

- a) quality and timeliness of risk identification, assessment, and reporting.
- b) proactive identification of new and emerging risks.
- c) year-on-year reduction in adverse incidents and losses.
- d) elimination of unauthorised expenditure, fruitless and wasteful expenditure, and irregular expenditure.
- e) reduction in fraud.

Root Cause:

- The indicators were not included in the public sector risk management framework, which was used initially as a benchmark.

Risk/Impact:

- Some important aspects that might negatively affect the performance of managers or that of the municipality may be above the norms and standards if they are not measured and monitored through the performance management system.

Recommendations:

The Chief Risk Officer in consultation with the PMS manager should assist the Accounting Officer to develop the following indicators as required by the risk management framework:

- a) quality and timeliness of risk identification, assessment, and reporting.
- b) proactive identification of new and emerging risks.
- c) year-on-year reduction in adverse incidents and losses.
- d) elimination of unauthorised expenditure, fruitless and wasteful expenditure, and irregular expenditure.
- e) reduction in fraud.



5. VISION, MISSION AND VALUES

The strategic vision of the organization sets the long-term goal the Municipality wants to achieve. Lephalale Local Municipality's vision is one that "wishes" for a future that deals with the many challenges and needs of the community in building the first city since 1994. The **Vision** of Lephalale Local Municipality is:
"A vibrant city and be the energy hub"



"We are committed to Integrated Development, provision of quality, sustainable and affordable services, financial viability and good governance, local economic development, and job creation."

The **Values** of Lephalale Local Municipality underpin quality, and they are:

Value	Description
Community orientation	Provide and deliver sustainable services for the whole community.
Transparency	Invite and encourage public sharing and democratic participation in the council's activities.
Commitment	Focus and concentrate on the council's core activities in a consistent manner.
Integrity	Conduct the council's business in a fair, responsible, flexible, equitable and honest manner.

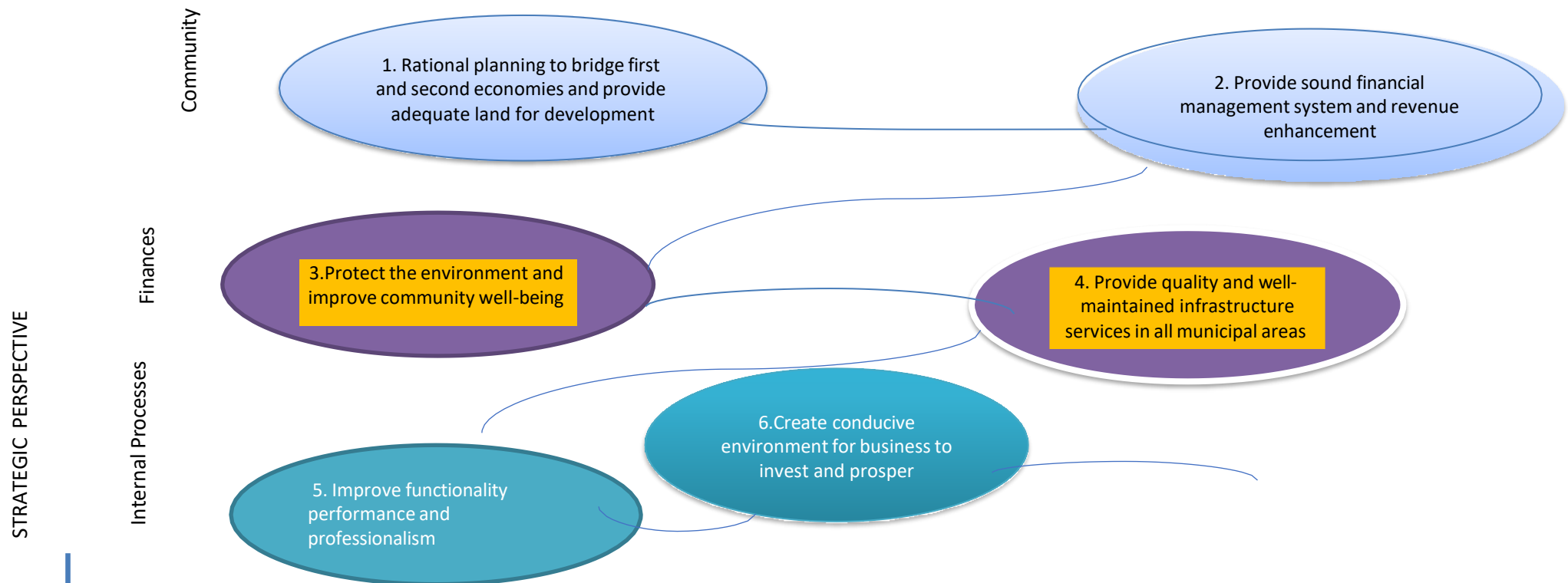


Value	Description
Accountability	Report regularly to all stakeholders regarding the council's actual performance.
Environmental Care	With all the development in Lephalale, the municipality will focus on taking care of the environment.
Empowerment	To be seen to be empowering our people, knowledge is power.
Performance orientation	Continually evaluates and measure performance against set target

6. STRATEGIC OBJECTIVES.

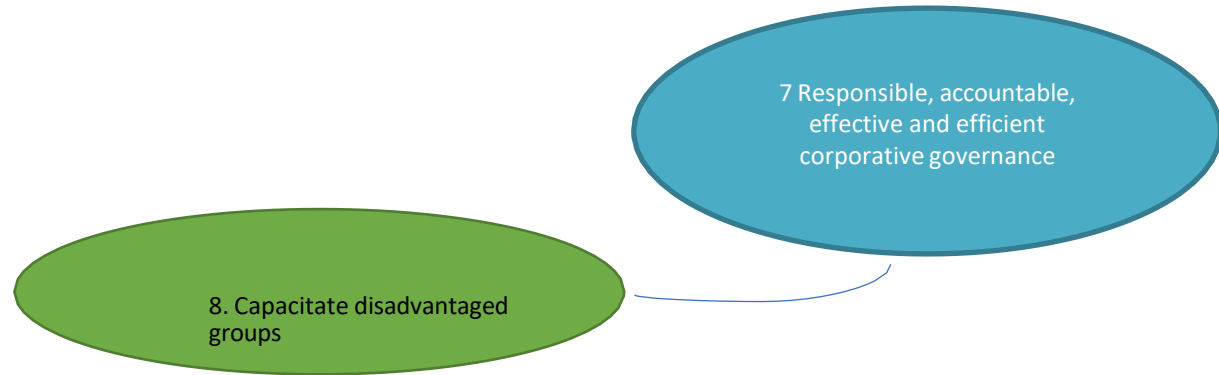
The Strategy Map below depicts the Strategic Objectives on how the Lephalale Local Municipality will be able to build a vibrant city and be the energy hub in Africa. These objectives were positioned in terms of the Balanced Scorecard Perspectives being Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All the outputs contained in the SDBIP are aligned to the attainment of one or more of these objectives:

"A VIBRANT CITY AND THE' ENERGY HUB"





Learning
and growth



STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
Protect the environment and improve community well-being	The municipality should come up with innovative ways on how it can increase community awareness and participation in environmental management (pollution, waste and emissions) activities and initiatives. The powers and function delegated to the Lephalale Local Municipality must play a significant role in the monitoring and analysing of air quality within the municipal area which is closely related to the monitoring and measuring of mining and vehicle emissions. It is commonly known that mining activities and the movement of trucks in the municipal area have increased enormously since the inception of the Matimba and Medupi Power stations. This advent therefore necessitates the need to identify and protect the environment. The municipality needs to develop an environmental management plan which ought to give rise to intensifying recycling initiatives. Lastly, environmental by-laws with appropriate punitive mechanisms and action plan need to be developed, promulgated and enforced to strengthen compliance thereof.



STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
Capacitate disadvantaged groups	Community capacity is the capacity of the people in communities to participate in actions based on community interests, both as individuals and through groups, organisations and networks. It is not primarily about their ability to act in their personal capacity, family or employers' interest, which are catered for in other spheres. However, many of the same skills are involved, and people who are active in the community invariably benefit in other ways as well. It is therefore critical for the communities to possess skills and knowledge that will assist them to improve the quality of their lives. Knowledge is power. The actions people and groups undertake can broadly be described as Community Activity. This can be divided into three types of activities: Action to build social knowledge: building relationships, trust, shared norms and networks. It involves people taking part in community initiatives, groups and organisations, and those groups communicating with the wider population as volunteers, members and participants Delivering services: these can either be autonomous services provided by communities, or specialist services provided by community or voluntary groups, controlled by contracts or service level agreements with public agencies i.e. CDWs and EPWP Involvement in governance: representing the interests of all local people or of particular groups in influencing decisions that affect the quality of local life, i.e. IDP Rep Forum.
Enhance revenue and financial management	Lephalale Local Municipality seeks to identify potential revenue sources and increase its own revenue through credit control and lobbying for more external funding for it to create sustainable revenue base to become a fully-fledged city. These mechanisms will therefore entail the establishment of a proper credit control unit to handle credit collection processes. Hence, the improvement on billing accuracy will need to be optimised. These efforts need to be well communicated to communities to secure buy-in and thereby enhancing democratic governance. Given the complexity of the situation the municipality will need to review its credit control policy and eliminate possible gaps in the process. It is therefore critical for the Budget and Treasury department to develop business plans for projects that need funding and submit to WDM donor funding to lobby for funding. This will provide the municipality with an opportunity to build the city and realise its vision for the next 20 years and beyond.



STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
Create a conducive environment for businesses to invest and prosper	Lephalale Local Municipality seeks to compile programmes and formulate policies and bylaws that encourage entrepreneurship and thereby monitor and evaluate performance of the local economy and investment trends. Project designs to include labour intensive methods and identify opportunity areas and expose SMMEs to incubation projects which will stimulate development and thereby enhance job creation. Ensure LED's involvement and integration of the appointment process of labourers in capital projects. Hence, the advent of mining pertaining to energy within the municipal areas gives rise for the municipality to elaborate on the manufacturing, tourism, mining, wholesale and retail, agricultural and government sectors. To promote PPP, the municipality needs to develop incentive packages for private investment. Invariably the municipality will seek to develop collaboration agreements with both public and private entities on Programme implementation. Furthermore, the municipality needs to establish an entity that will drive economic development and mobilize funding for bulk infrastructure network. Lephalale economic development agency as a vehicle for such development is necessary.
Provide quality and well-maintained infrastructural services in all municipal areas	The development of power stations in Lephalale has brought along many challenges associated with infrastructure and service delivery. Apart from the fact that significant backlogs exist in terms of basic service delivery, the Lephalale Local Municipality's needs to refurbish its existing infrastructure that is ageing due to increasing population size as the economy grows. It is therefore critical for the Municipality to consider the development of infrastructure as well as options such as serious investments that are required to refurbish and maintain these assets. The extent of infrastructure development needs in the building of a city is rather uncertain and therefore it is of critical importance that Lephalale Local Municipality should develop an Infrastructure Investment Master Plan. This plan should assist the municipality to classify the current state of infrastructure, assist with integrated planning to ensure planning for provision and refurbishment of infrastructure is taken into consideration and carefully planned.
Rational planning to bridge first and second economies and provide adequate land for development	The Municipality seeks to conduct a land audit for the identified nodal areas well in advance to realise its strategy of becoming a city and thereby bridge the first and second economies. Further investments and establishment of industries and enterprises should be investigated and established to diversify the economy of the municipal area. The municipality must create an environment conducive to economic growth through investments in socio-economic infrastructure to trigger local economic growth and forge partnerships with stakeholders to invest in the local economy. Existing policies should be reviewed, or new policies developed to become more enabling and focused on establishment of partnerships and networks that will enhance and expand the SMME value chain. The spatial positioning and related possibilities to link with and benefit from other growing economies around the municipal area should be exploited through extensive marketing and branding of the municipality as a vibrant city.



STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
Responsible, accountable, effective, and efficient corporate governance	Lephalale Local Municipality seeks to strengthen and effectively manage the systems and procedures to ensure that sound governance practices are adhered to. This should begin with the need to ensure the full functionality of ward committee and public participation systems to enhance democratic governance. These will give rise to the need to maximize organisational excellence and provide accountability to the community of Lephalale. Hence, the complexity of becoming a city comes with responsibility and accountability, the development of strategic plans with the long-term vision in mind will be of critical importance. The municipality should plan beyond 2030 to realise its vision of becoming a city. These will also involve attendance of sector planning and involving sector departments in municipal planning. The development of a credible IDP is the cornerstone of good governance, hence the municipality must ensure that effective functioning of the municipal system and processes by ensuring effective planning, monitoring, reporting and evaluation processes on service delivery improvement and how effectively the IDP outcomes are achieved. This will ensure that a clean audit opinion is achieved by the municipality.
Improve functionality, performance, and professionalism	Lephalale Local Municipality seeks to become a fully-fledged City in the coming 20 years. Becoming a city comes with a responsibility to improve the current status quo meaning that the functionality of systems will therefore need to change for the better. The municipality will also need to accelerate its performance and level of professionalism enough to convince government and other stakeholders of its readiness to become a city. Lephalale Local Municipality has thus far begun to interact with international communities bearing the advent of mining, therefore the need to practice international best practices has now become an absolute necessity. It can be said again that the municipality ought to step up its operational standards and governance structure and systems to comply with best practice. Therefore, good governance is instilled into the minds and hearts of municipal leadership, management and officials.

The Strategic Impacts for each Strategic Objective as aligned to the NDP and Back to Basics priorities follow in the matrix below:

7. PROJECTED MONTHLY REVENUE AND EXPENDITURE

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect revenue will undermine the ability of the municipality to deliver on services. The municipality must ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should be reconciled to the cash



flow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

It is necessary also to show monthly projections of expenditure. The expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month). It is necessary to manage and monitor cash flow monthly to ensure that expenditure does not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

This part of the plan is based upon the Budget and Reporting Regulations Schedules A1 that serve as supporting documentation for the budget, in particular Tables SA25-SA30 and will deal with the following:

MONTHLY REVENUE PROJECTIONS	MONTHLY EXPENDITURE PROJECTIONS	CASH FLOW PROJECTIONS
a. Revenue by source. b. Revenue by vote. c. Revenue in terms of standard classifications.	a. Expenditure by type. b. Overall expenditure: i. By Vote ii. In terms of standard classifications c. Capital expenditure: i. By Vote ii. In terms of standard classifications	a. Cash receipts by source b. Cash payments by type

REVENUE:

- a. **The Annual for revenue by source, is included below:**

Supporting Table SA25 Consolidated budgeted monthly revenue by source.

0 - Supporting Table SA25 Budgeted monthly revenue and expenditure																
Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27



Revenue																
Exchange Revenue																
Service charges - Electricity		18 504	18 504	18 504	18 504	18 504	18 504	18 504	18 504	18 504	18 504	18 504	18 504	222 046	232 260	242 712
Service charges - Water		5 981	5 981	5 981	5 981	5 981	5 981	5 981	5 981	5 981	5 981	5 981	5 981	71 770	75 143	68 418
Service charges - Waste Water Management		2 405	2 405	2 405	2 405	2 405	2 405	2 405	2 405	2 405	2 405	2 405	2 405	28 855	30 182	31 540
Service charges - Waste Management		1 922	1 922	1 922	1 922	1 922	1 922	1 922	1 922	1 922	1 922	1 922	1 922	23 061	24 122	25 207
Sale of Goods and Rendering of Services		151	151	151	151	151	151	151	151	151	151	151	151	1 806	1 889	1 974
Agency services		802	802	802	802	802	802	802	802	802	802	802	802	9 623	10 065	10 518
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		3 099	3 099	3 099	3 099	3 099	3 099	3 099	3 099	3 099	3 099	3 099	3 099	37 193	38 374	51 976
Interest earned from Current and Non-Current Assets		597	597	597	597	597	597	597	597	597	597	597	597	7 162	7 492	7 829
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		70	70	70	70	70	70	70	70	70	70	70	70	843	882	921
License and permits		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue		218	218	218	218	218	218	218	218	218	218	218	218	2 619	2 739	2 863
Non-Exchange Revenue																
Property rates		8 935	8 935	8 935	8 935	8 935	8 935	8 935	8 935	8 935	8 935	8 935	8 935	107 221	112 134	118 071
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		84	84	84	84	84	84	84	84	84	84	84	84	1 013	1 060	1 107
Licenses or permits		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	247 286	258 838	271 117
Interest		1 288	1 288	1 288	1 288	1 288	1 288	1 288	1 288	1 288	1 288	1 288	1 288	15 462	16 173	16 901
Fuel Levy		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	(0)
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		64 663	64 663	64 663	64 663	64 663	64 663	64 663	64 663	64 663	64 663	64 663	64 663	775 959	811 354	851 154

Supporting Table SA25 Consolidated budgeted monthly Expenditure by source

0 - Supporting Table SA25 Budgeted monthly expenditure																
Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Expenditure																
Employee related costs		22 108	22 108	22 108	22 108	22 108	22 108	22 108	22 108	22 108	22 108	22 108	22 108	265 298	280 155	295 563
Remuneration of councillors		1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	15 401	16 263	17 158
Bulk purchases - electricity		16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	193 204	202 091	211 185
Inventory consumed		4 453	4 453	4 453	4 453	4 453	4 453	4 453	4 453	4 453	4 453	4 453	4 453	53 433	55 891	58 401



Debt impairment		3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	44 276	36 450	38 226
Depreciation and amortisation		7 894	7 894	7 894	7 894	7 894	7 894	7 894	7 894	7 894	7 894	7 894	7 894	94 726	99 084	103 543
Interest		1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	19 601	20 502	21 425
Contracted services		5 713	5 713	5 713	5 713	5 713	5 713	5 713	5 713	5 713	5 713	5 713	5 713	68 553	70 069	73 222
Transfers and subsidies		88	88	88	88	88	88	88	88	88	88	88	88	1 054	1 103	1 152
Irrecoverable debts written off		250	250	250	250	250	250	250	250	250	250	250	250	3 000	3 000	3 000
Operational costs		–	–	–	–	–	–	–	–	–	–	–	73 418	73 418	73 143	76 378
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		63 212	63 212	63 212	63 212	63 212	63 212	63 212	63 212	63 212	63 212	63 212	136 630	831 964	857 751	899 252
Surplus/(Deficit)		1 451	1 451	1 451	1 451	1 451	1 451	1 451	1 451	1 451	1 451	1 451	(71 967)	(56 005)	(46 397)	(48 098)
Transfers and subsidies - capital (monetary allocations)		15 834	15 834	15 834	15 834	15 834	15 834	15 834	15 834	15 834	15 834	15 834	15 834	190 005	197 950	193 300
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	(56 133)	134 000	151 553	145 202
Income Tax		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	(56 133)	134 000	151 553	145 202
Share of Surplus/(Deficit) attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of Surplus/(Deficit) attributable to Minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	(56 133)	134 000	151 553	145 202
Share of Surplus/(Deficit) attributable to Associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	17 285	(56 133)	134 000	151 553	145 202

b. The monthly projections for revenue by vote follow:

Table SA26 Budgeted monthly Revenue and Capital expenditure (municipal vote)

0 - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																
Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand																
<u>Revenue by Vote</u>																



Vote 1 - Office of Municipal Manager		59	59	59	59	59	59	59	59	59	59	59	59	708	741	774
Vote 2 - Budget and Treasury		32 230	32 230	32 230	32 230	32 230	32 230	32 230	32 230	32 230	32 230	32 230	32 230	386 758	405 546	437 090
Vote 3 - Corporate Services		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 4 - Social Service		3 241	3 241	3 241	3 241	3 241	3 241	3 241	3 241	3 241	3 241	3 241	3 241	38 890	39 308	41 077
Vote 5 - Technical and Engineering Services		44 868	44 868	44 868	44 868	44 868	44 868	44 868	44 868	44 868	44 868	44 868	44 868	538 414	562 461	564 209
Vote 6 - Property, Planning & Development		108	108	108	108	108	108	108	108	108	108	108	108	1 291	1 350	1 411
Vote 7 - Office of the Mayor/Strategic Office		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Vote 8 - COMMUNITY & SOCIAL SERVICES		(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(98)	(102)	(107)
Total Revenue by Vote		80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	965 964	1 009 303	1 044 454
Expenditure by Vote to be appropriated																
Vote 1 - Office of Municipal Manager		12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	149 487	154 349	161 342
Vote 2 - Budget and Treasury		6 292	6 292	6 292	6 292	6 292	6 292	6 292	6 292	6 292	6 292	6 292	6 292	75 504	77 711	81 603
Vote 3 - Corporate Services		4 811	4 811	4 811	4 811	4 811	4 811	4 811	4 811	4 811	4 811	4 811	4 811	57 729	60 450	63 459
Vote 4 - Social Service		7 867	7 867	7 867	7 867	7 867	7 867	7 867	7 867	7 867	7 867	7 867	7 867	94 402	98 016	103 148
Vote 5 - Technical and Engineering Services		34 398	34 398	34 398	34 398	34 398	34 398	34 398	34 398	34 398	34 398	34 398	34 398	412 776	422 792	442 896
Vote 6 - Property, Planning & Development		1 667	1 667	1 667	1 667	1 667	1 667	1 667	1 667	1 667	1 667	1 667	1 667	20 000	21 094	22 227
Vote 7 - Office of the Mayor/Strategic Office		1 839	1 839	1 839	1 839	1 839	1 839	1 839	1 839	1 839	1 839	1 839	1 839	22 066	23 339	24 576
Vote 8 - COMMUNITY & SOCIAL SERVICES		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Expenditure by Vote		69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	831 964	857 751	899 252
Surplus/(Deficit) before assoc.		11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	134 000	151 553	145 202
Income Tax		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Share of Surplus/Deficit attributable to Minorities		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Intercompany/Parent subsidiary transactions		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/Deficit)	1	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	134 000	151 553	145 202

