

# Fezile Dabi

District Municipality

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**2022/23 Final Top-Layer Service Delivery & Budget Implementation Plan  
(SDBIP)**

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## Table of Contents

MUNICIPAL MANAGER'S ACCOUNTABILITY STATEMENT .....	2
APPROVAL OF THE 2022/23 SDBIP BY THE EXECUTIVE MAYOR.....	3
ACRONYMS.....	4
1. INTRODUCTION AND BACKGROUND.....	5
2. OUR VISION.....	6
3. OUR MISSION.....	6
4. DEFINITION OF SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) .....	6
5. FRAMEWORK OF FEZILE DABI DISTRICT MUNICIPALITY'S SDBIP.....	7
6. COMPONENTS OF THE TOP-LAYER SDBIP.....	8
7. THE SDBIP MODEL AT FEZILE DABI DISTRICT MUNICIPALITY.....	9
8. SDBIP REPORTING.....	11
TOP-LAYER SDBIP .....	12

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## Municipal Manager's Accountability Statement

Honorable Executive Mayor, it is with pleasure that I submit to you, in terms of section 69(3) of Municipal Finance Management Act 56 of 2003 (MFMA), the Service Delivery and Budget Implementation Plan (SDBIP) of Fezile Dabi District Municipality and draft annual performance agreements for the Municipal Manger and all Senior Managers for the period **1 July 2022 to 30 June 2023**.

As I present this SDBIP, it is important to highlight that, section 1 of MFMA describe a 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 services and the execution of its annual budget and which must include the following:*

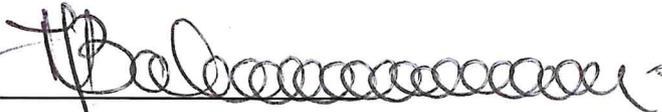
- (a) *projections for each month of:*

  - 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*
- (c) *Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c)"*

I have accordingly considered these and other legislative requirements and the relevant National Treasury Guidelines in preparation of this Service Delivery and Budget Implementation Plan.

This SDBIP therefore, serves as a binding mechanism to ensure that it becomes a vital tool for the Executive Mayor and Council to monitor in-year performance of the Municipal Manager and for the Municipal Manager to monitor the performance of all managers in the municipality in the ensuing financial year.

  
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L.M Molibeli  
Municipal Manager

Date: 13.06.2022

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**Approval of the 2022/23 SDBIP by the Executive Mayor**

The Service Delivery and Budget Implementation Plan (SDBIP) for 2022/23 financial year for Fezile Dabi District Municipality as presented by the Municipal Manager is hereby approved in terms of section 53(1)(c)(ii) of the Municipal Finance Management Act 56 of 2003 (MFMA) by the Executive Mayor of Fezile Dabi District Municipality.



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**Councillor D Khasudi**  
**Executive Mayor**

Date: 21/07/2022

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## Acronyms

CoGTA	Cooperative Governance and Traditional Affairs
CWP	Community Works Programme
DCoG	Department of Cooperative Governance
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
HSP	Housing Sector Plan
ICIP	Integrated Comprehensive Infrastructure Plan
IDP	Integrated Development Planning
IEP	Integrated Energy Plan
IHSP	Integrated Human