Table SA27 Budgeted monthly revenue and expenditure (functional classification)

- Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand																
Revenue - Functional																
<i>Governance and administration</i>		32 499	32 499	32 499	32 499	32 499	32 499	32 499	32 499	32 499	32 499	32 499	32 499	389 988	408 927	440 725



- Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Executive and council		774	774	774	774	774	774	774	774	774	774	774	774	9 291	9 718	10 155
Finance and administration		31 725	31 725	31 725	31 725	31 725	31 725	31 725	31 725	31 725	31 725	31 725	31 725	380 697	399 209	430 570
Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety		77	77	77	77	77	77	77	77	77	77	77	77	919	961	1 004
Community and social services		21	21	21	21	21	21	21	21	21	21	21	21	254	265	277
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety		55	55	55	55	55	55	55	55	55	55	55	55	665	696	727
Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		4 204	4 204	4 204	4 204	4 204	4 204	4 204	4 204	4 204	4 204	4 204	4 204	50 445	49 895	52 254
Planning and development		108	108	108	108	108	108	108	108	108	108	108	108	1 291	1 350	1 411
Road transport		4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	4 096	49 154	48 545	50 843
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		42 916	42 916	42 916	42 916	42 916	42 916	42 916	42 916	42 916	42 916	42 916	42 916	514 990	539 455	539 952
Energy sources		19 703	19 703	19 703	19 703	19 703	19 703	19 703	19 703	19 703	19 703	19 703	19 703	236 441	259 729	269 658
Water management		17 965	17 965	17 965	17 965	17 965	17 965	17 965	17 965	17 965	17 965	17 965	17 965	215 576	215 227	202 892
Waste water management		2 894	2 894	2 894	2 894	2 894	2 894	2 894	2 894	2 894	2 894	2 894	2 894	34 723	36 320	37 954
Waste management		2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	28 251	28 179	29 447
Other		802	802	802	802	802	802	802	802	802	802	802	802	9 623	10 065	10 518
Total Revenue - Functional		80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	80 497	965 964	1 009 303	1 044 454
Expenditure - Functional																
Governance and administration		26 949	26 949	26 949	26 949	26 949	26 949	26 949	26 949	26 949	26 949	26 949	26 948	323 384	335 326	351 360
Executive and council		13 399	13 399	13 399	13 399	13 399	13 399	13 399	13 399	13 399	13 399	13 399	13 399	160 791	166 209	173 774
Finance and administration		13 302	13 302	13 302	13 302	13 302	13 302	13 302	13 302	13 302	13 302	13 302	13 302	159 622	165 991	174 299
Internal audit		248	248	248	248	248	248	248	248	248	248	248	248	2 971	3 126	3 286
Community and public safety		4 735	4 735	4 735	4 735	4 735	4 735	4 735	4 735	4 735	4 735	4 735	4 735	56 825	59 970	63 223
Community and social services		2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	2 252	27 025	28 513	30 048
Sport and recreation		6	6	6	6	6	6	6	6	6	6	6	6	69	72	75
Public safety		2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	2 106	25 274	26 680	28 137
Housing		371	371	371	371	371	371	371	371	371	371	371	371	4 457	4 705	4 962
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		3 770	3 770	3 770	3 770	3 770	3 770	3 770	3 770	3 770	3 770	3 770	3 770	45 240	47 650	50 145
Planning and development		1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 750	1 750	20 996	22 134	23 310
Road transport		2 020	2 020	2 020	2 020	2 020	2 020	2 020	2 020	2 020	2 020	2 020	2 020	24 244	25 516	26 835
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		33 876	33 876	33 876	33 876	33 876	33 876	33 876	33 876	33 876	33 876	33 876	33 876	406 516	414 805	434 524
Energy sources		18 966	18 966	18 966	18 966	18 966	18 966	18 966	18 966	18 966	18 966	18 966	18 966	227 589	238 304	249 288
Water management		10 624	10 624	10 624	10 624	10 624	10 624	10 624	10 624	10 624	10 624	10 624	10 624	127 492	123 744	129 711
Waste water management		2 324	2 324	2 324	2 324	2 324	2 324	2 324	2 324	2 324	2 324	2 324	2 324	27 887	29 355	30 872
Waste management		1 962	1 962	1 962	1 962	1 962	1 962	1 962	1 962	1 962	1 962	1 962	1 962	23 548	23 401	24 653
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–



- Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Total Expenditure - Functional		69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	69 330	831 964	857 751	899 252
Surplus/(Deficit) before assoc.		11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	134 000	151 553	145 202
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	11 167	134 000	151 553	145 202

Table SA28 Budgeted monthly capital expenditure (municipal vote)

Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Multi-year expenditure to be appropriated	1															
Vote 1 - Office of Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - Budget and Treasury		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 3 - Corporate Services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - Social Service		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - Technical and Engineering Services		12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	154 563	114 200	185 442
Vote 6 - Property, Planning & Development		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 - Office of the Mayor/Strategic Office		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - COMMUNITY & SOCIAL SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	12 880	154 563	114 200	185 442
Single-year expenditure to be appropriated																
Vote 1 - Office of Municipal Manager		17	17	17	17	17	17	17	17	17	17	17	17	200	–	–
Vote 2 - Budget and Treasury		25	25	25	25	25	25	25	25	25	25	25	25	300	0	0
Vote 3 - Corporate Services		113	113	113	113	113	113	113	113	113	113	113	113	1 350	0	0
Vote 4 - Social Service		542	542	542	542	542	542	542	542	542	542	542	542	6 500	–	–
Vote 5 - Technical and Engineering Services		11 059	11 059	11 059	11 059	11 059	11 059	11 059	11 059	11 059	11 059	11 059	11 059	132 711	96 555	89 152
Vote 6 - Property, Planning & Development		452	452	452	452	452	452	452	452	452	452	452	452	5 425	0	0
Vote 7 - Office of the Mayor/Strategic Office		250	250	250	250	250	250	250	250	250	250	250	250	3 000	0	0



Vote 8 - COMMUNITY & SOCIAL SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	12 457	149 486	96 555	89 152
Total Capital Expenditure	2	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	304 049	210 755	274 593

Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

0 - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)																
Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital Expenditure - Functional	1															
Governance and administration		154	154	154	154	154	154	154	154	154	154	154	154	1 850	0	0
Executive and council		13	13	13	13	13	13	13	13	13	13	13	13	150	0	0
Finance and administration		142	142	142	142	142	142	142	142	142	142	142	142	1 700	0	0
Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety		833	833	833	833	833	833	833	833	833	833	833	833	10 000	–	–
Community and social services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Sport and recreation		833	833	833	833	833	833	833	833	833	833	833	833	10 000	–	–
Public safety		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		4 212	4 212	4 212	4 212	4 212	4 212	4 212	4 212	4 212	4 212	4 212	4 212	50 550	61 183	78 660
Planning and development		702	702	702	702	702	702	702	702	702	702	702	702	8 425	0	0
Road transport		3 510	3 510	3 510	3 510	3 510	3 510	3 510	3 510	3 510	3 510	3 510	3 510	42 125	61 183	78 660
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		20 137	20 137	20 137	20 137	20 137	20 137	20 137	20 137	20 137	20 137	20 137	20 137	241 649	149 572	195 934
Energy sources		3 629	3 629	3 629	3 629	3 629	3 629	3 629	3 629	3 629	3 629	3 629	3 629	43 550	18 806	18 806
Water management		14 057	14 057	14 057	14 057	14 057	14 057	14 057	14 057	14 057	14 057	14 057	14 057	168 688	95 766	132 611
Waste water management		1 909	1 909	1 909	1 909	1 909	1 909	1 909	1 909	1 909	1 909	1 909	1 909	22 911	35 000	44 517
Waste management		542	542	542	542	542	542	542	542	542	542	542	542	6 500	–	–
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	2	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	304 049	210 755	274 593
Funded by:																
National Government		21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	256 768	210 755	274 593
Provincial Government		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–



Transfers and subsidies - capital (monetary allocations) (Nat / Prov Depart Agencies, Households, Non-profit Institutions, Private Enterprises, Public corporations, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital		21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	21 397	256 768	210 755	274 593
Borrowing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Internally generated funds		3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	47 281	0	0
Total Capital Funding		25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	25 337	304 049	210 755	274 593

CASH FLOWS:

The monthly projections for cash flow (cash receipts by source and cash payments by type) as per Supporting Table SA30 Consolidated budgeted monthly cash flow are indicated below:

Table SA30 Budgeted monthly cash flow

Supporting Table SA30 Budgeted monthly cash flow																
MONTHLY CASH FLOWS		Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Cash Receipts by Source													1			
Property rates	8 933	8 933	8 933	8 933	8 933	8 933	8 933	8 933	8 933	8 933	8 933	8 933	107 196	112 127	117 173	
Service charges - electricity revenue	18 794	18 794	18 794	18 794	18 794	18 794	18 794	18 794	18 794	18 794	18 794	18 794	225 524	235 898	246 513	
Service charges - water revenue	5 084	5 084	5 084	5 084	5 084	5 084	5 084	5 084	5 084	5 084	5 084	5 084	61 004	63 872	58 155	
Service charges - sanitation revenue	2 056	2 056	2 056	2 056	2 056	2 056	2 056	2 056	2 056	2 056	2 056	2 056	24 676	25 811	26 973	
Service charges - refuse revenue	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	1 647	19 768	20 677	21 607	
Rental of facilities and equipment	66	66	66	66	66	66	66	66	66	66	66	66	791	827	871	
Interest earned - external investments	597	597	597	597	597	597	597	597	597	597	597	597	7 162	7 492	7 829	
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Fines, penalties and forfeits	84	84	84	84	84	84	84	84	84	84	84	84	1 013	1 060	1 107	
Licenses and permits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
Agency services	802	802	802	802	802	802	802	802	802	802	802	802	9 623	10 065	10 518	
Transfers and Subsidies - Operational	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	20 607	247 286	258 838	271 117	
Other revenue	369	369	369	369	369	369	369	369	369	369	369	369	4 425	4 630	4 639	
Cash Receipts by Source	59 039	59 039	59 039	59 039	59 039	59 039	59 039	59 039	59 039	59 039	59 039	59 039	708 469	741 298	766 503	
Other Cash Flows by Source																
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	16 167	16 167	16 167	16 167	16 167	16 167	16 167	16 167	16 167	16 167	16 167	16 167	194 005	100 732	198 185	



Supporting Table SA30 Budgeted monthly cash flow															
MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Depart Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Proceeds on Disposal of Fixed and Intangible Assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
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	75 206	75 206	75 206	75 206	75 206	75 206	75 206	75 206	75 206	75 206	75 206	75 206	902 474	842 030	964 687
Cash Payments by Type															
Employee related costs	22 123	22 123	22 123	22 123	22 123	22 123	22 123	22 123	22 123	22 123	22 123	22 123	265 472	452 720	437 316
Remuneration of councillors	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	15 241	15 957	15 957
Interest	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	1 633	19 601	21 425	20 502
Bulk purchases - electricity	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	16 100	193 204	211 185	202 091
Acquisitions - water & water & another inventory	6 143	6 143	6 143	6 143	6 143	6 143	6 143	6 143	6 143	6 143	6 143	6 143	73 713	77 401	74 891
Contracted services	5 663	5 663	5 663	5 663	5 663	5 663	5 663	5 663	5 663	5 663	5 663	5 663	67 953	72 566	69 441
Transfers and subsidies - other municipalities	67	67	67	67	67	67	67	67	67	67	67	67	803	840	877
Transfers and subsidies - other	10	10	10	10	10	10	10	10	10	10	10	10	126	131	137
Other expenditure	6 562	6 562	6 562	6 562	6 562	6 562	6 562	6 562	6 562	6 562	6 562	6 562	78 746	81 957	78 722
Cash Payments by Type	59 572	59 572	59 572	59 572	59 572	59 572	59 572	59 572	59 572	59 572	59 572	59 572	714 859	934 182	899 935
Other Cash Flows/Payments by Type															
Capital assets	7 588	7 588	7 588	7 588	7 588	7 588	7 588	7 588	7 588	7 588	7 588	7 588	91 051	89 161	99 362
Repayment of borrowing	1 846	1 846	1 846	1 846	1 846	1 846	1 846	1 846	1 846	1 846	1 846	1 846	22 150	22 150	22 150
Other Cash Flows/Payments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	0
Total Cash Payments by Type	69 005	69 005	69 005	69 005	69 005	69 005	69 005	69 005	69 005	69 005	69 005	69 005	828 059	1 045 493	1 021 447
NET INCREASE/DECREASE) IN CASH HELD	6 201	6 201	6 201	6 201	6 201	6 201	6 201	6 201	6 201	6 201	6 201	6 201	74 414	(203 463)	(56 759)
Cash/cash equivalents at the month/year begin:	91 267	97 468	103 670	109 871	116 072	122 273	128 474	134 676	140 877	147 078	153 279	159 480	91 267	165 682	(37 782)
Cash/cash equivalents at the month/year end:	97 468	103 670	109 871	116 072	122 273	128 474	134 676	140 877	147 078	153 279	159 480	165 682	165 682	(37 782)	(94 541)



The SDBIP information on revenue and expenditure will be monitored and reported monthly in terms of section 71 of the MFMA.

8. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals.

The information on the service delivery indicators will be used to measure performance for all directorates and the portfolio of evidence is required to prove the submitted performance, where POE is not provided there will be no scores allocated.

Additional to the mentioned documents to be supplied as evidence on projects where assets are acquired, are the following generic documents, Purchase orders, Invoices /Delivery note for the acquired asset.

8.1. OFFICE OF THE MUNICIPAL MANAGER – VOTE 1

The Objectives and Strategies for the Office of the Municipal Manager identified in the IDP per Programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs.)	Short-term Strategies (3-5 Yrs.)	Medium Term Strategies (5-10 Yrs.)	Long Term Strategies (10 Yrs.+)
Anti-corruption	Responsible, accountable, effective, and efficient corporate governance.	Zero tolerance of corruption and fraud.	Create awareness on the fraud prevention plan and anti-corruption policy and hotline. Ensure that all allegations received on the Fraud hotline are fully investigated and corrective measures are taken.	To curb corrupt behavior through deterrence, prevention, and education. Strengthen internal control system (policies) by implementation of policies.	Strengthen internal control system (policies) by implementation of policies. Enforcement of corrective measures against all corrupt activities occurred.	Review fraud prevention plan and anti-corruption policy Conduct lifestyle audit Enforcement of corrective measures against all corrupt activities occurred
Audit Committee	Responsible, accountable, effective, and efficient corporate governance	Functional Audit Committee	Advise management and council on issues of corporate governance, Risk Management, and Internal controls.	AC to meet as often as possible (no less that quarterly) to render the required support.	Respond to all issues raised by AG and give recommendations to council AC to meet as often as possible (no less that	Respond to all issues raised by AG and give recommendations to the council. AC to meet as often as possible (no less that



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs.)	Short-term Strategies (3-5 Yrs.)	Medium Term Strategies (5-10 Yrs.)	Long Term Strategies (10 Yrs.+)
			Respond to all issues raised by AG and give recommendations to council.		quarterly) to render required support	quarterly) to render required support
Auditor General	Improve functionality, performance, and professionalism	Ensure clean audit results from 2020 onwards.	Address all queries raised by the AG and compliance with legislation. Implement internal control system.	Address all queries raised by the AG and compliance with legislation. Implement internal control system.	Address all queries raised by the AG and to obtain clean audit	Streamline internal audit procedures to reduce AG fees in future.
Risk Management Committee	Improve functionality, performance, and professionalism	Functional Risk Management Committee.	To advise management on issues of Risk Management. RMC to meet as often as possible (no less that quarterly) to render required support.	RMC to meet as often as possible (no less that quarterly) to render the required support. Provide training to the Risk Committee members (Exec Management) on Risk Management matters.	Continuous provision of training for the Risk Committee members (Exec Management) on Risk Management matters.	
Internal Audit	Improve functionality, performance, and professionalism.	Clean audit	To assist management to comply with all relevant legislation and maintain sound internal control systems. Assist Management in addressing all queries raised by the AG and compliance with legislation. Assist Management in implementing sound internal control system.	Develop risk based strategic and operational audit plan. Assist Management in addressing all queries raised by the AG and compliance with legislation. Assist Management in implementing sound internal control system.	Develop risk based strategic and operational audit plan. Appointing IT Audit specialist. Streamline internal audit procedures to reduce AG fees in future. Streamline internal audit procedures to get reliance by AG on the work of Internal Audit.	Allocate auditors specific to each directorate to deal with compliance matters in each directorate.
Risk Management	Improve functionality, performance, and professionalism	Risk conscious and responsive environment	Improve risk management processes by ensuring that all identified risks are mitigated. Conducting risk assessments, updating risk registers, monitoring implementation of risk register.	Establish a functional risk management unit. Conduct risk assessments, updating risk registers, monitoring of implementation of risk register.	Improve the functionality of the risk committee by offering the members training in the roles and responsibilities of the RMC.	Risk assessments conducted quarterly. Integration of risk management system with IDP, budget and PMS. Improve the functionality of the risk committee by offering the members advanced training on effective RMC.
Safety and Security	Safe and secure communities.	Protect the environment and improve	Protection of Municipal assets and its employees. Coordination of safety and security programmes.	Continuously coordinates safety and security in communities.	Coordination of safety and security programmes.	Coordination of safety and security programmes.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs.)	Short-term Strategies (3-5 Yrs.)	Medium Term Strategies (5-10 Yrs.)	Long Term Strategies (10 Yrs.+)
		community well-being.		Implement the Municipal security system.		

The high-level indicators and targets for the Office of Municipal Manager are as follows:

TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Anti-corruption	N / A	M - 2 4	Percentage of Fraud and Corruption cases Reported and referred for investigation non-cumulative	Fraud and corruption reported and investigated	The Investigation of any reported/identified fraud or corruption case in the Municipality	#	L e p - M R i s k	0	100%	100%	100%	100%	100%	OPEX	Investigation Report, register for reported cases.
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M - E X P 1	Percentage Budget Spent on Capital Projects identified for financial year i.to. IDP. YTD	Capital budget Expenditure Progress in the institution	Monitor the rate of Total capital budget expenditure on a regular base	%	L e p - C F O	64%	15%	30%	50%	80%	80%	R 231 862 200	Capital Budget Expenditure report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Anti-corruption	N / A	M - 0 0 2 4	Number of Risk Management Policies and Strategies Reviewed and sent to council for adoption Non-cumulative	Compliance with risk legislation	Reviewing of policies and strategies attached to risk management and approval by council	#	L e p - M R i s k	3	N/A	N/A	N/A	6 Policies/strategies	6 Policies/ Strategies	OPEX	Council Resolution and Approved copy of policy/strategy



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 001	Number of fraud and corruption awareness conducted per quarter YTD	Fraud and corruption Awareness campaigns	Conduct fraud awareness on municipal staff and the public	#	Le p - M R i s k	1	N/A	N/A	1	2	2	OPEX	Posters/Notices and Social Media pages Staff emails
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 002	Number of Risk registers developed, monitored and emerging Risks identification non-cumulative	Risk Management	Development of all risk registers and quarterly monitoring of risk mitigations	#	Le p - M R i s k	6	5	5	5	5	5 Risk Registers	OPEX	Risk registers. (Strategic, Operational, Fraud, Project, ICT)
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 003	Number of Risk Committee Meeting conducted per quarter YTD	Risk Management in Compliance with Legislation	Convening of Risk management committee meetings and discussing progress on risk mitigations	#	Le p - M R i s k	6	1	2	3	5	5 Meetings	R 265 977	Invitation, Minutes& attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 648	Number of Audit Committee meetings held Annually YTD	Operation clean Audit and Compliance	Convening of Audit committee meetings and discussing progress on implementation of Audit action plans and other governance matters	#	Le p - M I A	12	4	7	8	10	10 Meetings	R 387 107	Invitation, Minutes, and attendance register



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 0004	Number of Audit Committee reports submitted to Council Annually YTD	Reporting to Council	Reports sent to council by Audit Committee chairperson	#	Le p - M I A	6	1	2	3	4	4 Audit committee Reports	OPEX	Audit Committee Report submitted to Council and Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 0005	Number of Audit Action Plan developed Annually Non-cumulative	Operation clean Audit	Development of Audit Action plan	#	Le p - M I A	1	N/A	N/A	1	1	1 AG Action Plan	OPEX	AG Action Plan
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 652	Implementation Audit reviews as per Audit plan in a quarter Non-cumulative	Compliance with legislation and Governance processes	Implementation Audit reviews as per Audit plan in a quarter	%	Le p - M I A	100%	70%	80%	80%	80%	80% of reviews conducted	OPEX	Audit Plan Internal Audit Reports
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Internal Audit	N / A	M - 0006	Number of times internal audit Query Register updated and monitored per quarter YTD	Compliance with legislation and Governance processes	Development of internal Audit Query register by internal audit unit and quarterly monitoring of progress on implementation of recommendations	#	Le p - M I A	4	1	2	3	4	4 times that action plan is updated	OPEX	Query Register served at Audit Committee during the quarter
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M - 0	Number of Internal Audit Quarterly Reports submitted	Audit Committee Oversight on Internal Audit Processes	Submission of reports to the Audit Committee on Implementation of	#	Le p -	4	1	2	3	4	4 Internal Audit Reports	OPEX	Internal Audit quarterly Report



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
accountable, effective, and efficient corporate governance\ Audit Committee		68	by Audit committee per quarter YTD		audit plan to the Audit Committee by CAE		MIA								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M 650	Number of Unqualified Audit Opinion received from AG per annum non-cumulative	Operation Clean Audit	Attain Unqualified Audit Opinion	#	Le p - C F O	1 unqualified audit opinion	N/A	1	1	1	1 Audit unqualified opinion	OPEX	Audit report
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	N / A	M 706	Number of safety and security meetings held per quarter YTD	Functional Safety and Security in the municipal spaces	Convening of quarterly safety and security meetings by security personnel	#	Le p - M M s e c	4	1	2	3	4	4 Safety and security meetings	OPEX	Invitations, agenda, attendance register, minutes
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	N / A	M 067	Number of safety and security audits conducted per quarter YTD	Functional Safety and Security in the municipal spaces and assets	Conducts the audit on the municipal security systems and tools regularly on all municipal properties /Assets	#	Le p - M M s e c	4	1	2	3	4	4 safety and security audits	OPEX	Security Survey sheets Security Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate	N / A	M 26	Percentage of AG queries resolved Per Quarter YTD	Operation Clean Audit	Implementation of recommendations by the Auditor General to resolve all the findings	%	Le p - M	0%	N/A	N/A	50%	100%	100%	OPEX	Summary of AG queries resolved signed by CAE and EM



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
governance\ Auditor General							IA								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 27	Percentage of Internal audit findings resolved. YTD	Operation compliance with regulations and governance processes	Implementation of recommendations by the Internal Audit to resolve all the findings	%	Le p - M I A	48%	30%	50%	80%	100%	100% Internal audit findings	OPEX	Summary of IA queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 28	Percentage of Audit and performance Committee's resolutions implemented per quarter. non-cumulative	Implementation of Audit committee resolutions	Carrying out and completion of Audit committee instruction within a specific quarter	%	Le p - M I A	81%	100%	100%	100%	100%	100% Audit Committee resolution	OPEX	Summary of AC Resolutions Implemented, Signed by CAE and Executive Managers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Risk Management	N / A	M - 67	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	Risk Mitigation	Activities and actions taken minimize or remove risks attached to objectives of the institution	%	Le p - R i s k	90%	30%	50%	80%	100%	100% risks resolved	OPEX	Summary of Risks resolved signed by CRO and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 691	Percentage of Implementation of council resolutions per quarter	Implementation of Council resolutions	Carrying out and completion of council instruction within a specific quarter	%	Le p - M A d m i n	100%	100%	100%	100%	100%	100% Council resolutions	OPEX	Council Resolution Register



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A	M - 2 3	Percentage of complaints received on the electronic system by customer care and successfully attended to by department per quarter YTD	Service Complaints Management by departments	Recording and following up of customer service complaints to resolve such complaints by department concerned	%	Le p - M a d m i n	90%	90%	90%	100%	100%	100% complaints	OPEX	System generated quarterly Report signed off by EM
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M - 3 4 8	Percentage on Payment of creditors within 30 days by the Department	Payment of creditors on time	Compliance with section 65 of MFMA	%	Le p - M E x p	97%	100%	100%	100%	100%	100% creditors paid	OPEX	Payment Report signed by Manager Expenditure
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Communication	N / A	M - 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter as per sec 75 of MFMA	Updating of the website with required documents	Update the website in accordance with sec 75 of MFMA with relevant document as a when required	%	Le p - M c o m	100%	100%	100%	100%	100%	100% Publications	OPEX	Calendar of Legislated Publications, Screenshots of Reports Published.
PROJECTS UNDER THE OFFICE OF THE MUNICIPAL MANAGER															
Responsible, Accountable, Effective and Efficient Corporate Governance	M M 1	A O - 1	Number of development Agency established under Lephalale Municipality	Create a conducive environment for business to invest and prosper	Development of Lephalale Economic growth strategy for vision 2050 – Lephalale development agency	#	L M - L E D	Concept document for strategies available	Specification	Advert and Appointment	Draft Strategy Report and Establish Entity /Agency	1 Agency Established	1 Agency under Lephalale Municipality Established	R 3 000 000	Adverts, appointment letter, payment vouchers, progress report



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
Improve functionality, performance, professionalism	MM / SS 4	AO - 2	Number of Mobile walk-through metal detectors installed at Lephalale	Protection and safeguarding of municipal assets	Mobile walk through metal detector	#	LM - security	Outdated and non-functional walk through detector	Specifications	Advert and Appointment	Delivery and installation of Mobile walk-through metal detector	1 Mobile walk-through metal detector installed	1 Mobile walk-through metal detector installed	R-200-000	adverts or Request for quotations, Appointment letter or issued order, Delivery Note or payment voucher.

The above-mentioned strategic and high-level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.

CAPITAL PROJECTS INDICATORS FOR OFFICE OF MUNICIPAL MANAGER

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1	Quarter2	Quarter3	Quarter4	Funder
MM 1	Responsible, Accountable, Effective and Efficient Corporate Governance	Create a conducive environment for business to invest and prosper	Development of Lephalale Economic growth strategy for vision 2050 – Lephalale development agency	R3 000 000	Specification	Advert and Appointment	Draft Strategy Report and Establishment of an Entity /Agency	1 Agency Established	LLM
MM/SS4	Improve functionality, performance, professionalism	Protection and safeguarding of municipal assets	Mobile walk through metal detector	R200-000	Specification	Advert and Appointment	Delivery and installation of Mobile walk-through metal detector	1 Mobile walk-through metal detector installed	LLM

The generic portfolio of evidence for Projects includes Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.



8.2. STRATEGIC SUPPORT SERVICES - VOTE 7

The objectives and strategies for the office of the Strategic Services Directorate identified in the IDP per Programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Communication	Responsible, accountable, effective, and efficient corporate governance.	Informed and engaged stakeholders.	Regular community updates through a variety of communication platforms. Update website on a regular basis with regards to Municipal activities. Publication of quarterly newsletters Review communication strategy annually or when the need arises (Disaster, e.g. Covid-19). Engage network providers to ensure that communities have access to broadband.	Ensure that all communities have easy access to broadband. Review communication strategy annually or when the need arises (Disaster) Publication of quarterly newsletters	Ensure that all communities have easy access to broadband. Review communication strategy annually or when the need arises (Disaster) Publication of quarterly newsletters	Review communication strategy annually or when the need arises (Disaster) Ensure that all communities have easy access to broadband. Publication of quarterly newsletters
Integrated Development Planning.	MEC IDP credibility rating.	Integrated and credible IDP that drives budget process.	Credible IDP aligned with the NDP, LDP and driving the budget processes. Attendance of sector planning and involvement of sector departments in municipal planning. Implement the IDP process plan without fail. Project prioritization in line with NDP and District Development Model. Innovative strategic planning – IDP to inform the budget. Capacitate IDP unit with Researcher.	Development of strategic plans with long term vision in mind. Project prioritization based upon NDP and district Development Model Innovative strategic planning – IDP to inform the budget.	Development of strategic plans with long term vision in mind. Project prioritization based upon NDP and district Development Model Innovative strategic planning – IDP to inform the budget.	Development of strategic plans with long term vision in mind. Project prioritization based upon NDP and district Development Model Innovative strategic planning – IDP to inform the budget.
Performance Management	Improve functionality, performance, and professionalism.	Empowered workforce that is more efficient and effective.	Ensure accountability through implementation of integrated performance management.	Implement the Performance Management System Framework and policy. Comply with PMS legislation.	Implement the Performance Management System Framework and policy. Comply with PMS legislation.	Implement the Performance Management System Framework and policy.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Provide timely, accurate and validated data for reporting and obtaining unqualified audit opinion. Automation of the PMS System. Comply with PMS legislation. Cascade Employee Performance Management to lower-level employees and capacitate the PMS unit.	Cascade Employee Performance Management to lower-level employees and capacitate the PMS unit. Annual review of PMS Policy.	Cascade Employee Performance Management to lower-level employees and capacitate the PMS unit. Annual review of PMS Policy.	Comply with PMS legislation. Cascade Employee Performance Management to lower-level employees and capacitate the PMS unit. Annual review of PMS Policy.
Public Participation	Capacitate and improve community well-being.	Ownership of decision making.	Ensure continuous community involvement in matters of planning and development. Capacitate stakeholders to ensure that people are democratically active in decision making. Ensure that people understand their roles and responsibilities in democratic Government. Development and implementation of public participation policy. Usage of different platforms to reach out to the public/community.	Development and implementation of public participation policy. Capacitate stakeholders to ensure that people are democratically active in decision making. Ensure that people understand their roles and responsibilities in democratic Government. Review and implementation of public participation policy. Usage of different platforms to reach out to the public/community.	Capacitate stakeholders to ensure that people are democratically active in decision making. Ensure that people understand their roles and responsibilities in democratic Government. Review and implementation of public participation policy. Usage of different platforms to reach out to the public/community.	Capacitate stakeholders to ensure that people are democratically active in decision making. Ensure that people understand their roles and responsibilities in democratic Government. Review and implementation of public participation policy. Usage of different platforms to reach out to the public/community.
Special Projects	Empowered disadvantaged groups.	Community capacity.	Mainstreaming and empowerment of vulnerable groups such as people living with disabilities, women & children, aged, victims of abuse, youth, and HIV/AIDS. Create awareness amongst special groups on their opportunities, especially on employment equity and business opportunities. Resuscitation of HIV/AIDS Council Committees	Promote awareness amongst special groups on their opportunities, especially on employment equity and business opportunities. Encourage people to declare their status so that they can benefit from preferential opportunities. Continuous research on broadening the Special Programmes. Implementation of HIV/AIDS multi-sectoral implementation plan.	Promote awareness amongst special groups on their opportunities, especially on employment equity and business opportunities. Encourage people to declare their status so that they can benefit from preferential opportunities. Continuous research on broadening the Special Programmes.	Promote awareness amongst special groups on their opportunities, especially on employment equity and business opportunities. Encourage people to declare their status so that they can benefit from preferential opportunities. Continuous research on broadening the Special Programmes.
Ward Committees	Capacitate and improve community well-being.	Community involvement in Council affairs.	Establishment of Ward Committees. Develop Ward Committee policy.	To have fully functional ward committees. Review of Ward Committee policy.	Training of ward councilors and ward committees. Monitoring and evaluation of policy.	Review of Ward Committee policy.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Provision of secretariat to all ward committee meetings and quarterly reports to Council.	Provision of secretariat to all ward committee meetings and quarterly reports to Council.	the functionality of ward committees by the Speaker.	Provision of secretariat to all ward committee meetings and quarterly reports to Council.

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed to ensure the implementation of the above-mentioned strategies.

The high-level indicators and targets for the Strategic Support Services Directorate are as follows:

TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N/A	M - 3 2 2	Number of HIV/Aids campaigns/meetings held per quarterly YTD	HIV/ Aids Campaigns	Convening of HIV/Aids campaigns/meetings on a quarterly basis by Municipality	#	L e p - M P P	2	1	2	3	4	4 HIV/Aids campaigns/mee tings	OPEX	Invitations, Agenda and Attendance registers
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N/A	M - 6 4 1	Number of special programs awareness campaigns/meetings held) per quarterly, YTD	Community Special Programs	Convening of at least 3 special programs awareness campaigns/meetings on quarterly basis	#	L e p - M P P	9	3	6	9	12	12 special programs awareness campaigns/mee tings	OPEX	Invitations, Agenda and attendance registers
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N/A	M - C 1 1	Number of public participation/feedback meetings held per quarter. YTD	Public Participation Meetings held (one per quarter)	Delivery of feedback to communities by Council	#	L e p - M P P	New indicator no baseline	1	2	3	4	4 meetings	OPEX	Invitations, Agenda and attendance registers



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N/A	M - C 1 2	Number of Municipal Imbizos held per quarter. YTD	Number of Imbizos held per annum	Participation of communities in governance issues	#	L e p - M P P	New indicator no baseline	1	2	3	4	4 Imbizos	OPEX	Attendance registers, Notice and Agenda
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Communication	N/A	M - 3 3 5	Number of media releases published per quarter. YTD	Communications to stakeholders and media	Issuing of media press statements to media houses on a quarterly basis	#	L e p - C o m	19	5	10	15	20	20 media press statements	OPEX	Facebook Screenshots or newspaper articles.
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Communication	N/A	M - 3 3 5 B	Number of Communication strategies reviewed per annum	Communication strategy reviewed and implementation	Review of Communication strategy	#	L e p - C o m	1	N/A	N/A	N/A	1	1 communication strategy	OPEX	Communication Strategy and Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Communication	N/A	M - 3 3 5 C	Percentage of Notices from Internal departments published per quarter	Communication	Issuing of public notices by communication unit on quarterly basis	#	L e p - C o m	100%	100%	100%	100%	100%	100% Notices	OPEX	Facebook Screenshots or copy of notices issued.
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate	N/A	M - 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter as per sec 75 of MFMA	Updating of the website with required documents	Update the website in accordance with sec 75 of MFMA with relevant document as a when required	%	L e p - P M S/	100%	100%	100%	100%	100%	100% Publications	OPEX	Calendar of Legislated Publications, Screenshots of Reports Published.



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
governance\ Communication							I D P								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Integrated Development Planning	N/A	M – 2 6 2	Number of IDP Rep forums meetings successfully held per quarter Non-cumulative	Public Participation	Convening of at least 1 IDP Rep forum meeting per quarter by the Municipality	#	L e p – M I D P	4	1	1	1	1	4 IDP Rep forums	R 928 094	Invitations, Agenda and Attendance Registers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Integrated Development Planning	N/A	M – 3 2 5	Number of IDP road shows successfully held by end of May	Public Participation	Convening of 3 IDP roads shown in the fourth quarter by the Municipality	#	L e p – M I D P	3	N/A	N/A	N/A	3	3 IDP road shows		Invitations, Attendance Register of community needs and Agenda
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Integrated Development Planning	N/A	M – 6 5 7	Percentage of IDP credibility rating by MEC in Financial Year	IDP Rating by MEC from Coghsta	Submission of IDP document to Provincial MEC for assessment and rating	%	L e p – M I D P	100%	N/A	N/A	N/A	100%	100%	OPEX	MECs credibility report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Integrated Development Planning	N/A	M – 6 5 8	Number of IDP approved by Council by end May	Timeous IDP Approval	Submission of IDP document to council for Approval as legislated	#	L e p – M I D P	1	N/A	N/A	N/A	1	1 IDP document approved	OPEX	Council resolution
KPA6: Good Governance and Public	N/A	M –	Number of Final Annual Report	Timeous approval Annual Report	Submission of oversight on Annual	#	L e	1	N/A	N/A	1	N/A	1 Oversight Report	OPEX	Council resolution



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	ID #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
Participation\ Responsible, accountable, effective, and efficient corporate governance\ Performance Management		06	approved by Council by end of March *		Report to council for approval		p _ P M S						approved by Council		
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Performance Management	N/A	M _ 0 9	Number of Draft Annual Reports tabled to the Council by 31 st of January *	Tabling of Annual Report to Council	Submission of a Draft Annual Report to council for noting	#	L e p _ P M S	1	N/A	N/A	1	N/A	1 Annual Report tabled to Council	OPEX	Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Performance Management	N/A	M _ 4 3	Number of SDBIP signed by the mayor within 28 days after the approval of budget and the IDP	Approval of SDBIP by the Mayor	Submission of a SDBIP to the Mayor for Approval within the prescribed time frame	#	L e p _ P M S	1	N/A	N/A	N/A	1	1 Approved SDBIP	OPEX	Signed and dated SDBIP
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Performance Management	N/A	M _ 4 8	Number of Annual Performance Report submitted to auditor general by August 30th August 2024	Submission of Annual Performance Report to Auditor general	Compile an Annual Performance Report and submit it to the Auditor General within the prescribed time	#	L e p _ P M S	1	1	N/A	N/A	N/A	1 Annual Performance Report	OPEX	Signed APR and Acknowledged of receipt by AG
KPA6: Good Governance and Public Participation\	N/A	M _ 3	Percentage of performance assessments	Quarterly Employee Performance assessment/	Conducting the Employee Performance assessment/ appraisal	#	L e p _	New indicator no baseline	100%	100%	100%	100%	100% or ALL Employee Performance assessment/	OPEX	Copies of dated and signed Assessment Plans



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
Responsible, accountable, effective, and efficient corporate governance\ Performance Management		15	performed for all EMs per quarter	appraisal by employer.	by employer in a quarter		P M S						appraisal completed		
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Performance Management	N/A	M-315E	Number of Annual Performance Evaluation done for Municipal manager and Executive Managers per annum YTD	Annual Performance Evaluation for Executive Managers and Municipal manager	Conduction of annual performance evaluations for executive managers by a panel as legislated 9 months after the end of financial year under review.	#	L e p - P M S	New indicator no baseline	N/A	N/A	N/A	1	1	OPEX	Evaluations report.
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Performance Management	N/A	M-40	Number of Quarterly Performance Reports submitted to Audit Committee per quarter	Audit Committee Oversight on Performance Management	Submission of quarterly Performance reports to Audit Committee for Oversight in a quarter	#	L e p - P M S	4	1	1	1	1	4 Quarterly Performance Reports	OPEX	Signed quarterly reports submitted to Audit Committee
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Performance Management	N/A	M-44	Number of Section 72 (mid-year performance reports) submitted to MM by 25th of January and to council by 31st January	Submission of Mid-Performance Report to council	Submission of Mid-Performance Report to council in compliance with section 72 of MFMA	#	L e p - P M S	1	N/A	N/A	1	N/A	1 Mid-Year Performance Report	OPEX	Council resolution, Mid-Year Report.
KPA6: Good Governance and Public Participation\ Responsible,	N/A	M-6	Number of Unqualified Performance Opinion per annum	Operation Clean Audit	Attain a fair presentation Annual Performance Report without material	#	L e p -	0	N/A	1	N/A	N/A	1 Audit Opinion	OPEX	AG Audit Report



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
accountable, effective, and efficient corporate governance\ Auditor General		51			misstatements to the Auditor General		MIA								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Ward Committees	N/A	M 208	Number of ward committees that are functional in a Municipality	Public Participation	Convening of meetings by ward committee chairpersons and submission of reports from such meetings	#	L e p M P P	0	15	15	15	15	15 ward committees	OPEX	Minutes of the meetings held; attendance register schedule of meetings
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N/A	M 26	Percentage of AG queries resolved Per Quarter YTD cumulative	Operation Clean Audit	Implementation of recommendations by the Auditor General to resolve all the findings	%	L e p M I A	50%	N/A	15%	50%	100%	100% queries	OPEX	Summary of AG queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N/A	M 27	Percentage of Internal audit findings resolved. YTD Cumulative	Operation compliance with regulations and governance processes	Implementation of recommendations by the Internal Audit to resolve all the findings	%	L e p M I A	59%	30%	50%	80%	100%	100% Internal audit findings	OPEX	Summary of IA queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N/A	M 28	Percentage of Audit and performance Committee's resolutions implemented per quarter. non-cumulative	Implementation of Audit committee resolutions	Carrying out and completion of Audit committee instruction within a specific quarter	%	L e p M I A	50%	100%	100%	100%	100%	100% audit committee resolutions	OPEX	Summary of AC Resolutions Implemented, Signed by CAE and Executive Managers



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Risk Management	N/A	M 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD cumulative	Risk Mitigation	Activities and actions taken minimize or remove risks attached to objectives of the institution	%	L e p - R i s k	69%	30%	50%	80%	100%	100% risks resolved	OPEX	Summary of Risks resolved signed by CRO and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N/A	M 6 9 1	Percentage of Implementation of council resolutions per quarter	Implementation of Council resolutions	Carrying out and completion of council instruction within a specific quarter	%	L e p - M A d m i n	100%	100%	100%	100%	100%	100% council resolutions	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N/A	M 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	Service Complaints Management by departments	Recording and following up of customer service complaints to resolve such complaints	%	L e p - M a d m i n	90%	90%	90%	100%	100%	100% complaints	OPEX	System generated quarterly Report signed off by EM
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N/A	M 3 4 8	Percentage on Payment of creditors within 30 days by the Department	Payment of creditors on time	Compliance with section 65 of MFMA	%	L e p - M E x p	90%	100%	100%	100%	100%	100% creditors paid	OPEX	Payment Report signed by Manager Expenditure
PROJECTS FOR STRATEGIC SUPPORT SERVICES															
Responsible, Accountable, Effective and Efficient Corporate Governance	S S S/ P	S S S -1	Number Mayoral Vehicle procured	Healthy and safe working environment	Mayoral vehicle	#	L M - P	New Project	Specifications	Advert and Appointment	Delivery of 1xLDV	1 Vehicle Registration	1 Mayoral Vehicle delivered and registered	R 700 000	Tender adverts/ adverts or Request for quotations



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
	P 1														Appointment letter or issued order, Delivery Note or payment voucher.
Responsible, Accountable, Effective and Efficient Corporate Governance	M M 1	A O -1	Number of development Agency established under Lephalale Municipality	Create a conducive environment for business to invest and prosper	Development of Lephalale Economic growth strategy for vision 2050 – Lephalale development agency	#	L M - L E D	Concept document for strategies available	Specificati ons	Advert and Appointment	Draft Strategy Report and Establish of an entity /Agency	1Agency Established	1 Agency under Lephalale Municipality established	R 3 000 000	Adverts, appointment letter, payment vouchers, progress report

The above-mentioned strategic and high-level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.

CAPITAL PROJECTS FOR STRATEGIC SUPPORT SERVICES DEPARTMENT

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1	Quarter2	Quarter3	Quarter4	Funder
SSS/PP1	Responsible, Accountable, Effective and Efficient Corporate Governance	Healthy and safe working environment	Mayoral vehicle	R 700 000	Specification	Advert and Appointment	Delivery of 1xLDV	1 Vehicle Registration	MIG
MM 1	Responsible, Accountable, Effective and Efficient Corporate Governance	Create a conducive environment for business to invest and prosper	Development of Lephalale Economic growth strategy for vision 2050 – Lephalale development agency	R 3 000 000	Specification	Advert and Appointment	Draft Strategy Report and Establishment of an Entity /Agency	1Agency Established	LLM

The generic portfolio of evidence for Projects includes Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.



8.3. CORPORATE AND SUPPORT SERVICES – VOTE 3

The objectives and strategies for the Corporate Support Services Directorate that were identified in the IDP per Programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
By-laws	Responsible, Accountable, Effective and Efficient Corporate Governance.	Enforced by-laws.	Review and develop new by-laws for submission to council for vetting and gazetting. Develop booklet for delegation of powers for new council.	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers
Governance and Administration	Responsible, Accountable, Effective and Efficient Corporate Governance.	Fully functional Council committees.	Provide administrative and secretariat support to portfolio committees and council.	Review delegation of powers and functions regarding constitutional and other legislative delegated powers. Remind directorates for timeous submission of Council items. Adherence to meeting schedules and standing orders. Provide Secretarial Support to Portfolio Committees	Capacity building of councillors on council-related programmes through specific training and knowledge sharing workshops. Monitoring of the functionality of portfolio committees by Speaker. Timeous submission of Council items Adherence to meeting schedules and standing orders.	Capacity building of councillors on council-related programmes through specific training and knowledge sharing workshops. Monitoring of the functionality of portfolio committees by Speaker. Timeous submission of Council items Adherence to meeting schedules and standing orders.
Human Resource Management	Responsible, Accountable, Effective and Efficient Corporate governance	Competent and skilled workforce	Review organizational structure and institutional study. Introduce and implement competency tests for appointment of all managers L1-2 by 1 st July 2024 and all level 3-4 by 1 st July 2025. Provide training to executives, divisional managers, and supervisors on code of conduct, DC	Develop competency requirement for all levels. Align powers and functions in terms of the institutional study and review the study by June 2025. Arrange change management sessions by June 2025. Review of HR recruitment policy annually. To appoint people who	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the institutional study. Verification of qualifications. Review of HR recruitment policy annually. To appoint people who can build and manage a city. Acquisition of an HR information system.	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the institutional study. Review institutional study. Verification of qualifications. Review of HR recruitment policy annually. To appoint people who can build and manage a city.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			procedure and HR related issues. Implement employment equity.	can build and manage a city. Conclude and implement Job Evaluation by December 2024. Arrange Annual Team Building sessions yearly.		
IT and support	Responsible, Accountable, Effective and Efficient Corporate Governance.	Business intelligence.	Ensure running of Municipal ICT information systems, applications, servers, and computer network. Offer support to Municipal computer users. Implementation of the MSCOA ICT assessment report (procurement of software and hardware).	Implement IT Governance framework phase 4 deliverables by 2024/25. Capacitate IT unit with more support staff.	Continuously capacitate the unit and upgrade electronic systems and hardware. Implement IT Governance framework phase2 and 3	Continuously capacitate the unit and upgrade electronic systems and hardware.
Labour Relations	Responsible, Accountable, Effective and Efficient Corporate Governance.	Disciplined and productive workforce.	Enforce code of conduct and disciplinary code. Reduce grievances, disputes, and locally initiated labour action. Train Executives, Managers, Managers and supervisors code of conduct disciplinary code and HR related issues. Arrange the annual labour relations workshop for officials on management positions. Hold regular LLF meetings.	Conclude the Essential Services Agreement by end of June 2025. Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily. Managers, divisional heads, and supervisors to undergo Management Development Programme which includes training on how to handle Disciplinary and grievance procedures.	Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily. Enforcing discipline. Application of disciplinary procedures and actions.	Implementation of EAP Policy Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily Enforcing discipline. Application of disciplinary procedures and actions. Annual team building sessions.
Employee Assistance Programme (EAP)	Responsible, Accountable, Effective and Efficient Corporate Governance.	Productive and well-balanced workforce.	Calculate the overall employee satisfaction rating obtained from all completed survey forms.	Implementation of EAP Policy Implementation of EAP Policy. Arrange annual team building sessions.	Review and implementation of EAP Policy. Arrange annual team building sessions.	Implementation of EAP Policy.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Develop and review EAP policies and submit for council approval. Arrange annual team building sessions. Implemented wellness programme.	Development and implement change management strategy.		
Occupation, Health and Safety	Responsible, Accountable, Effective and Efficient Corporate Governance.	Safe working environment	Ensure compliance with the Occupational Health and Safety Act. Conduct Occupational Health and Safety audit. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control. Establishment of a pest control unit.
Property Management	Responsible, Accountable, Effective and Efficient Corporate Governance.	Sustainable fixed assets	Conduct land audit on Municipal property and ownership in general.	Facilitate name change of streets and amenities. Review and implement property management policy.	Acquisition of land for building a city.	Efficient management of municipal property.
Records and Archiving	Responsible, Accountable, Effective and Efficient Corporate Governance	Improved and informed decision making.	Always ensure safe keeping of council documentation. Archiving and record keeping of municipal documents. Classification of information to ensure safety of documentations.	Induct new employees into archiving processes. Automation of archiving system, including proper management information system. Provide effective and safe storage space for documentation.	Implementation of the MunAdmin electronic system in phases.	Fully fledged integrated and automated information and archiving system.
Legal Services	Responsible, Accountable, Effective and Efficient Corporate Governance.	Accountable and responsible administration.	Minimized unwarranted litigations and legal costs. Decrease percentage of litigation cases against the municipality negotiated for settlement per year.	Conduct Legal information dissemination workshops with all relevant officials annually. Monitoring the compliance to legislation by departments.	To develop and implement control measures to ensure compliance with legislation. Develop a plan to reduce litigation and costs.	Continuous assistance to other directorates with the drafting and review of by-laws and policies as and when it is required.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Percentage of SLA drafted within 2 weeks of receipt of request from date of submission.			

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed to ensure the implementation of the above-mentioned strategies.

The high-level indicators and targets for the Corporate Support Services Directorate are as follows:

TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Human Resource Management	N / A	M - 404	Number of people from employment equity groups employed in the three highest levels of management YTD cumulative	People from employment equity groups employed n managerial	Appointment of people from employment equity groups employed in the three highest levels of management	#	L e p - M H R	26	27	27	28	28	28	OPEX	Updated organizational structure and / appointment letters for the quarter
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M - 672	Number of EAP workshops/ programs conducted per quarter, YTD cumulative	Municipal Employee wellness	Convening of Employee wellness programs or workshops	#	L e p - M H R	9	2	4	6	8	8 programs/work shops	OPEX,	Invitation, attendance register.
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M - 678	Number of LLF meetings coordinated by corporates Services per quarter. YTD cumulative	Labour consultation	Convening of LLF meetings by coordinating department	#	L e p - M H R	13	2	4	5	6	6 LLF Meetings	OPEX	Invite, Attendance Register,



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M - 678 A	Percentage of LLF resolutions implemented by corporates Services per quarter. YTD cumulative	Labour consultation	Implementation of LLF resolutions by the coordinating department	%	Le p - M H R	89%	80%	80%	80%	80%	80% Resolutions implemented	OPEX	Resolution register
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	N / A	M - 680	Number of OHS audits conducted by June 2025	Municipal Occupational health safety	Conducting an Occupational health safety audit in the municipal space	#	Le p - M H R	1	N/A	N/A	N/A	1	1 Occupational health safety conducted	OPEX	Quarterly audit reports signed off by EMCSS,
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	N / A	M - 212	Number of Workplace Skills Plan and Annual Training Report Submitted LGSETA	Municipal Work Skills Development	Compilation of training report and the work skills development plan for Lephalale municipality	%	Le p - M H R	1	N/A	N/A	N/A	1	1 Workplace Skills Plan	OPEX	Submitted WSP and Annual training Report, Acknowledged of receipt from LGSTA
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	N / A	M - 212 B	Percentage of total municipality's budget spent on implementing its workplace skills plan YTD cumulative	Percentage of the total municipality's budget spent on implementing its workplace skills plan YTD* (cumulative)	Percentage of R-value municipality's (salary bill) budget spent YTD on implementing its workplace skills plan / R-value municipality's (salary bill) budget spent YTD as %	%	Le p - M H R	88%	0,10%	0,30%	0,60%	1%	1% municipality's personnel budget spent.	OPEX	BTO Expenditure Report on municipal budget spent.
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development.	N / A	M - 18	Percentage of municipal new personnel appointed and enrolled to meet the financial minimum competency	Financial minimum competency requirements for relevant staff	Enrolling of newly Appointed relevant staff for a financial minimum competency requirement,	#	Le p - M H R	100%	100%	100%	100%	100%	100%	OPEX	MFMP proof of enrolment



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
			requirements per quarter												
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development.	N / A	M - 0032	Percentage of vacancies YTD cumulative	Appointment of Staff members	Maintenance of numbers of actively appointed staff members against those leaves employment at required rate	%	Le p - M H R	15%	N/A	15%	14%	14%	14%	OPEX	Appointment letters and / updated organisational structure. Summary report of the vacancy Rate percentage
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M - 672B	Percentage of Employee Disclosures of business interest rating YTD	Disclosure of business interest by employees	Percentage of overall employee disclosure of business interest rating obtained from all completed employee business interest disclosure surveys received from employees. YTD	%	Le p - M H R	N/A	N/A	N/A	55%	100%	100%	OPEX	Summary and Employee list
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Legal Services	N / A	M - 136	Percentage of Service Level Agreements (SLAs) drafted/or reviewed within 7 working days of receipt of notice of appointment from Municipal Manager per quarter	Drafting of service level agreements	Drafting and completion Service level agreements between Municipality and service providers	%	Le p - M L e g a l	100%	100%	100%	100%	100%	100%	OPEX	Register indicating the date of request of drafting/review of SLA to date of SLA completion. Copies of drafted/reviewe d d SLAs
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate	N / A	M - 65	Number of By-laws Gazette by end of Financial Year. Per annum	Compilation of By-laws	Engagement Processes of consultation on drafting by-laws going through public	#	Le p - M L	0	N/A	N/A	N/A	1	1 By-Law	OPEX	Copy of a gazette by-law



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
governance\ Legal Services		3A			participation and gazetting of by-laws		egal								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Governance and Administration	N / A	M - 655	Number of Council meetings held per quarter. YTD cumulative	Good Governance	Sitting of Council meetings	#	Le-p-Madmin	20	2	3	6	8	8 Council meetings	OPEX	Invitations. Attendance register, Meeting Schedule/ Calendar
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M - 135	Number of ICT Disaster Recovery site tested per annum. YTD cumulative	Disaster Recovery	Periodic testing of the ICT disaster recovery site for nonstop functionality	#	Le-p-MIT	1	N/A	1	N/A	2	2 Disaster Recovery site tested	OPEX	Attendance Register, Disaster Recovery site test Report,
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M - 034	Number of ICT Steering committees coordinated and held by corporate services department, YTD cumulative	ICT Governance meetings	Convening ICT Steering committee meetings by corporate support department	#	Le-p-MIT	4	1	2	3	4	4 ICT Steering committee	OPEX	Invitations, Agenda attendance Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M - 034A	Percentage of ICT Steering Committee resolutions related to ICT implemented per quarter for meetings held	Implementation of ICT Steering Committee resolutions	Implementation of ICT Steering Committee resolutions	%	M - ICT	88%	60%	70%	80%	80%	80% Resolutions	OPEX	ICT Steering committee resolution register
KPA5: Transformation and Organisational Development\ Improve functionality,	LPHR	LHR -	Percentage of Performance agreements signed in departments per annum	Implementation of staff regulations	Signing of Performance Agreements by all staff members as regulated	%	LEP -	100%	100%	N/A	N/A	N/A	100% Performance Agreements	OPEX	Copies of singed agreements



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
performance and professionalism\ Occupational health and Safety	- 0 2	0 2					MHR								
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	LPHR - 0 3	LPHR - 0 3	Percentage of Performance Assessments for Staff lower than section 56	Staff Performance assessment	Reviewing Performance Progress by staff lower than section 56	#	LEP - MHR	New indicator no baseline	N/A	N/A	100%	N/A	100% Performance Assessment	OPEX	Assessment reports,
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 6	Percentage of AG queries resolved Per Quarter YTD	Operation Clean Audit	Implementation of recommendations by the Auditor General to resolve all the findings	%	Le p - MIA	66%	N/A	15%	50%	100%	100% queries	OPEX	Summary of AG queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 7	Percentage of Internal audit findings resolved. YTD (Cumulative)	Operation compliance to regulations and governance processes	Implementation of recommendations by the Internal Audit to resolve all the findings	%	Le p - MIA	74%	30%	50%	80%	100%	100% Internal audit findings	OPEX	Summary of IA queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 8	Percentage of Audit and performance Committee's resolutions implemented per quarter. non-cumulative	Implementation of Audit committee resolutions	Carrying out and completion of Audit committee instruction within a specific quarter	%	Le p - MIA	54%	100%	100%	100%	100%	100% audit committee resolutions	OPEX	Summary of AC Resolutions Implemented, Singed by CAE and Executive Managers
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M - 6	Percentage of risks resolved within	Risk Mitigation	Activities and actions taken minimize or remove risks attached to	%	Le p	84%	30%	50%	80%	100%	100% risks resolved	OPEX	Summary of Risks resolved



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
accountable, effective, and efficient corporate governance\ Risk Management		67	timeframe as specified in the risk register YTD cumulative		objectives of the institution		Risk								Signed by CRO and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 691	Percentage of Implementation of council resolutions per quarter	Implementation of Council resolutions	Carrying out and completion of council instruction within a specific quarter	%	Le p - M A d m in	100%	100%	100%	100%	100%	100% council resolutions	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A	M - 23	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	Service Complaints Management by departments	Recording and following up of customer service complaints to resolve such complaints	%	Le p - M a d m in	90%	90%	90%	100%	100%	100% complaints	OPEX	System generated quarterly Report signed off by EM
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M - 348	Percentage on Payment of creditors within 30 days by the Department	Payment of creditors on time	Compliance with section 65 of MFMA	%	Le p - M E x p	97%	100%	100%	100%	100%	100% creditors paid	OPEX	Payment Report signed by Manager Expenditure
PROJECTS FOR CORPORATE SUPPORT SERVICES															
Responsible, Accountable, Effective and Efficient Corporate Governance	CSS - 1	CSS 5	Number of business intelligence procured	Business intelligence	Installation and upgrade of recording system in the council chamber	#	LM - ICT	New Project	Specification	Advert and Appointment	Delivery and installation of 1 recording system in	1 recording system in the council chamber procured	1 recording system in the council chamber procured	R 400 000	Tender adverts/ adverts or Request for quotations, Appointment letter or issued



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
											the council chamber				order, Delivery Note or payment voucher.
Responsible, Accountable, Effective and Efficient Corporate Governance	CSSS3	CSSS2	Percentage of Equipment, Computers and IT System upgraded	Business intelligence	Installation and upgrade of computers and IT systems	%	LM-ICT	New Project	Specification	Advert and Appointment	Delivery and installation computer and IT systems upgrading	100% of the upgraded IT systems and computer procured	100% of the upgraded IT systems and computer procured	R 1 300 000	Adverts or Request for quotations, Appointment letter or issued order, Delivery Note or payment voucher.
Responsible, Accountable, Effective and Efficient Corporate Governance /Friendly and conducive working environment	CSSS-2	CSSS6	Percentage of Furniture and office equipment procured	Office equipment and furniture	Office equipment and furniture acquisition	%	LM-adm	New Project	Specification	Advert and Appointment	Delivery of Office equipment and furniture	Office equipment and furniture procured	100% Office equipment and furniture procured	R 350 000	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or payment voucher.
Responsible, Accountable, Effective and Efficient Corporate Governance/ Friendly and conducive working environment	CSSS-4	CSSS4	Percentage of safe room Furniture procured	Safe room furniture	Safe room furniture acquisition	%	LM-adm	New Project	Specification	Advert and Appointment	Delivery of Office equipment and furniture	Office equipment and furniture procured	100% Office equipment and furniture procured	R 150 000	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or payment voucher.

The above-mentioned strategic and high-level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.



CAPITAL PROJECTS FOR CORPORATE SUPPORT SERVICES DEPARTMENT

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1	Quarter2	Quarter3	Quarter4	Funder
CSS5	Responsible, Accountable, Effective and Efficient Corporate Governance	Business intelligence	Installation and upgrade of recording system in the council chamber	R 400 000	Specification	Advert and Appointment	Delivery and installation of 1 recording system in the council chamber	1 recording system in the council chamber procured	LLM/PPP
CSS2	Responsible, Accountable, Effective and Efficient Corporate Governance	Business intelligence	Installation and upgrade of computers and IT systems	R 1 300 000	Specification	Advert and Appointment	Delivery and installation computer and IT systems upgrading	100% of the upgraded IT systems and computer procured	LLM
CSS6	Responsible, Accountable, Effective and Efficient Corporate Governance	Friendly and conducive working environment	Office equipment and furniture	R 350 000	Specification	Advert and Appointment	Delivery of Office equipment and furniture	100% Office equipment and furniture procured	LLM
CSS4	Responsible, Accountable, Effective and Efficient Corporate Governance	Friendly and conducive working environment	Safe Room Furniture	R 150 000	Specification	Advert and Appointment	Delivery of Office equipment and furniture	100% Office equipment and furniture procured	LMM

The generic portfolio of evidence for Projects includes Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.

8.4. DEVELOPMENT PLANNING – VOTE 6

The objectives and strategies for the Development Planning Directorate identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development.	Safe and formalized housing structures.	Assessment of building plans submitted for approval. Enforce compliance of municipal building regulations. Develop Bylaws policy. Monitor the building plan approval. Standing court interdict	Continuous implementation of an effective regulatory framework for building plan approvals. Improve law enforcement as per NBR and land use management requirements.	Develop a punitive strategy for dealing with building regulation transgressors. To ensure that all illegal buildings are complying with the regulations as prescribed by NBR,	Continuously enforce the building regulations. Continuously enforce and apply compliance with NBR regulations and ensure that all buildings are complying according to regulations which will change our town towards achieving our



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
				Continuous application and enforcement of compliance on NBR laws.		objective of building a vibrant city.
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development	Outdoor advertising.	Revenue generation and controlled outdoor advertising. Promulgate Municipal Outdoor Advertising By-laws. Removal of illegal advertising structures.	To ensure compliance with the legislated application procedures by 2024 for revenue generation.	To conclude, interdepartmental MOU with RAL for the co-ordination and management of outdoor advertising. Formulate data base / register of outdoor advertisements.	Establish a comprehensive outdoor advertising component.
Development Planning. HS	Sustainable integrated urban development	Land availability for development.	Formalize new extensions in rural settlements. Conducting consumer education	To facilitate sustainable rural settlements by 2024. Register beneficiaries in housing need register (NHNR).	Formalize rural settlements and develop comprehensive infrastructure.	Formalize rural settlements and develop comprehensive infrastructure leading towards being in townships.
Development Planning. HS	Socio economic surveys Informal Settlements Backyard dwelling	Sustainable integrated rural development.	Increased access to decent housing by implementing rural allocation.	To register data in the NHNR.	Collection of housing needs and providing information to Coghsta for allocation of housing units	Acquiring accreditation as a housing service provider. Managing social housing programmes.
Development Planning. HS	Sustainable human settlements.	Socio economic surveys Informal Settlement	Increased access to decent housing by implementing rural allocation.	To register data in the NHNR.	Collection of housing needs and to provide the information to Coghsta for allocation of housing units.	Acquiring accreditation as a housing service provider. Managing social housing programmes.
Development Planning LU	Rational planning to bridge first and second economies and provide adequate land for development	Orderly land use Sustainable and Integrated GIS system	Enforcement of MLUS. Review SDF in line with SPLUMA (DDM) Manual GIS operations (data collection, analysis).	Review MLUS Have an automated, fully integrated GIS System by 2024.	Ensure responsible land use and sustainable integrated human settlements. Ensure that a plan to address single bridges and access roads are given priority in the review of the SDF. (IS). GIS System maintenance.	Coordination of spatial planning and responsive land use.
LED	Employment opportunities	Job creation	Reduce unemployment rate by creating employment opportunities through Municipal LED capital projects and strategic partners.	To reduce unemployment rate. Create employment opportunities through Municipal LED, Capital projects and strategic partners.	Collaborate with local stakeholders and strategic partners that deal with developmental programmes that provide job creation opportunities.	Have fully-fledged LED unit that can do proper research related to all economic sectors and facilitate local job creation and beneficiation. To reduce the unemployment rate.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Review and implement LED Strategy and the plan.	implement the LED Strategy and the plan.	To reduce unemployment rate. Create employment opportunities through Municipal LED, Capital projects and strategic partners. Review and implement the LED Strategy and the plan.	Create employment opportunities through Municipal LED, Capital projects and strategic partners. Review and implement the LED Strategy and the plan.
LED	Create a conducive environment for business to invest and prosper	Marketing and branding	Increased investment (all sectors) opportunities.	To continuously promote investment in Lephalale area. Revenue enhancement through branding and marketing (outdoor advertising). Sustainability of investment through summit	Promote investment in Lephalale area. Revenue enhancement through branding and marketing (outdoor advertising). Annual summit event for sustainability of investment	Promote investment in Lephalale area. Revenue enhancement through branding and marketing (outdoor advertising). Sustainability of investment through summit
LED	Create a conducive environment for businesses to invest and prosper.	Good Stakeholder Relations.	Enterprise development – (suppliers and enterprises). Co-ordinate municipal licensing for small traders (libra). Capacitate SMMEs through workshops and training. Ensure compliance by regulating and formalizing the street traders in accordance with the street trading by law. Co-ordination of access to relief funds for SMMEs during the covid-19 disaster impact	To link and refer SMMEs to economic opportunities. Co-ordinate municipal licensing for small traders. Coordinate economic development programmes, formulate policies and by-laws that encourage entrepreneurship.	Support sustainability of SMMEs. Co-ordinate municipal licensing for small traders. Coordinate economic development programmes, review, and implement policies and by-laws that encourage entrepreneurship.	Support sustainability of SMMEs. Co-ordinate municipal licensing for small traders. Coordinate economic development programmes, formulate policies and by-laws that encourage entrepreneurship.
LED	Create a conducive environment for businesses to invest and prosper.	SMME Development	Enterprise development – (suppliers and enterprises). Co-ordinate municipal licensing for small traders (libra). Capacitate SMMEs through workshops and training. Ensure compliance by regulating and formalizing the	To link and refer SMMEs to economic opportunities. Co-ordinate municipal licensing for small traders. Coordinate economic development programmes, formulate policies and by-laws that encourage entrepreneurship.	Support sustainability of SMMEs. Co-ordinate municipal licensing for small traders. Coordinate economic development programmes, review, and implement policies and by-laws that encourage entrepreneurship.	Support sustainability of SMMEs. Co-ordinate municipal licensing for small traders. Coordinate economic development programmes, formulate policies and by-laws that encourage entrepreneurship.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			street traders in accordance with the street trading by law. Co-ordination of access to relief funds for SMMEs during the covid-19 disaster impact.			
LED	Increasing number of tourists visiting Lephale	Tourism Development	Coordinate business and enterprise exhibitions. Capacitate Tourism office. Assist in promoting and marketing hand craft merchandise from SMMEs. Partner with other spheres of Government to ensure seamless flow of information regarding Covid -19 Relief funds	Continuous support to tourism establishments and attraction facilities. Promoting tourism and attractions through the Lephale Tourism Association and exhibitions.	Continuous support to tourism establishments and attraction facilities. Promoting tourism and attractions through the Lephale Tourism Association and exhibitions.	Continuous support to tourism establishments and attraction facilities. Promoting tourism and attractions through the Lephale Tourism Association and exhibitions.
LED	Create a conducive environment for business to invest and prosper	Mining Development/ Energy generation and Agriculture development.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities. Unlock Mining Development through the Paarl Wastewater plant and MACWP 2. Develop the Heavy Industrial Area at extension 50 through private public partnerships. Source funding for implementation of projects at Rooigoud commonage farm as recommended in the EIA report. Support and assist SMME in Crop Farming.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities. Unlock Mining Development through the Paarl Wastewater plant and MACWP 2. Source funding for implementation of projects at Rooigoud commonage farm as recommended in the EIA report. Develop Heavy Industrial Area at extension 50 through private public partnerships.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities. Unlock Mining Development through the Paarl Wastewater plant and MACWP 2. Source funding for implementation of projects at Rooigoud commonage farm as recommended in the EIA report.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities.
LED	Create a conducive environment for business to invest and prosper	Mining Development/ Energy generation and Agriculture development.	Construction of Witpoort Farmers production Support Unit.	Construction of Witpoort Farmers production Support Unit.	Develop Heavy Industrial Area at extension 50 through private public partnerships	



The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed to ensure the implementation of the above-mentioned strategies.

The high-level indicators and targets for the Development Planning Directorate are as follows:

TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	N / A	M - 186	Percentage of Housing enquiries attended to within 15 days of receipt queries quarterly	Housing needs query management	Attend to quarterly queries on housing needs from consumers and keep records	%	MHS	75%	100%	100%	100%	100%	100% of queries attended.	OPEX	Query register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	N / A	L - MHS 1	Percentage of housing beneficiaries identified and captured in the National Housing Need Register (NHNR).	Update the National Housing Need Register (NHNR).	Capturing of beneficiaries in the National Housing Need Register (NHNR).	%	MHS	75%	100%	100%	100%	100%	100% beneficiaries identified.	OPEX	Beneficiary list
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	N / A	L - MHS 2	Number of consumer Education conducted per quarter YTD Cumulative	Housing Consumer education	Conduct a formal consumer education about housing needs and access	#	MHS	4	1	2	3	4	4 consumer Education	OPEX	Attendance register, invitations, agenda
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	N / A	L - MHS 3	Number of Socio-Economic Survey conducted per quarter YTD	Socio-Economic Survey	Conduct a Socio-Economic Survey in our informal settlements in a quarter	#	MHS	4	1	2	3	4	4 socio economic surveys	OPEX	Socio Economic Survey Report, Completed signed forms



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	U d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	N / A	M – 114	Average turnaround time of building contraventions detected and attended to, within 2 working days. (Non-cumulative)	Compliance with building control regulations	Detection of building control contraventions and enforcing of building control regulation by the municipality	#	M B C	2 working days	2 working days	2 working days	2 working days	2 working days	2 working days	OPEX	Copies of notices issued
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	N / A	M – 759	Average turnaround time for assessment of building plans. (Non-cumulative)	Compliance with building control regulations	Assessment and approval of building plans in line with building control regulations	#	M B C	26,9 working days	30 working days	30 working days	30 working days	30 working days	30 working days	OPEX	A register indicating the date in which Building plans were received to assessment conclusion
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	M – 760	Average turnaround time (weeks) for assessment and finalization of land use and development applications from the date of receipt as delegated to the Executive Manager per quarter. (Non-cumulative)	Implementation of the municipal Land use scheme	Receipt of land use application and assessment to completion thereof by delegated authority in the Municipality within the specified time frame	# weeks	M L U	0 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	OPEX	Assessment Register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	M – 755	Average turnaround time (weeks) for assessment and finalization of land use and development applications from date of receipt as delegated to the Municipal Planning	Implementation of the municipal Land use scheme	Receipt of land use application and assessment to completion thereof by delegated authority in the Municipality within the specified time frame	# weeks	M L U	0 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	OPEX	Tribunal Resolution letter/s



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	U d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
			Tribunal. (Non-cumulative)												
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	M 7 6 1	Average turnaround time of land use contraventions detected and attended to within 2 working days. (Non-cumulative)	Compliance with Municipal Land use Scheme	Detection of Municipal land use scheme contraventions and enforcing of Municipal land use scheme by the municipality	# weeks	MLU	1,95 working days,	2 working day	2 working day	2 working day	2 working day	2 working day	OPEX	Copies of Notices issued.
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	G - 0 0 1	Number of properties identified and verified in line with Land use activities per quarter. (YTD)	Implementation of Municipal Geographic Information System	Identify and verify land use rights for a group of properties per quarter	#	GIS / LUS	120	30	60	90	120	120 properties identified	OPEX	Property Register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	G - 0 0 2	Number of the Municipal Spatial Development Framework compiled and approved by Council	Compiling Municipal Spatial Development Framework	Compiling Municipal Spatial Development Framework	%	MLU	1	N/A	N/A	N/A	1 Municipal Spatial Development Framework	1 Municipal Spatial Development Framework	OPEX	SDF Document Council Resolution
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	DP 1 5	Dp 1	Number of Spatial Development Framework reviewed	Revision of Spatial Development Framework	Review of the Municipal Spatial Development Framework	#	MLU	1	N/A	N/A	N/A	1 Reviewed Spatial Development Framework	1 Reviewed Spatial Development Framework	OPEX	Revised SDF document
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	DP 1 9	Dp 2	Number of Municipal Land use Scheme reviewed	Revision of Land use Scheme	Reviewing of the Municipal Land use Scheme	#	MLU	1	N/A	N/A	N/A	1 Reviewed Municipal Land Use Scheme	1 Reviewed Municipal Land Use Scheme	OPEX	Revised land -use scheme document



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	N / A	M – 688	Number of jobs created through municipal LED initiatives and capital projects (from municipal budget) YTD	Job Creation through municipal projects	Creation of additional new jobs through municipal projects	#	LED	494	100	200	340	440	440 Jobs created	OPEX	List of beneficiaries as per POPIA
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation		M – 688A	Number of jobs created through strategic partners in the Municipal boundaries YTD	Job Creation through strategic partners	Creation of new additional jobs, strategic partners in the		LED	New indicator no baseline	200	500	750	1000	1000	OPEX	List of beneficiaries as per POPIA
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	N / A	M – 51	Number of workshops on training of SMMEs conducted by 30 June 2025	Training of SMMEs	Conducting of workshops on SMMEs for empowerment	#	LED	1	N/A	1	N/A	1	2 workshops	OPEX	Invitations, Attendance register and Agenda
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	N / A	M – 695	Number of workshops/trainings conducted for street traders by 30 June 2025	Training street Traders	Conducting of a business training session on street traders	#	LED	1	N/A	N/A	N/A	1	1 training session	OPEX	Invitations, Agenda and attendance register
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest in and prosper\ Marketing and Branding	N / A	M – 696	Number of meetings held with strategic partners on SLP/ CSI per quarter. YTD	Meeting with Strategic partners for	Convening of strategic business partners meetings and discussion of CSI /SLP Projects by the Municipality	#	LED	8	2	4	6	8	8 meetings	OPEX	Invitations Minutes Agenda & Attendance registers



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
							ED								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M – 2 6	Percentage of AG queries resolved Per Quarter. YTD	Operation Clean Audit	Implementation of recommendations by the Auditor General to resolve all the findings	%	Le p – M I A	100%	N/A	15%	50%	100%	100% queries	OPEX	Summary of AG queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M – 2 7	Percentage of Internal audit findings resolved. YTD Cumulative	Operation compliance to regulations and governance processes	Implementation of recommendations by the Internal Audit to resolve all the findings	%	Le p – M I A	71%	30%	50%	80%	100%	100% Internal audit findings	OPEX	Summary of IA queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M – 2 8	Percentage of Audit and performance Committee's resolutions implemented per quarter. non-cumulative	Implementation of Audit committee resolutions	Carrying out and completion of Audit committee instruction within a specific quarter	%	Le p – M I A	100%	100%	100%	100%	100%	100% audit committee resolutions	OPEX	Summary of AC Resolutions Implemented, Singed by CAE and Executive Managers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Risk Management	N / A	M – 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD cumulative	Risk Mitigation	Activities and actions taken minimize or remove risks attached to objectives of the institution	%	Le p – R i s k	57%	30%	50%	80%	100%	100% risks resolved	OPEX	Summary of Risks resolved singed by CRO and EM



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 6 9 1	Percentage of Implementation of council resolutions per quarter	Implementation of Council resolutions	Carrying out and completion of council instruction within a specific quarter	%	Le p - M A d m i n	100%	100%	100%	100%	100%	100% council resolutions	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A	M - 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	Service Complaints Management by departments	Recording and following up of customer service complaints to resolve such complaints	%	Le p - M a d m i n	0%	90%	90%	100%	100%	100% complaints	OPEX	System generated quarterly Report signed off by EM
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M - 3 4 8	Percentage on Payment of creditors within 30 days by the Department	Payment of creditors on time	Compliance with section 65 of MFMA	%	Le p - M E x p	100%	100%	100%	100%	100%	100% creditors paid	OPEX	Payment Report signed by Manager Expenditure
PROJECT FOR DEVELOPMENT PLANNING DEPARTMENT															
Rational planning to bridge first and second economies and provide adequate land for development	D P 2 9	D P - 1	Number hectares of Private Land acquired by municipality for development and human settlement	Sustainable and integrated human settlements	Land Acquisition, 5.28Ha, private land ONVERWACHT – Node 1	#	L M - l a n d	New Project	Specifica tion and identificati on of land Parcel	Engage ments with landown ers with proposal and offer	Property purchase process and registratio n	5.28 Ha procured for Lephalale Municipality	5.28 Ha procured for Lephalale Municipality	R 5 425 000	Proof of purchase/ Invoice



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
Create a conducive environment for business to invest and prosper	SSS / LED 11	LED - 1	Number Branded entrance into Lephalale Town	Local Economic Development	Branding of Municipal entrance	#	LM - LED	New Project	Specification	Advert and Appointment	Construction of the Branded Entrance	1 Branded sculpture at entrance	1 Entrance into Lephalale Town branded	R 1 000 000	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports,

The above-mentioned strategic and high-level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.

CAPITAL PROJECT FOR DEVELOPMENT PLANNING DEPARTMENT

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1	Quarter2	Quarter3	Quarter4	Funder
DP 29	Rational planning to bridge first and second economies and provide adequate land for development	Sustainable and integrated human settlements	Land Acquisition, 5.28Ha, private land ONVERWACHT – Node 1	R 5 425 000	Specification and identification of land Parcel	Engagements with landowners with proposal and offer	Property purchase process and registration	5.28 Ha procured for Lephalale Municipality	LLM
LED_1	Create a conducive environment for business to invest and prosper	Local Economic Development	Branding of Municipal entrance	R 1 000 000	Specification	Advert and Appointment	Construction of the Branded Entrance	1 Branded sculpture at entrance	LLM

The generic portfolio of evidence for Projects includes Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.



8.5. BUDGET AND TREASURY OFFICE – VOTE 2

The objectives and strategies for the Directorate that were identified in the IDP per Programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Budget and reporting	Creditable financial reporting	Continuous compliance with regulatory frameworks.	Prepare, implement, and monitor credible and funded budgets. Implementing an effective cost management accounting system /Tool (cost reflective tariffs). Timely and accurate capturing, transacting, and reporting of budget in the EMS system. Prepare maintenance budget informed by maintenance plan. Enforce market testing of prices during and specifications for budgeting processes. Prepare and submit Monthly and quarterly reporting and upload of GO Muni Portal and municipal Website. Compile credible AFS and interim financials. Full Implementation of MSCOA (Municipal Standard Chart of Accounts).	Implement a proper cost management system. Increase capacity of B&R division to realize effective cost account management.	To redefine and implement credible cost accounting systems.	To have a cost management automated system.
Revenue management	Enhance revenue and financial management.	Increased revenue.	Increase own revenue through full implementation of credit control and debt collection policy Implement revenue enhancement and cost containment strategies to maintain and increase cost coverage and liquidity. Setting cost reflective tariffs to recover the full cost of rendering services	Electricity Licenses Application in the new areas. Improve billing accuracy. Creating community awareness. Increase revenue base.	Implement credit control policy and continuously identify additional revenue sources. Develop business plans for projects that need funding and submit to WDM donor funder to lobby for funding. Implementing signed agency agreements Review valuation roll	Implement credit control policy and continuously identify additional revenue sources. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding Implementing signed agency agreements



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Quarterly Reconciliation of valuation roll and take corrective action of exceptions Monthly billing recons to Improve on billing accuracy and timeous resolving of customers queries Ensure accessibility to conditional and unconditional grants.			
Revenue management	Affordable access to basic services	Free basic services	Update and verify indigent register on a regular basis. Providing indigents with free basic services. Community awareness. Implementation of an indigent management system.	Update and verify indigent register. Providing indigents with free basic services. Community awareness Implementation of indigent management system. Annual review of indigent management policy.	Update and verify indigent register. Providing indigents with free basic services. Community awareness	Update and verify indigent register. Providing indigents with free basic services. Community awareness
Expenditure Management	Maintenance of sound financial Management and viability.	Clean audit	Cash flow management Payment of creditors within 30 days Timely payment of salaries Payment of external loans, interest, and redemption due on time	Implementation of a streamlined and integrated creditors payment system.	Extending the capacity of expenditure unit	Extending the capacity of expenditure unit
Supply Chain management	Credible procurement processes	Demand and acquisition	Ensure compliance with SCM regulatory framework. Timely, cost effective, efficient, equitable, transparent, and fair procurement of goods and services. Creating a healthy working environment that takes diversity into consideration to improve efficiency and effectiveness. Compile deviation registers for report to the Council. Do stock reconciliation monthly.	Conduct internal workshops on SCM. Conduct awareness on SCM processes during the induction of new staff. Utilise CSD for sourcing of suppliers Revision of procurement policy on an annual basis. Supplier's performance management. Training of SCM committees.	Develop policy on procurement of event services Continuous data cleansing of suppliers. Identify recurring procurement that can be outsourced.	Centralization of procurement processes. Updating of database on annual basis Building the capacity of the SCM unit



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Sourcing suppliers through CSD system. Facilitate Supplier development workshop. Compilation and monitoring of the UIFW. reduction strategy register. Compilation and monitoring of credible contact register	Develop SPI that details the action to be followed in procurement of goods and services for the municipality in line with SCM policy.		
Asset Management	Enhance revenue and financial management.	Sustainable assets	Continuously ensure that the asset register is compliant with GRAP and other prescriptions. Staff awareness campaign on asset management. Ensuring that municipal assets are adequately insured. Facilitate the development and maintenance of asset replacement plans.	Develop a register for Work in progress. Annual review of asset management policy. Increase the capacity in asset management unit.	Continuous review and implementation of an infrastructure investment framework and plan Annual review of asset management policy.	Increase the capacity in asset management unit. Annual review of asset management policy.

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed to ensure the implementation of the above-mentioned strategies.



The high-level indicators and targets for the Budget and Treasury Directorate are as follows:

TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	N / A	M - 17	Number of Asset Verification conducted per annum, by end of August 2024	Asset Verification by end of August 2024	Conducting an Asset Verification by the municipality in financial year	#	Lepp - MB & R	1	1	N/A	N/A	N/A	1 updated Asset register	R 3 500 000	SLA of Appointed Service Provider, Updated Asset Registers
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	N / A	M - 630	Percentage Liquidity ratio (R-value current assets / R-value current liabilities as percentage) per annum, YTD	Liquidity Ratio	For a liability worth R1 the municipality must have at least R2 in the bank,	%	Lepp - MB & R	198%	200%	200%	200%	200%	200%	OPEX	Financial report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A	M - 25	Number of quarterly financial reports submitted to Council per quarter. YTD (cumulative)	Section 71 Reporting	Submission of quarterly financial reports to council as required	#	Lepp - MB & R	4 Section 71 reports submitted to council	1	2	3	4	4 quarterly financial reports	OPEX	Financial Quarterly reports to Council, Council resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A	M - 281	Number of Annual Financial Statements submitted to the Auditor General on time (by end August) per annum	Good Financial management	Submission of financial statement to Auditor General within prescribed time frames	#	Lepp - GRAP	1 AFS	1	N/A	N/A	N/A	1 AFS	OPEX	Set of Financial Statements (AFS)', Acknowledgement of receipt from AG
KPA3: Financial Viability and Financial Management\ Enhance revenue and	N / A	M - 3	Percentage Cost coverage (R-value all cash at a particular time plus	Cost -Coverage	Calculate the (R-value all cash at a particular time plus R-value investments, divided	%	Lepp -	209%	200%	200%	200%	200%	200%	OPEX	Financial Report



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
financial management\ Budget and Reporting		97	R-value investments, divided by R-value monthly fixed operating expenditure) per quarter		by R-value monthly fixed operating expenditure)		M B & R								
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M 11	Percentage of municipal Financial Management Grant spent YTD (cumulative)	Provision of internship programs and maintenance of ICT equipment	Municipality to pay for software licenses and fund the internship programs	%	L e p - M B & R	100%	20%	50%	75%	100%	100%	R 1 800 000	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M 205	Percentage Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e., interest + redemption) due within financial year) per annum	Debt -Coverage, Servicing of Municipal debts	Calculate the total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial	%	L e p - M E x p	2177%	200%	200%	200%	200%	200%	OPEX	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M 1	Number of payroll Payments processed by 25 th of every month per quarter, YTD (cumulative)	Salary Payments on time in the Institution	Capturing and processing of payroll by the 25 th of each month	#	L e p - M E x p	12	3	6	9	12	12 Payments	OPEX	Pay roll summary. Bank statements



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP #	IDP #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M - EXP 1	Percentage Capital budget spent on capital projects identified for financial year to IDP per quarter YTD	Capital budget Expenditure Progress in the institution	Monitor the rate of Total capital budget expenditure on a quarterly regular base	%	Le p - M B & R	64%	15%	30%	50%	80%	80%	R 231 862 200	Capital Budget Expenditure report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management.	N / A	M - 285	Average number of days between closing of tender and adjudication per quarter YTD	Implementation of Procurement plan	Submission adjudication reports within 90dys of closing of a tender to accounting officer for appointment	#	Le p - S C M	18 days	90 days	90 days	90 days	90 days	90 days	OPEX	Tender Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management	N / A	M - s c m 1	Number of tender reports submitted to council per quarter YTD (cumulative	Good Governance	Submission of quarterly tender reports to council for consideration	#	Le p - M S C M	4 tender reports submitted	1	2	3	4	4 Tender reports submitted	OPEX	Tender Reports Council Resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management.	N / A	M - s c m 2	Number of Deviation reports submitted to council per quarter) YTD (cumulative	Good Governance	Submission of quarterly deviation reports for consideration	#	Le p - M S C M	4 deviation reports	1	2	3	4	4 Deviation Reports	OPEX	Deviation Report Council Resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial	N / A	M - s c	Number of stock counts per annum, by end of June 2025	Asset Management	Counting of stock and assets belonging to the municipality in financial year	#	Le p -	1	N/A	N/A	N/A	1	1	OPEX	Stock taking report signed by SCM Manager



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	I D I D P #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
management\Supply Chain management.		m 3					M S C M								
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A	M - 3 3	Percentage debt collected per Quarter, YTD	Revenue Collection	Calculation of revenue (R-value total outstanding service debtors divided by R-value annual revenue received for services)	%	L e p - M R e v	76%	90%	95%	95%	95%	95%	OPEX	Revenue collection report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A	M - 6 3 6	Number of Notices on payment of services awareness issued to customers by end June 2025	Awareness of payment of services on time and regularly by consumers	Issuing of notices/reminder messages about payment of services by consumers	#	L e p - M R e v	1	N/A	1	N/A	1	2	OPEX	Newspaper Advert or Public Notice
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	N / A	M - 6 3 8	Number of updated and credible indigents register in place per annum YTD	Offering of Free Basic Services to indigents.	Process of updating an indigent register with credible indigents families and submitting it to council for approval	#	L e p - M R e v	0	N/A	1	N/A	N/A	1 indigent register	OPEX	Indigent register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 6 5 0	Number of Unqualified Audit Opinion received from AG per annum	Operation Clean Audit	Attain a fair presentation financial statement without material mis statements to the Auditor General	#	L e p - C F O	1	N/A	1	N/A	N/A	1 Unqualified Audit Opinion	OPEX	Audit report



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 740	Number of material audit findings against the municipality regarding financial statements per annum	Operation Clean Audit	Make a fair financial statement presentation without material mis statements to the Auditor General	#	Le p - C F O	0	N/A	0	N/A	N/A	0 material findings on AFS	OPEX	Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 26	Percentage of AG queries resolved Per Quarter YTD	Operation Clean Audit	Implementation of recommendations by the Auditor General to resolve all the findings	%	Le p - M I A	93%	N/A	25%	75%	100%	100% queries	OPEX	Summary of AG queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 27	Percentage of Internal audit findings resolved. YTD (Cumulative)	Operation compliance with regulations and governance processes	Implementation of recommendations by the Internal Audit to resolve all the findings	%	Le p - M I A	77%	30%	50%	80%	100%	100% Internal audit findings	OPEX	Summary of IA queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 28	Percentage of Audit and performance Committee's resolutions implemented per quarter. (non-cumulative)	Implementation of Audit committee resolutions	Carrying out and completion of Audit committee instruction within a specific quarter	%	Le p - M I A	100%	100%	100%	100%	100%	100% audit committee resolutions	OPEX	Summary of AC Resolutions Implemented, Signed by CAE and Executive Managers
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M - 6	Percentage of risks resolved within timeframe as	Risk Mitigation	Activities and actions taken minimize or remove risks attached	%	Le p -	100%	30%	50%	80%	100%	100% risks resolved	OPEX	Summary of Risks resolved signed by CRO and EM



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
accountable, effective, and efficient corporate governance\ Risk Management		67	specified in the risk register YTD (cumulative)		to objectives of the institution		Risk								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 691	Percentage of Implementation of council resolutions per quarter YTD	Implementation of Council resolutions	Carrying out and completion of council instruction within a specific quarter	%	Le p - M A d m i n	100%	100%	100%	100%	100%	100% council resolutions	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A	M - 23	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter YTD	Service Complaints Management by departments	Recording and following up of customer service complaints to resolve such complaints	%	Le p - M a d m i n	0%	90%	90%	100%	100%	100% complaints	OPEX	System generated quarterly Report signed off by EM
															Adjusted up to 100% from 90%
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M - 348	Percentage on Payment of creditors within 30 days by the Department	Payment of creditors on time	Compliance with section 65 of MFMA	%	Le p - M E x p	100%	100%	100%	100%	100%	100% creditors paid	OPEX	Payment Report signed by Manager Expenditure
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M - 6	Percentage of required Legislated Publications published on	Updating of the website with required documents	Update the website in accordance with sec 75 of MFMA with	%	Le p -	100%	100%	100%	100%	100%	100%	OPEX	Calendar of Legislated Publications,



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
accountable, effective and efficient corporate governance\ Communication		54	Municipal website from each directorate per quarter as per sec 75 of MFMA		relevant document as a when required		MCom								Screenshots of Reports Published.

The above-mentioned strategic and high-level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.

8.6. SOCIAL SERVICES – VOTE 4

The objectives and strategies for the Social Services Directorate that were identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Public Transport Coordination.	Efficient Transport System.	Coordinate public transport.	Coordinate regular meetings with stakeholders in the public transport sector. Monitoring the suitability of public transport facilities. Conduct feasibility study for the air strip. Review ITP with the assistance of the National Department of Transport.	Implement the integrated Transport Management Plan. Negotiate with dept. PW to take over the airfield function to develop an airport. Develop by-laws in metered taxis and public transport.	Develop the airfield into a municipal airport. Monitor and evaluate the impact of the integrated Transport Management Plan. Development of railway infrastructure	Monitor and evaluate the impact of the integrated Transport Management Plan. Establish rapid transport system.
Environmental Management	Safe, clean and sustainable green environment.	Promote sustainable environment system and improve community awareness.	Provide waste management services. Educate and empower communities on waste management.	Construction of landfill site. Implementation of the Green Plan (parks). Liaise with Waterberg Municipality District	Implement formal environmental education programmes. Liaise with Waterberg Municipality District	Implement formal environmental education programmes. Comply with green economy standards and



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Establish transfer and drop off centers. Promote waste recycling and reuse. Liaise with Waterberg District Municipality regarding air quality monitoring.	regarding air quality monitoring. Review Integrated Waste Management Plan.	regarding air quality monitoring.	NEM:BA (alien plant eradication and energy efficiently measurements). Implement the Green plan. Eradicate invasive alien plants to be in line with CARA legislation. Liaise with Waterberg District Municipality regarding air quality monitoring.
Fire Protection and disaster management	Reduced loss of both property and human life due to fires.	Prevent and manage outbreak of fire and emergency incidence.	Arrive within 60 minutes for every 40 kilometers travelled at incidents after vehicles dispatched. Fire prevention measures through regular inspections on buildings and fire hydrants. Ensure sufficient staff and equipment that are always in good order and working. Conduct fire prevention awareness campaign and programmes.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures. Ensure sufficient staff and equipment that are always in good working order.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures.
Library and Information Services	Literate and numerate community.	Free access to information sources and resources.	Run literacy campaigns to 50% of schools within the municipality. Introduce free WI-FI and internet access to all the community. Introduce Read for Fun in conjunction with indigenous games earmarked to 80% of the kids around the municipality.	Provide library and information services at Thusong Centre's and Shongoane. Provide access to effective library services by visiting schools (awareness on library services). To support 60% of schools with periodicals by 2026. Promoting library services through printed media.	Review SLA to include funding by the provincial department. Provide access to effective library services by visiting schools. Provide alternative learning mechanism through cyber space.	Establish mobile library facilities Provide library and information services at all Thusong Service Centre's. Provide alternative learning mechanism through cyber space. Facilitation of regular library programmes. Promoting library services through media.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Registry	Safety of all road users.	Competent drivers and roadworthy vehicles on public roads.	Testing applications for learners and drivers. Establishment of learner's license test Centre at Mokuruanyane.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses. Development of transport policies.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses Accessibility of testing facilities at a radius of 50 KM inclusive of rural areas.	Accessibility of testing facilities at radius of 50 KM inclusive of rural areas.
Traffic Road Safety and Security.	Changed driver behaviors.	Reduction of fatal and road traffic accidents.	Conduct joint law enforcement operations with other law enforcement agencies. Enforcement of traffic laws and regulations. Conduct vehicular registration and speed checks.	Increase the number of Traffic Officers and Traffic Engineers. To decrease road traffic accidents by 2025.	Secure appointment of Traffic Engineers Conduct joint law enforcement operations with other law enforcement agencies. Install traffic violation measuring cameras.	Enforce compliance with Road Traffic Act 93/96 and AARTO. Secure appointment of Traffic Engineers Undertake Road traffic safety education.
Parks recreation facilities and cemetery.	Provide clean and healthy environment.	Improved mental and physical well-being.	Establish tree planting programme and implement it. Maintain Municipal terrain, grounds, open space, amenities and existing parks and stadia Eradicate invasive alien plants.	Establishment of regional/Local cemeteries. Establish new parks in rural areas. Upgrading of sports facilities. Eradication of invasive alien plants to be in line with CARA legislation.	Maintain existing parks and stadia. Eradicate invasive alien plants to be in line with CARA legislation.	Implementation of the Green Plan (parks). Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements).
Thusong Centre's	Access to Governmental information service.	Bring Government services closer to communities.	Manage the rental of space for essential services at Thusong Centre. Marketing of the Thusong Centre. Renting space at the Thusong Centre to external stakeholder. Have formal lease agreement with services providers and the Centre. Compile monthly reports and submit them to Office of the Premier and the Municipality.	To ensure that ten service providers render essential services at the Thusong Centre's. Making office space available for essential services to be provided. Monitor services provided. Maintaining the Thusong premises.	Manage the rental of space for essential services. Monitor services provided. Maintaining the Thusong premises.	Manage the rental of space for essential services. Monitor services provided. Maintaining Thusong premises. Extend the services provided at the Thusong Centre.



The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed to ensure the implementation of the above-mentioned strategies.

The high-level indicators and targets for the Social Services Directorate are as follows:

TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDIP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 170	Number of hectares where invasive tree species are removed in the Municipal area per quarter, YTD	Removal of Invasive tree species	Implementation conservation Act and removal of unwanted tree species	#	Lepp - MParks	IPS plan	0	1,25 hectares	2,5 hectares of invasive plant species removed	5 hectares of invasive plant species removed	5 hectares of invasive plant species removed	OPEX	Implementation n n plan. Pictures of before and after
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 171	Number of parks maintained per quarter, YTD (non-cumulative)	Maintenance Of Parks	Cleaning and cutting weeds in our municipal parks	#	Lepp - MParks	15 parks	15 Parks maintained	15 Parks maintained	15 Parks maintained	15 Parks maintained	15 Parks maintained	OPEX	Activity schedule reflecting the dates/ Attendance Register, Log sheet
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 370	Number of cemeteries maintained per quarter, YTD (non-cumulative)	Maintenance of Cemeteries	Maintenance of cemetery fencing, cleaning of cemetery	#	Lepp - MPar	5	6	6	6	6	6	OPEX	Activity schedule reflecting the dates/days for maintenance activity, Attendance Register, Log sheet



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDDP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
							ks								
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 702	Number of waste education and awareness campaigns conducted per quarter	Waste education awareness campaigns conducted	Convening of at least 12 Waste education awareness campaigns by waste management unit quarterly	#	Le p - M Waste	48 awareness campaigns	12 awareness campaigns	12 awareness campaigns	12 awareness campaigns	12 awareness campaigns	48 awareness campaigns	OPEX	Attendance registers, Notice, or Invitation
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	N / A	M - 172	Number of library campaigns held per quarter, YTD	Library campaigns conducted	Convening of at least 1 library campaign per quarter	#	Le p - M Lib	4 campaigns	1	2	3	4	4 Library Campaigns	OPEX	Attendance registers, Notice or Invitation
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	N / A	M - LIB 1	Number of Thusong Centre services campaigns held per quarter) YTD	Thusong Centre services for communities	Convening of at least 1 Thusong Centre services campaign per quarter	#	Le p - M Lib	4 campaigns	1	2	3	4	4 Thusong Centre services campaigns	OPEX	Attendance registers, Notice or Invitation
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	N / A	M - LIB 2	Number of community library program held per quarter, YTD	Community library awareness programs	Convening of at least 1 community library awareness program in a quarter	#	Le p - M Lib	4 library awareness	1	2	3	4	4 Community library awareness programs	OPEX	Invitations, agenda, attendance register,



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDDP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry.	N / A	M - 395	Average turnaround time between application and testing of applicants for learner's license per quarter	Testing for learners license	Calculation of time taken between application for a learner's license and the completion thereof	# weeks	Le p - M Reg	1 week	1 week	1 week	1 week	1 week	1 week	OPEX	Summary of Learners license registers reflecting date of application, date of test and calculation of turnaround time (sampling)
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry.	N / A	M - RG 1	Average turnaround time between application for driver's license and actual testing per quarter	Testing for driver's license	Calculation of time taken between application for a driver's license and the completion thereof	# weeks	Le p - M Reg	1 week	1 week	1 week	1 week	1 week	1 week	OPEX	Summary of Driver's license register reflecting date of application, date of test and calculation of turnaround time. (sampling)
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry.	N / A	M - RG 2	Number of transport forum meetings held per quarter, YTD	Municipal Transport improvements	Convening of transport forum meetings by the social services department.	#	Le p - M Reg	3	1	2	3	4	4 transport forum meetings	OPEX	Invitations, agenda, attendance register, minutes



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	I D I D P #	I D #	Key Performance Indicator	Project name	Project Description	U O M	U p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	N / A	M 703	Number of speed check operations held per quarter, YTD	Road safety	Conducting speed checks by municipal traffic officers at least 30 times in a quarter and aggregated yearly	#	L e p - M T r a f	163	30	60	90	120	120 speed check operations	OPEX	Speed checks register.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	N / A	M 704	Number of law enforcement joint operations held per quarter, YTD	Law Enforcement on roads	Conducting of joint law enforcement by municipality and other law enforcement agencies	#	L e p - M T r a f	8	3	6	9	12	12 Joint Law Enforcement operations	OPEX	Invitations, Stop & check register, attendance register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	N / A	M 777	Number of Traffic stops, and check conducted per quarter, YTD	Law Enforcement on roads	Conduction of law enforcement by municipality on the municipal roads	#	L e p - M T r a f	New indicator no baseline	12	24	36	48	48 Stop Checks	OPEX	Weekly Reports
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	N / A	M 250	Number of urban households provided with weekly refuse removal.	Collection of solid waste from house holds	Weekly / daily collection of solid waste from households and business in our urban areas	#	L e p - M W a s	10 602	8 602	8 602	8 602	8 602	8 602	OPEX	Billing list Log sheet



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDIP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
							te								
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	N / A	M 708	Number of rural villages with access to weekly refuse removal services through roll-on, roll-off system in the 2024/25 FY	Collection of solid waste from rural villages	Weekly collection of solid waste from the rural villages through roll on- roll off skip bins	#	L e p - M W a s t e	17	23 villages	23 villages	23 villages	23 villages	23 villages	OPEX	Weekly Plan, List of Villages, Log sheet
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	L P S R 4 0 0 0	S R 4 0	Number of Performance agreements signed in departments per annum, by end of July 2024	Implementation of staff regulations	Signing of Performance Agreements by all staff members as regulated	#	L E P - H R	4	0	0	4	0	4	OPEX	Copies of signed agreements
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M 26	Percentage of AG queries resolved Per Quarter YTD	Operation Clean Audit	Implementation of recommendations by the Auditor General to resolve all the findings	%	L e p - M I A	100%	N/A	N/A	50%	100%	100% queries	OPEX	Summary of AG queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M 27	Percentage of Internal audit findings resolved. YTD (Cumulative)	Operation compliance with regulations and governance processes	Implementation of recommendations by the Internal Audit to resolve all the findings	%	L e p - M I A	63%	30%	50%	80%	100%	100% Internal audit findings	OPEX	Summary of IA queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable,	N / A	M -	Percentage of Audit and performance Committee's	Implementation of Audit committee resolutions	Carrying out and completion of Audit committee	%	L e p	100%	100%	100%	100%	100%	100% audit committee resolutions	OPEX	Summary of AC Resolutions



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDDP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
effective, and efficient corporate governance\ Auditor General		28	resolutions implemented per quarter. (non-cumulative)		instruction within a specific quarter		MIA								Implemented, Signed by CAE and Executive Managers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Risk Management	N / A	M 667	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	Risk Mitigation	Activities and actions taken minimize or remove risks attached to objectives of the institution	%	Le p - R i s k	80%	30%	50%	80%	100%	100% risks resolved	OPEX	Summary of Risks resolved signed by CRO and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M 691	Percentage of Implementation of council resolutions per quarter, YTD	Implementation of Council resolutions	Carrying out and completion of council instruction within a specific quarter	%	Le p - M A d m i n	100%	100%	100%	100%	100%	100% council resolutions	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A	M 23	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter, YTD	Service Complaints Management by departments	Recording and following up of customer service complaints to resolve such complaints	%	Le p - M a d m i n	27%	90%	90%	100%	100%	100% complaints	OPEX	System generated quarterly Report signed off by EM
KPA3: Financial Viability and Financial Management\ Enhance	N / A	M 3	Percentage on Payment of creditors within 30	Payment of creditors on time	Compliance with section 65 of MFMA	%	Le p	100%	100%	100%	100%	100%	100% creditors paid	OPEX	Payment Report signed



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDDP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
revenue and financial management\ Expenditure Management		48	days by the Department				-ME xp								by Manager Expenditure
PROJECTS FOR SOCIAL SERVICES DEPARTMENT															
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	SS-1	SS-70	Number of stadiums refurbished	Provision of sport and recreational facilities	Refurbishment of Thabo Mbeki Stadium (Rueben Mogashoa stadium)	#	LM-PP	1 dilapidated stadium	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	1 Stadium refurbished	1 Thabo Mbeki Stadium (Rueben Mogashoa stadium) refurbished	R 10 000 000 MIG	Tender adverts/ adverts or Request for quotations Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Responsible, Accountable, Effective and Efficient Corporate Governance	SS-2	SS-76	Number of Que management systems procured, and training conducted on staff for the use of the system	Good customer service	Que management system	#	LM-reg	New project	Specification	Advert and Appointment t	Delivery and installation of 1 Que management t system	1 Training of Employees on the use of Que management system	1 Que management t system procured, and staff trained on its use.	R 500 000 LLM	Tender adverts/ adverts or Request for quotations Appointment letter or issued order, Delivery Note or payment voucher.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve	SS-3	SS-82	Number of 30 cubic meter Skip bins procured	Procurement of 30 cubic meter skip bins	10 x 30 Cubic meter Skip Bins	#	LM-w	22 skip bins	Specification	Advert and Appointment t	Delivery of 10x 30 Cubic meter Skip bins	10 x 30 cubic meter Skip bins procured	10 x 30 cubic meter Skip bins procured	R 1 500 000	Adverts or Request for quotations, Appointment letter or



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDIP #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024/25	Annual budget	Portfolio of evidence
community well-being\ Waste Management							as								issued order, Delivery Note or payment voucher.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	SS4	SS74	Number of walks behind lawn mower machines procured	Purchasing of 6 walks behind lawn mowers	Procurement of 6 walks behind Lawn mowers	#	LM - park	New	Specification	Advert and Appointment	Delivery of 6 x walk behind lawn mowers	6 x Walk behind Lawn mowers procured	6 x Walk behind Lawn mowers procured	R 200 000	Adverts or Request for quotations, Appointment letter or issued order, Delivery Note or payment voucher.

The above-mentioned strategic and high-level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.

CAPITAL PROJECTS FOR SOCIAL SERVICES DEPARTMENT

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1	Quarter2	Quarter3	Quarter4	Funder
SS70	Community empowerment	Provision of sport and recreational facilities	Refurbishment of Thabo Mbeki Stadium (Rueben Mogashoa stadium)	R 10 000 000	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	LLM
SS76	Responsible, Accountable, Effective and Efficient Corporate Governance	Good customer service	Que management system	R 500 000	Specification	Advert and Appointment	Delivery and installation of 1 Que management system	1 Training of Employees on the use of Que management system	ENEP
SS 82	Protect the environment and improve community well-being\ Waste Management	Waste management	Procurement of 10x 30 cubic meters Skip Bins	R 1 500 000	Specification	Advert and Appointment	Delivery of 10x 30 Cubic meter Skip bins	10 x 30 cubic meter Skip bins procured	LLM



SS74	Protect the environment and improve community well-being\ Waste Management	Greening and Parks Maintenance	Procurement of 6 x Walk Behind Lawn Mowers	R 200 000	Specification	Advert and Appointment	Delivery of 6 x walk behind lawn mowers	6 x Walk behind Lawn mowers procured	LLM
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The generic portfolio of evidence for Projects includes Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.

8.7. INFRASTRUCTURE SERVICES – VOTE 5

The objectives and strategies for the Infrastructure Development Directorate that were identified in the IDP per Programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Water	Provide quality, sustainable and well-maintained infrastructure services for Lephalale's future development	Reduce water loss to less than 14%.	Reduce water loss by 3%. Embark on awareness campaign on water conservation. Replace the AC pipes and repair household metering.	Ensure that water losses are at acceptable standards not accepting 14%.	Implementation of water conservation and water demand management Programme. Reduce water losses to less than 14%. Install a smart water metering system.	Improve efficiency and accuracy of water management systems to further reduce water losses e.g., smart metering, monitoring of illegal uses. Conduct continuous water awareness and conservation campaigns.
Water	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development.	Water infrastructure maintenance and upgrading.	Ensure that all AC pipes are replaced by 2023. Refurbishment of existing water infrastructure. Resolve all water breakdowns within 24 hours.	To ensure that all AC pipes are replaced by 2024. To attend and resolve all water breakdowns within 24 hours	Expand on teams and employees responsible for maintenance of water infrastructure.	Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects. Refurbishment of existing water infrastructure.
Water	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development.	Water Quality (Blue Drop)	Safe drinking water	Maintain blue drop status (minimum of 90%), risk rating to be less than 50%.	Monitoring water quality within all registered water sources	Establishment of own accredited water testing laboratory for ensuring water quality
Water	Provide quality, sustainable, and well-maintained infrastructure services for	Water Supply	Access to water supply to all the community.	Ensure that all households have	Implementation of regional water scheme projects (MIG)	Upgrade rural water networks (source, storage, and reticulation)



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
	Lephalale's future development			yard connections by 2030 Review water master plan to be incorporated within the integrated rural development plan. Linking Marapong supplies with the Zealand treatment works.	Ensure that MCWAP plans incorporate the rural water demand. Finalisation of Section 78(3) process with regards to determination of appropriate mechanisms for water provisioning. Conduct surveys and development of feasibility study for development of technical report and realistic funding requirements.	from RDP standards to yard connections and implementation of mechanisms of metering, billing, and invoicing of services delivered. Implement credit control mechanisms to create a culture of payment for services.
Sanitation	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development	Sustainable environment and infrastructure.	Zero spillage of sewer. Attend and resolve all sanitation breakdowns within 24 hours. Refurbish existing sanitation infrastructure and adhere to preventative maintenance plan.	To implement mechanisms to reduce sanitation spillages to achieve zero spillages by 2022 To attend and resolve all sanitation breakdowns within 24 hours.	Introduction of telemetric systems for sewer pump stations To upgrade capacity of WWTW at all nodal points by 2022	Conducting awareness campaigns on health and hygiene matters Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects.
Sanitation	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development	Sanitation (New Infrastructure)	Acquire design plan for WWTW, conduct EIA and increase capacity of Paarl WWTW.	Safe, affordable, and hygienic sanitation systems. To establish a city-wide water borne sanitation system by 2030.	Conduct feasibility study and compile sanitation master plan for both rural and urban areas	Upgrading of existing sanitation infrastructure for the establishment of a city-wide water borne sanitation system
Sanitation	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development.	Wastewater Quality (Green Drop).	Sustainable environment. Implementation of preventative maintenance plans and adherence to service standards.	To establish a compliant, healthy, and hygienic sanitation system by 2024. Implementation of preventative maintenance plans and adherence to service standards.	Implement plans to ensure compliance (submission of portfolio of evidence for maintenance of sewer network) to green drop requirements and standards (inclusive of sampling)	Manage and maintain existing sewer infrastructure to maintain compliance to green drop standards and minimize risks. Implementation of preventative maintenance plans and adherence to service standards.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Electricity	Provide quality, sustainable and well-maintained infrastructure services for Lephalale's future development	Sound maintenance plan for electricity.	Develop electricity maintenance plan. To increase effective utilisation and upgrade the capacity of the electricity network with 120 MVA by end of 2022.	To ensure a continuous and reliable supply of electricity to all residents within the Lephalale municipal area.	Upgrade aluminum cables within the old reticulation area to copper cables Upgrade water and sewer electric panels to more modern energy saving panels. Upgrade internal (feeder lines) reticulation within town (Onverwacht substation to Lephalale town) to accommodate 80MVA.	Incorporate and integrate all electricity provisioning (inclusive of all rural areas) within the whole Lephalale municipal area Extending of distribution license from NERSA of Marapong and rural villages to fall within the Lephalale municipal licensed area
Electricity	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development	Reduce electrical loss.	Reduce electrical loss by %. Get return line from	To provide all households within the municipal area with electricity in line with national targets by 2030	Review electricity master plan	Complete ring feed of entire back bone structure of electrical infrastructure
Electricity	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development	Energy Efficiency.	Reduce carbon footprint.	To continuously implement energy efficiency measures	Control systems and capacitate banks in main substations Conduct an energy efficiency audit To exchange energy consuming lights with energy saving lights (High masts and streetlights). Installation of ripple	Promote and enforce consumer compliance to energy saving initiatives (solar geysers, solar lights, inverter air conditioners and energy relay controls)
Mechanical infrastructure and Fleet Management.	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development	Mechanical fleet maintenance plans.	To maintain and grow the municipal fleet as Lephalale grows.	Implement a fleet management system and enforce proper control mechanisms. Review of fleet management policy	Implement a fleet management system and enforce proper control mechanisms. Build capacity in fleet management unit	Implement fleet management system and enforce proper control mechanisms.
Municipal buildings and Infrastructure	Provide quality, sustainable and well-maintained municipal buildings.	Sustainable infrastructure.	To attend to all maintenance aspects within 24 hours. Attend to maintenance program scheduled for municipal buildings.	To continuously upgrade municipal buildings to keep abreast of growth and development.	Appointment of long-term service provider to attend to maintenance of air-conditioning within municipal buildings. Expand maintenance team to be suitably staffed to attend to maintenance	Maintain municipal buildings to increase the lifespan of the buildings



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
					program scheduled for municipal buildings.	
Roads, Storm water and Infrastructure	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development	Smooth flowing traffic.	Lining of open channels in town and Marapong. Upgrading 5 km gravel roads to tar per year. Resealing 7 km out of a total of 223km of streets in Onverwacht, Town and Marapong per year.	To maintain all municipal roads as per required standards and timeframes (as per schedules) Upgrading of storm water system from earth to lined.	Review access road upgrading plan and schedule to be incorporated into integrated rural development plan. Development of grading Programme and schedule in co-operation with members of Infrastructure Portfolio Committee. Procurement of at least one additional grader and TLB	Implement the access road upgrading plan as per schedule and priorities. Upgrade all access roads to villages from gravel to tar by 2030.
Roads, Storm water and Infrastructure	Provide quality, sustainable, and well-maintained infrastructure services for Lephalale's future development	Roads and Storm water (New infrastructure)	Build new Municipal roads and storm water. Linking the local road network to the provincial arterial roads. Unlocking industrial corridors.	Construct southern and northern bypass roads by 2025	Review roads and storm water master plan for incorporation into Rural Development Strategy Plan Provide for walkways and pavements in town, Onverwacht and Marapong Provide and construct another Marapong access road.	Construct southern and northern bypass roads with adequate and sufficient linkages. Construct and development of storm water measures in Marapong. Improve culverts in all rural villages
PMU	Timeous completion of projects in line with infrastructure plan.	Projects and contract management.	Ensure that all Capital projects are implemented within the planned period and budget. Quality assurance.	Contract Management Projects Registration. Three Year Service providers to reduce procurement delays and under-spending. Municipal Funded projects progress monitoring.	Funded projects progress monitoring and evaluation. Continuous contract Management for project implementation.	

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed to ensure the implementation of the above-mentioned strategies.



The high-level indicators and targets for the Infrastructure Directorate are as follows:

TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and upgrading)	N / A	M – 3 4 0	Percentage of Electrical losses YTD*	Upgraded electrical Network and correct metering	Calculating and Accounting about the electrical losses experienced on our municipal electrical network to within the required range of electrical loss.	%	L e p - M E l e c	8,6%	14%	14%	14%	14%	14%	OPEX	Electrical loss report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	N / A	M – 4 0 1 A	Number households connected with basic level of electricity by Municipality on Eskom licensed area from 1 July 2024 to 30 June 2025	Upgraded electrical Network in rural villages and farms	Connection of newly approved households to the electrical network by the state through ESKOM	#	L e p - M E l e c	1897	N/A	200	400	800	800	OPEX	Project progress Report and completion certificate
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	N / A	M – 4 0 1 B	Percentage of households connected with basic level of electricity by Municipality on Municipal licensed area from 1 July 2024 30 June 2025	Installation of new electrical meters	Connection of newly approved households to the electrical network by the municipality after application are done	%	L e p - M E l e c	100%	100%	100%	100%	100%	100%	OPEX	Works orders, Register for Applications
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructure services in all municipal	N / A	M – 2 1 8	Number of villages in which access roads are bladed Per quarter	Maintenance of access roads in rural village	Blading of access road and streets	#	L e p -	39 villages	9 Villages bladed.	10 Villages bladed.	10 Villages bladed.	10 Villages bladed.	39 Villages bladed.	OPEX	Grader Logbook List of villages graded photographs



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
areas\ Roads and Storm water – Maintenance and Upgrading							M P W								
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	N / A	M – 2188	Percentage of Potholes in the municipal roads fixed per Quarter, YTD	Maintenance of access roads	Fixing of potholes on municipal roads	%	L e p - M P W	NEW	100%	100%	100%	100%	100% Potholes fixed	OPEX	Photographs, Calculation summary
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\	N / A	M – 21	Percentage Budget spent on MIG Projects by the Municipality for 2024/25 FY per Quarter YTD	Percentage of MIG expenditure	Percentage of MIG spent from the annual allocation per quarter	%	L E P - E M I S	85%	20%	45%	70%	100%	100% MIG expenditure	R 35 947 000	MIG expenditure Report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	N / A	M – 400A	Percentage of households connected with access to sanitation in urban areas (Marapong, Onverwacht and Town) from 1 July 2024 to 30 June 2025	Connection of new households to a sanitation network in urban areas	Connection of newly approved households to a sanitation network by the municipality after application are done	#	L e p - M S a n i t	100%	100%	100%	100%	100%	100% of households	OPEX	List of households issued with occupation certificates/ Works Order, register for Applications
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural	N / A	M – 758	Number of monthly wastewater quality monitoring report conducted by Municipality Per	Sanitation Green drop monthly reporting	Monthly reporting about the quality of our municipal wastewater to the relevant authority	#	L e p - M	10	3 wastewater quality report	6 wastewater quality reports	9 wastewater quality reports	12 wastewater quality reports	12 wastewater quality reports	OPEX	Monthly Wastewater analysis report



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
services in all municipal areas\ Wastewater Quality (Green Drop)			quarter YTD (cumulative)				S a n i t								
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water – Supply	N / A	M – 399 A	Percentage of households connected with access to water in urban areas (Marapong, Onverwacht and Town) from 1 July 2024 to 30 June 2025	Connection of new households to a water network in urban areas	Connection of newly approved households to a water network by the municipality after application are done	%	L e p - M W a t e r	100%	100%	100%	100%	100%	100%	OPEX	List of households issued with occupation certificates/ Works Order, Register for applications
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water loss (unaccounted water)	N / A	M – 81	Percentage of water losses per quarter, YTD	Upgraded water Network and correct metering	Calculating and Accounting about the water Network and loses experienced on our municipal water network to within the required range of water loss.	%	L e p - M W a t e r	41,5%	14%	14%	14%	14%	14%	OPEX	Water Loss Report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	N / A	M – 728	Number of monthly water quality monitoring report conducted by Municipality per quarter, YTD	Water Blue drop monthly reporting	Monthly reporting about the quality of our municipal water to the relevant authority	#	L e p - M W a t e r	10	3 water quality reports	6 water quality reports	9 water quality reports	12 water quality reports	12 water quality reports	OPEX	Water analysis Report



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Indicator	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 6	Percentage of AG queries resolved Per Quarter YTD	Operation Clean Audit	Implementation of recommendations by the Auditor General to resolve all the findings	%	Le p - M I A	100%	N/A	15%	50%	100%	100% queries	OPEX	Summary of AG queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 7	Percentage of Internal audit findings resolved. YTD (Cumulative)	Operation compliance with regulations and governance processes	Implementation of recommendations by the Internal Audit to resolve all the findings	%	Le p - M I A	45%	30%	50%	80%	100%	100% Internal audit findings	OPEX	Summary of IA queries resolved signed by CAE and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 8	Percentage of Audit and performance Committee's resolutions implemented per quarterly YTD (non-cumulative)	Implementation of Audit committee resolutions	Carrying out and completion of Audit committee instruction within a specific quarter	%	Le p - M I A	100%	100%	100%	100%	100%	100% audit committee resolutions	OPEX	Summary of AC Resolutions Implemented, Signed by CAE and Executive Managers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Risk Management	N / A	M - 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	Risk Mitigation	Activities and actions taken minimize or remove risks attached to objectives of the institution	%	Le p - R i s k	44%	30%	50%	80%	100%	100% risks resolved	OPEX	Summary of Risks resolved signed by CRO and EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 6 9 1	Percentage of Implementation of council resolutions per quarter YTD	Implementation of Council resolutions	Carrying out and completion of council instruction within a specific quarter	%	Le p - M A	100%	100%	100%	100%	100%	100% council resolutions	OPEX	Council Resolution Register



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
							d m i n								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A	M - 23	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter YTD	Service Complaints Management by departments	Recording and following up of customer service complaints to resolve such complaints	%	L e p - M a d m i n	44%	90%	90%	100%	100%	100% complaints	OPEX	System generated quarterly Report signed off by EM
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M - 348	Percentage on Payment of creditors within 30 days by the Department per quarter YTD	Payment of creditors on time	Compliance with section 65 of MFMA	%	L e p - M E x p	94%	100%	100%	100%	100%	100% creditors paid	OPEX	Payment Report signed by Manager Expenditure
PROJECTS INDICATORS FOR INFRASTRUCTURE SERVICES															
Provide quality and well-maintained infrastructural services in all municipal areas	INF R - 012	ISW 6	Percentage of Marapong Storage facility constructed	Marapong Storage facility constructed- 2x 3MLsteel Reservoirs	Construction of steel tanks water storage reservoirs at Marapong	%	L e p - M W a t e r	1 steel reservoir	Specificatio ns and designs for the facilities	Advert for Contractor and Appointment t	Construction and Installation	Completion of construction and installation of storage facilities	100% Marapong Storage Facility constructed and installed	R 18 745 218	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports,



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
															Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA-1	ISW10	Percentage of construction on replacement of asbestos pipes by HDPE/Upvc pipes in Onverwacht (section B) per quarter YTD	New infrastructure - water	Replacement of asbestos cement pipe (AC) to HDPE/Upvc water pipes in Onverwacht (section B)	%	Lepp - M W a t e r	50% of asbestos pipes replaced	Construction n 50%	Construction n 70%	Construction 90%	Construction 100% completion	100% replacement on asbestos pipes by HDPE/Upvc pipes in Onverwacht constructed	R 23 588 505 WSIG	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA-011	ISW11	Percentage of Marapong Bulk Water Supply Pipeline constructed	Marapong Bulk water Supply Pipeline	Construction of a new bulk water supply pipeline to Marapong	%	Lepp - M W a t e r	55% of the Bulk Pipeline is constructed	Construction n 60%	Construction n 70%	Construction 90%	Construction 100% completion	100% Marapong Bulk Water Supply Pipeline constructed	R 13 069 152	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA-202	ISW20	Percentage of construction on replacement of asbestos pipes by HDPE/Upvc pipes in	Maintenance and Upgrading – Water	Replacement of asbestos cement pipe (AC) to HDPE/upVC water pipes in Marapong (zone 1)	%	Lepp - M W	50% of asbestos pipes replaced	Specification n and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	100% complete on construction	R 6 947 437 WSIG Budget not allocated	Tender adverts/ adverts or Request for quotations, Appointment



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Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
			Marapong per quarter YTD				a t e r								letter or issued order, Delivery Note or invoices, Progress reports, Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFR - 3	ISW 26	Percentage of construction on replacement of asbestos pipes by HDPE/Upvc pipes in Lephalale town (Residential) per quarter YTD	Maintenance and upgrade of services	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Lephalale town (residential)	%	L e p - M W a t e r	49 % of Asbestos cement pipes are replaced	Construction 50%	Construction 70%	Construction 90%	Construction 100%	100% replacement of asbestos pipes by HDPE/Upvc pipes in Lephalale town (Residential) constructed	R 24 263 796 WSIG	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFR - 4	ISW 27	Percentage of construction on replacement of asbestos pipes by HDPE/Upvc pipes in Onverwacht (section A) per quarter YTD	Maintenance and upgrade of services	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Onverwacht (section A)	%	L e p - M W a t e r	49 % of Asbestos cement pipes are replaced	Construction 50%	Construction 70%	Construction 90%	Construction 100%	Construction 100% completed	R 2 173 099 WSIG Insufficient budget	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, Completion certificates



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
Provide quality and well-maintained infrastructural services in all municipal areas	INFRR - 5	ISW 28	Number of water scheme assessment technical report compiled for Ga Seleka water scheme	Maintenance and upgrade of services	Conduct an assessment and compile technical report for Ga- Seleka water scheme	#	Lepp - M Water	New Project	Specifications	Advert and Appointment t	Scoping and 1 draft Technical Report	1 Final Technical Report	1 Final Technical Report for Seleka Water Scheme compiled	R 1 500 000 WSIG	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRR - 6	ISW 32	Number of boreholes equipped and energized at Madibeng Village	New infrastructure - water	Equipping and electrification of boreholes at Madibaneng village	#	Lepp - M Water	New Project	Specifications	Advert and Appointment t	Application for Connection at Eskom	1 Bore hole Equipped and energization	1 Bore hole Equipped and energized for Madibaneng	R 650 000 WSIG	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRR - 7	ISW 37	Percentage of construction on replacement of asbestos pipes by HDPE/Upvc pipes in Lephalale town (CBD)per quarter YTD	Maintain and upgrade water infrastructure	Replacement of asbestos cement pipe (AC) to HDPE/upVC water pipes in Lephalale town (CBD)	%	Lepp - M Water	New Project	Construction 50%	Construction 70%	Construction 90%	Construction 100%	100% replacement of asbestos pipes by HDPE/Upvc pipes in Lephalale	R 28 770 549 LLM	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
							er						town (CBD) constructed		Note or invoices, Progress reports, Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA - 8	ISW 42	Number of water scheme assessment technical report compiled for Shongoane water scheme	Maintain and upgrade water infrastructure	Conduct assessment and compilation technical report for Shongoane water scheme	#	Lepp - MWATER	New Project	Specifications	Advert and Appointment t	Scoping and draft Technical Report	1 Final Technical Report	1 Final Technical Report for Shongoane Water Scheme	R 1 500 000 LLM	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA - 9	ISW 43	Number of JOJO tanks installed in various villages in Lephalale Municipality	Maintain and upgrade water infrastructure	Supply, delivery, offloading and installation of JoJo tanks in various villages	#	Lepp - MWATER	New Project	Specifications	Advert and Appointment t	Supply and Delivery of 12 JoJo Tanks	Installation of 12 JoJo Tanks	12 Jojo tanks installed at various villages in Lephalale Municipality	R 300 000 LLM	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Updater	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA - 22	ISW 44	Zeeland Water Treatment Works- Appointment of Transactional Advisor	Upgrade & maintenance of infrastructure	Completion of Transactional advisor report for acquisition of Zeeland water treatment works	#	Lepp - Mwater	New project	Specification	Advert and Appointment	Scoping and draft Technical Report	Completed Transactional I advisor report	1 Transaction as advisor report for Zeeland Water Treatment Works completed	R 1 300 000	Adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress Reports, Final Report
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA - 49	ISRR / P 49	Number of road kilometers to be resealed	Maintenance and Upgrading – roads and storm water	Road resealing (Still to confirm budget)	#	Lepp - MPW	New Project	N/A	N/A	N/A	N/A	N/A	R 5 000 000 LLM Budget not allocated	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA - 111	ISRR / P 47	Number of kilometers of Access Road upgraded from gravel to asphalt paved road at Sefithogo village YTD	Maintenance and Upgrading of Roads	Upgrading of Sefithogo access road	#	Lepp - MPW	New Project	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	3.8 km road Construction	3.8 km Access Road upgraded from gravel to asphalt paved road at Sefithogo village constructed	R 19 431 849 LLM/PPP	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	update	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
															reports, Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA-12	ISS4	Percentage of Sewer Pump stations upgraded, and network pipes replaced with AC pipes per quarter YTD	Maintenance & upgrading	Refurbishment and upgrading of Sewer Pump stations, network pipes and replacement of AC pipes.	%	Leptom Sanit	45% of Sewer Pump stations upgraded, and network pipes replaced with AC pipes	Construction n 50%	Construction n 70%	Construction 90%	Construction 100%	100% Sewer Pump stations upgraded, and network pipes replaced with AC pipes constructed	R 31 490 682 WSIG	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA-13	ISS22	Number of sewer pipeline inspection cameras procured, and number of trainings done on employees for use of the camera YTD	Monitoring Maintenance & Upgrade	Sewer pipeline inspection camera	#	Leptom Sanit	New project	Specifications n	Advert and Appointment t	Delivery of 1 inspection Camera	1 Training of Employees on the use of Camera	1 Inspection Camera delivered and Training of Employees on the use of Camera provided	R 200 000 LLM	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRA-23	ISS23	Number of Technical reports for VIP toilets compiled	Upgrade & maintenance of infrastructure	Compilation of 1 Technical Report for VIP toilets	#	Leptom Sanit	New project	Specifications	Advert and Appointment t	Scoping and draft Technical Report	1 Technical Report for VIP toilets compiled	1 Technical Report for VIP toilets compiled	R 600 000	adverts or Request for quotations, Appointment letter or issued



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	Update	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
	20						San								order, Delivery Note or invoices, Progress Reports, Final Report
Provide quality and well-maintained infrastructural services in all municipal areas	INFRR-21	ISS24	Grey Water from Paarl Wastewater Treatment works- Appointment of Transactional Advisor	Upgrade & maintenance of infrastructure	Completion of Transactional advisor report for grey water usage	#	Lepp-MSan	New project	Specification	Advert and Appointment	Scoping and draft Technical Report	Completed Transactional I advisor report	1 Transactional I advisor report for Grey Water from Paarl Wastewater Water Treatment Works completed	R 1 300 000	Adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress Reports, Final Report
Provide quality and well-maintained infrastructural services in all municipal areas	INFRR-14	ISS26	Number of LDV procured for sanitation division YTD	Responsible, accountable, effective, and efficient cooperative governance	Purchase of 1 x LDV Vehicle (Sanitation)	#	Lepp-MSanit	New project	Specification	Advert and Appointment	Delivery of 1xLDV	1 Vehicle Registration	1 Vehicle procured and registered for Sanitation Division	R 350 000 LLM	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INFRR-	IFE4	Percentage of high Energy consuming bulbs and electric consumables replaced by Energy	Energy efficiency and demand side management	Energy efficiency and demand side management 5A	%	Lepp-M	New project	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	100% Construction	100% Energy consuming bulbs and electric	R 4 000 000 INEP	Tender adverts/ adverts or Request for quotations,



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
	15		efficient bulbs and consumables YTD				E l e c						consumable s replaced by Energy efficient bulbs and consumable s constructed		Appointment letter or issued order, Delivery Note or invoices, Progress reports, Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	I N F R - 16	I S E 9	Number of new households electrified in villages around Lephallale	Upgrading of infrastructure-electricity	Electrification of households in various villages	#	L e p - M E l e c	New project	Specificatio n and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	800 new households electrified in villages around Lephallale	800 new households electrified in villages around Lephallale	R 3 256 200 LLM	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	I N F R - 17	I S E 12	Number of High mast light installed and energize in various villages YTD	Upgrade & maintenance of infrastructure	High Mast Lights Installation in Various Villages	#	L e p - M E l e c	New project	Specificatio n and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	27 High Mast Lights installed and energized in various villages	27 High Mast Lights installed and energized in various villages	R 8 933 524 MIG	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports,



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	IDP ID #	ID #	Key Performance Indicator	Project name	Project Description	UOM	u p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
															Completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INF R - 1 9	ISE - 1 5	Number of Solar Technical Report compiled.	Upgrade & maintenance of infrastructure	Compilation of 1 Solar Technical Report for LLM	#	L e p - M E l e c	New project	Specificatio n	Advert and Appointment	Scoping and draft Technical Report	1 Solar Technical Report compiled	1 Solar Technical Report compiled	R 400 000	adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, Final Report
Provide quality and well-maintained infrastructural services in all municipal areas	INF R - 1 8	ISE 1 7	Number of LDV procured for Mechanical department, YTD	Responsible, accountable, and efficient corporate governance	Purchase of 1 x LDV for mechanical department	#	L e p - M E l e c	New project	Specificatio n	Advert and Appointment	Delivery of 1xLDV	1 Vehicle Registration	1 Vehicle procured and registered for Mechanical unit	R 350 000 LLM/PPP	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates
Provide quality and well-maintained infrastructural services in all municipal areas	INF R - 2 3	ISE 1 8	Number of Switch Gears replaced on the Substation	Upgrade & maintenance of infrastructure	Replacement of switch gears on the electrical substation	#	L e p - M E l e c	New project	Specificatio n	Advert and Appointment	Supply and Delivery of 2 switch gears, installation	2 x Switch Gears replaced on substation.	2 x Switch Gears replaced on substation	R 1 400 000	Adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress



TOP Layer SDBIP Indicators															
Hierarchy (KPA\ STRATEGIC OBJECTIVE\ Programme)	ID P ID #	ID #	Key Performance Indicator	Project name	Project Description	U O M	u p d a t e r	Baseline	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2024-25	Annual budget	Portfolio of evidence
															reports, Completion certificates
Protect the environment and improve community well-being.	S O C - 1	S S 6 1	Percentage Resealing of testing ground	Social Services-improve community wellbeing	Resealing of testing ground	%	L e p - M P W	New project	Specificatio n and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	100% Construction	100% Resealing of testing ground constructed	R 5 000 000 LLM	Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates

The above-mentioned strategic and high-level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.

CAPITAL PROJECTS FOR INFRASTRUCTURE SERVICES DEPARTMENT

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1 Target	Quarter2 Target	Quarter3 Target	Quarter4 Target	Funder
ISW6	Provide quality and well-maintained infrastructural services in all municipal areas, water	New infrastructure - water	Marapong Storage facility constructed- 2x 3MLsteel Reservoirs	R 18 745 218	Specifications and designs for the facilities	Advert for Contractor and Appointment	Construction and Installation	Completion of construction and installation of storage facilities	DWS
ISW10	Provide quality and well-maintained infrastructural services in	New infrastructure - water	Replacement of asbestos cement pipe (AC) to HDPE/Upvc water pipes in Onverwacht (section B)	R 23 588 505	Construction 50%	Construction 70%	Construction 90%	Construction 100%	WSIG



Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1 Target	Quarter2 Target	Quarter3 Target	Quarter4 Target	Funder
	all municipal areas, water								
ISW11	Provide quality and well-maintained infrastructural services in all municipal areas, water	New infrastructure - water	Marapong Bulk water Supply Pipeline	R 13,069,152.00	Construction 60%	Construction 70%	Construction 90%	Construction 100% completion	DWS
ISW26	Provide quality and well-maintained infrastructural services	Maintenance and upgrade of services	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Lephalale town (residential)	R 24 263 796 WSIG	Construction 50%	Construction 70%	Construction 90%	Construction 100%	WSIG
ISW 27	Provide quality and well-maintained infrastructural services	Maintenance and upgrade of services	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Onverwacht (section A)	R 2 173 099	Construction 50%	Construction 70%	Construction 90%	Construction 100%	WSIG
ISW 28	Provide quality and well-maintained infrastructural services	Maintenance and upgrade of services	Conduct an assessment and compile technical report for Ga- Seleka water scheme	R 1 500 000	Specification	Advert and Appointment	Scoping and draft Technical Report	Final Technical Report	WSIG
ISW 32	Provide quality and well-maintained infrastructural services	New infrastructure - water	Equipping and electrification of boreholes at Madibaneng village	R 650 000	Specification	Advert and Appointment	Application for Connection at Eskom	Equipping and energization	WSIG
ISW37	Provide quality and well-maintained infrastructural services	Maintain and upgrade water infrastructure	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Lephalale town (CBD)	R 28 770 549	Construction 50%	Construction 70%	Construction 90%	Construction 100%	LLM
ISW42	Provide quality and well-maintained infrastructural services	Maintain and upgrade water infrastructure	Conduct assessment and compile technical report for Shongoane water scheme	R 1 500 000	Specification	Advert and Appointment	Scoping and draft Technical Report	Final Technical Report	LLM
ISW43	Provide quality and well-maintained infrastructural services	Maintain and upgrade water infrastructure	Supply, delivery, offloading and installation of JoJo tanks in various villages	R 300 000	Specification	Advert and Appointment	Supply and Delivery of JoJo Tanks	Installation of JoJo Tanks	LLM
ISW44	Provide quality and well-maintained infrastructural services	Upgrade & maintenance of infrastructure	Completion of Transactional advisor report for acquisition of Zeeland water treatment works	R 1 300 000	Specification	Advert and Appointment	Scoping and draft Technical Report	Completed Transactional advisor report	
ISR/P19	Provide quality and well-maintained infrastructural services in all municipal areas	Maintenance and Upgrading – roads and storm water	Road resealing (Still to confirm budget)	R5 000 000	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	LLM
ISR/P47	Provide quality and well-maintained infrastructural services in all municipal areas	Maintenance and Upgrading of Roads	Upgrading of Sefitlhogo access road	R 19 431 849	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	LLM/PPP
ISS 4	Provide quality and well-maintained infrastructural services in all municipal areas	Maintenance & upgrading	Refurbishment and upgrading of Sewer Pump stations, network pipes and replacement of AC pipes.	R 31 490 682	Construction 50%	Construction 70%	Construction 90%	Construction 100%	WSIG



Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1 Target	Quarter2 Target	Quarter3 Target	Quarter4 Target	Funder
ISS 22	Provide quality and well-maintained infrastructural services in all municipal areas	Maintenance & Upgrade	Sewer pipeline inspection camera	R 200 000	Specification	Advert and Appointment	Delivery of inspection Camera	Training of Employees on the use of Camera	LLM
ISS 23	Provide quality and well-maintained infrastructural services in all municipal areas	Upgrade & maintenance of infrastructure	Compilation of 1 Technical Report for VIP toilets	R 600 000	Specification	Advert and Appointment	Scoping and draft Technical Report	1 Technical Report for VIP toilets complied	
ISS 24	Provide quality and well-maintained infrastructural services in all municipal areas	Upgrade & maintenance of infrastructure	Completion of Transactional advisor report for grey water usage	R 1 300 000	Specification	Advert and Appointment	Scoping and draft Technical Report	Completed Transactional advisor report	
ISS26	Provide quality and well-maintained infrastructural services in all municipal areas	Responsible, accountable, effective, and efficient cooperative governance	Purchase of 1 x LDV Vehicle (Sanitation)	R 350 000	Specification	Advert and Appointment	Delivery of 1xLDV	Vehicle Registration	LLM
ISE 4	Provide quality and well-maintained infrastructural services in all municipal areas	Energy efficiency and demand side management	Energy efficiency and demand side management 5A	R 4 000 000	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	MIG
ISE 9	Provide quality and well-maintained infrastructure	Upgrading of infrastructure-electricity	Electrification of various villages	R 3 256 200	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	WSIG
ISE 12	Provide quality and well-maintained infrastructural services in all municipal areas	Upgrade & maintenance of infrastructure	High Mast Lights Installation in Various Villages	R 8 933 524	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	LLM
ISE 15	Provide quality and well-maintained infrastructural services in all municipal areas	Upgrade & maintenance of infrastructure	Compilation of 1 Solar Technical Report for LLM	R 400 000	Specification	Advert and Appointment	Scoping and draft Technical Report	1 Solar Technical Report complied	
ISE17	Provide quality and well-maintained infrastructural services in all municipal areas	Responsible, accountable, and efficient corporate governance	Purchase of 1 x LDV for mechanical department	R 350 000	Specification	Advert and Appointment	Delivery of 1xLDV	Vehicle Registration	LLM/PPP
ISE 18	Provide quality and well-maintained infrastructural services in all municipal areas	Upgrade & maintenance of infrastructure	Replacement of switch gears on the electrical substation	R 1 400 000	Specification	Advert and Appointment	Supply and Delivery of 2 switch gears installation	2 x switch gears replaced on substation	
SS 61	Protect the environment and improve community	Social Services- improve community wellbeing	Resealing of testing ground	R 5 000 000	Specification and Scoping report	Preliminary and Detailed Design	Advert for Contractor and Appointment	Construction	LLM

The generic portfolio of evidence for Projects includes Tender adverts/ adverts or Request for quotations, Appointment letter or issued order, Delivery Note or invoices, Progress reports, completion certificates.



9. CAPITAL WORKS PLANS

SUMMARY PROJECTS 2024 -25 and MTREF summary

PROJECTS	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027
INEP		12 412 000	11 212 000
ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMNT GRANTS	4 000 000	4 000 000	
MIG	47 903 750	47 237 700	49 476 950
WSIG	39 147 000	35 000 000	45 000 000
WSIG 6B	102 954 000	103 300 000	87 611 000
OWN FUNDING	30 089 199,50	5 800 000,00	

10. CAPITAL PROJECTS

A detailed three-year capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects on a ward-by-ward basis. The budget is aligned to the objectives, projects, and milestones to enable the SDBIP to serve as monitoring tool for service delivery and budget implementation.

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1 Target	Quarter2 Target	Quarter3 Target	Quarter4 Target	Funder
ISW10	Provide quality and well-maintained infrastructural services in all municipal areas	New infrastructure - water	Replacement of asbestos cement pipe (AC) to HDPE/Upvc water pipes in Onverwacht (section B)	R 23 588 505	3 000 000	5000 0000	8000 000	7 588 505	WSIG
ISW 20	Provide quality and well-maintained infrastructural services	Maintenance and Upgrading - Water	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Marapong (zone 1)	R 6 947 437	1500 000	2400 000	2000 000	1047 437	WSIG
ISW26	Provide quality and well-maintained infrastructural services	Maintenance and upgrade of services	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Lephalale town (residential)	R 24 263 796	4000 000	6000 000	6000 000	8 784 906	WSIG
ISW 27	Provide quality and well-maintained infrastructural services	Maintenance and upgrade of services	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Onverwacht (section A)	R 2 173 099	6000 000	8000 000	10 000 000	8 199 563	WSIG
ISW 28	Provide quality and well-maintained infrastructural services	Maintenance and upgrade of services	Conduct an assessment and compile technical report for Ga- Seleka water scheme	R 1 500 000	0	0	500 000	1000 000	WSIG



Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1 Target	Quarter2 Target	Quarter3 Target	Quarter4 Target	Funder
ISW 32	Provide quality and well-maintained infrastructural services	New infrastructure - water	Equipping and electrification of borehole at madibaneng village	R 650 000	0	0	250 000	400 000	WSIG
ISW37	Provide quality and well-maintained infrastructural services	Maintain and upgrade water infrastructure	Replacement of asbestos cement pipe (AC) to HDPE/uPVC water pipes in Lephalale town (CBD)	R 28 770 549	4000 000	5000 000	6000 000	5 660 238	LLM
ISW42	Provide quality and well-maintained infrastructural services	Maintain and upgrade water infrastructure	Conduct assessment and compile technical report for Shongoane water scheme	R 1 500 000	0	0	500 000	1000 000	LLM
ISW43	Provide quality and well-maintained infrastructural services	Maintain and upgrade water infrastructure	Supply, delivery, offloading and installation of JoJo tanks in various villages	R 300 000	0	0	0	3000 000	LLM (UNFUNDED)
ISR/P47	Provide quality and well-maintained infrastructural services in all municipal areas	Maintenance and Upgrading of Roads	Upgrading of Sefitlhogo access road	R 19 431 849		3000 000	7000 000	7000 000	LLM/PPP
ISS 4	Provide quality and well-maintained infrastructural services in all municipal areas	Maintenance & upgrading	Refurbishment and upgrading of Sewer Pump stations, network pipes and replacement of AC pipes.	R 31 490 682	0	3500 000	10 000 000	2 460 560	LLM
ISS 22	Provide quality and well-maintained infrastructural services in all municipal areas	Maintenance & Upgrade	Sewer pipeline inspection camera	R 200 000	0	0	200 000	0	LLM
ISS26	Provide quality and well-maintained infrastructural services in all municipal areas	Responsible, accountable, effective, and efficient cooperative governance	Purchase of 1 x LDV Vehicle (Sanitation)	R 350 000	0	0	350 000	0	LLM
ISE 4	Provide quality and well-maintained infrastructural services in all municipal areas	Energy efficiency and demand side management	Energy efficiency and demand side management 5A	R 4 000 000	0	0	2000 000	2000 000	MIG
ISE 9	Provide quality and well-maintained infrastructure	Upgrading of infrastructure-electricity	Electrification of various villages	R 3 256 200	0	700 000	2000 000	556 200	WSIG
ISE 12	Provide quality and well-maintained infrastructural services in all municipal areas	Upgrade & maintenance of infrastructure	High Mast Lights Installation in Various Villages	R 8 933 524		3 000 000	6000 000	8 550 000	LLM
ISE17	Provide quality and well-maintained	Responsible, accountable, and efficient corporate governance	Purchase of 1 x LDV for mechanical department	R 350 000	0	0	350 000	00	LLM/PPP



Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25	Quarter1 Target	Quarter2 Target	Quarter3 Target	Quarter4 Target	Funder
	infrastructural services in all municipal areas								
SS 61	Protect the environment and improve community	Social service	Resealing of testing ground	R 5 000 000	0	0	1 500 000	1 500 000	LLM
SS70	Community empowerment	Provision of sport and recreational facilities	Refurbishment of Thabo Mbeki Stadium (Rueben Mogashoa stadium)	R 10 000 000	0	1000 000	5000 000	4000000	LLM
SS76	Responsible, Accountable, Effective and Efficient Corporate Governance	Good customer service	Que management system	R 500 000	0	0	300 000	0	ENEP
SS77	Protect the environment and Improve community well-. Being	Social Service	Purchase of 1 x Breathalyzer	R 30 000	0	30 000	0	0	LLM
DP 29	Rational planning to bridge first and second economies and provide adequate land for development	Sustainable and integrated human settlements	Land Acquisition, 5.28 Ha, private land ONVERWACHT – Node 1	R 5 425 000	0	400 00	5 025 000		MIG
CSS5	Responsible, Accountable, Effective and Efficient Corporate Governance	Business intelligence	Installation and upgrade of recording system in the council chamber	R 400 000	0	0	400 000	0	LLM/PPP
CSS6	Responsible, Accountable, Effective and Efficient Corporate Governance	Friendly and conducive working environment	Office equipment and furniture	R 350 000	0	0	350 000	0	LLM
SSS/LED 11	Create conducive environment for businesses to invest in and prosper	Local Economic Development	Branding of Municipal entrance	R 1 000 000	0	200 000	800 000	1000 000	LLM
SSS/PP1	Responsible, Accountable, Effective and Efficient Corporate Governance	Healthy and safe working environment	Mayoral vehicle	R 700 000	0	0	700 000	0	MIG
MM 1	Responsible, Accountable, Effective and Efficient Corporate Governance	Create conducive environment for businesses to invest and prosper	Development of Lephalale Economic growth strategy for vision 2050 – Lephalale development agency	R 3 000 000	0	0	3000 000	0	LLM
MM/SS4	Improve functionality, performance, professionalism	Protection and safeguarding of municipal assets	Mobile walk-through metal detector	R 200 000	0	0	200 000	0	LLM



11. % PROJECTED MONTHLY EXPENDITURE ON CAPITAL PROJECTS PER WARD

PROJECTED QUARTERLY IMPLEMENTATION OF CAPITAL PROJECTS

A summary of project is provided below:

The percentage monthly projected expenditure of capital projects per ward follows:

MIG Projects	Department	Budget 2024 2025	Budget 2025 2026	Budget 2026 2027
Installation of Highmast in various villages	MIG	17 550 000		
Sefitlhogo access road	MIG	20 353 750		
Refurbishment of Thabo Mbeki Stadium	MIG	10 000 000		
Letlora access road	MIG		32 000 000	28 900 000
Martinique access road	MIG		15 237 700	11 646 250
Total MIG Project		47 903 750	47 237 700	98 953 900

CAPITAL PROJECTS - Own Funding

Description	Department	Budget 2024 2025	Budget 2025 2026
0573 Treatment works and Holding dam	Sanitation		1 500 000
0573 Refurbishment of Zongesien & sewer dumping site	Sanitation		2 000 000
0553 Construction of Kingbird Line (Technical report)	Electrical		1 600 000
0553 Replacement of Switch Gears X2	Electrical	1 400 000	
Conduct an assessment and compile technical report for Ga- Seleka Water Scheme	Water	1 500 000	
Conduct an assessment and compile technical report for Shogoane Water Scheme	Water	1 500 000	
Supply, delivery, offloading and installation of Jojo Tanks in various Villages	Water	300 000	
Installation of Cages (Drilled boreholes)	Water		350 000
Mayoral Vehicle	Strategic	700 000	
Purchase of 1 X LDV Vehicle (Sanitation)	Sanitation	350 000	
Purchase of 1 X LDV Vehicle (Mechanical)	Mechanical	350 000	
Sewer Pipeline inspection Camera	Sanitation	200 000	
Branding Entrance to Town	Strategic	1 000 000	
Mokuruanyane and Shongoane Reginal Water S Scheme Bulk phase 5	Water	7 900 000	
Electrification of various Villages	Electrical	3 256 200	
BI system & Revenue enhancement Tool	Finance		
Mobile walk-through metal detector	MM	200 000	
Land Acquisition 528 Hectors, Private land Onverwacht - Node 1	Planning	5 425 000	
Safe Room Furniture	Corporate	150 000	



Resealing of testing ground	Public Works	5 000 000	
Equipment, Computers and IT System upgrade	Corporate	1 300 000	
Office Equipment and Furniture	Corporate	350 000	
Installation and upgrade of recording system in the council chamber	Corporate	400 000	
10 x 30 Cubic meter Skip Bins	Social Services	1 500 000	
Purchasing of x6 Walk behind Lawn mower machines	Social Services	200 000	
Purchasing 1 x Road marking machine	Social Services	50 000	
Purchase of 2 x Lawn mowers	Social Services	90 000	
Purchase of 6 x Chainsaws	Social Services	18 000	
Purchase of 4 x Chain pole pruners	Social Services	20 000	
Purchase OF 1x Breatherisor	Social Services	30 000	
Total		30 089 200	5 800 000

Total WSIG Project	Department	Budget 2024 2025	Budget 2025 2026	Budget 2026 2027
WSIG	WSIG	39 147 000	35 000 000	45 000 000
WSIG 6B	WSIG 6B	102 954 000	103 300 000	87 611 000
Total WSIG Allocation		142 101 000	138 300 000	132 611 000

DOE PROJECTS		Budget 2024 2025	Budget 2025 2026	Budget 2025 2026
INEP	Electrical		12 412 000	11 212 000
ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMNT GRANTS	Electrical	4 000 000	4 000 000	
Total DOE Project		4 000 000	16 412 000	11 212 000



DWS PROJECTS	Department	Budget 2024 2025	Budget 2025 2026	Budget 2026 2027
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/upVC WATER PIPES IN LEPHALALE TOWN (RESIDENTIAL)	DWS	24 784 906		
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/upVC WATER PIPES IN ONVERWACHT (SECTION B)	DWS	23 588 505		
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/upVC WATER PIPES IN LEPHALALE (CBD)	DWS	20 660 238		
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/upVC WATER PIPES IN MARAPONG (ZONE 2)	DWS		28 566 553	18 134 909
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/upVC WATER PIPES IN ONVERWACHT (SECTION C)	DWS			41 392 865
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/upVC WATER PIPES IN MARAPONG (ZONE 1)	DWS	6 947 437	35 000 000	
REPLACEMENT OF ASBESTOS CEMENT PIPE (AC) TO HDPE/upVC WATER PIPES IN ONVERWACHT (SECTION A)	DWS	32 199 563	39 147 000	
REFURBISHMENT AND UPGRADING OF SEWER PUMP STATIONS, WASTEWATER TREATMENT WORKS, NETWORK PIPES AND REPLACEMENT OF SEWER AC PIPES	DWS	15 960 560	35 586 447	
MARAPONG BULK WATER SUPPLY PIPELINE	DWS	13 987 039		
MARAPONG STORAGE FACILITY - CONSTRUCTION OF 2 X3 ML STEEL RESERVORS	DWS	3 972 752		
EXTENSION AND AUGMENTATION OF WATER SUPPLY IN GA-SELEKA PHASE 6	DWS			73 083 226
Total		142 101 000	138 300 000	132 611 000



12. ANNEXURES, CIRCULAR 88 INDICATORS

ANNEXURES, CIRCULAR 88 INDICATORS

ANNEXURE 1 CIRCULAR 88 INDICATORS as supplied by Cogta for reporting on the selected indicators.

ANNEXURE 2 Projects implemented by other Departments and Business partners as Private Public Partnership projects.

Code	Strategic Objective	Programme/Focus area	Strategic Projects/Initiatives/Output	2024/25 Annual budget	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Expenditure	Funder
ISW 16	Provide quality and well-maintained infrastructure services in all municipal areas	New infrastructure - water	MCWAP pipeline (Phase 2)	R 12 billion						DBSA
RAL/T814B 32KM	Provide quality and well-maintained infrastructure services in all municipal areas	Infrastructure maintenance	Roads to Ga-Seleka D3114, D3102, D3109, D3117	R27 488 250						RAL
MPR1	Provide quality and well-maintained infrastructure services in all municipal areas	Infrastructure maintenance	Monte Christo to Tomburke and Rooigoud	R35 526 087						RAL
MPR3 LDPWR1-ROADS	Provide quality and well-maintained infrastructure services in all municipal areas	Infrastructure maintenance	3-year household routine at Lephalale	R13 979 000						RAL
SS 50	Protect the environment and improve community	Licensing	Establishment of a learners testing Centre at Mokuruanyane Thusong Centre	R 5 000 000						DTCS
SS 66	Provide quality and well-maintained infrastructure services	Provision of health care services	Lephalale- Ellisras hospital upgrade	R 40 000 000						DoH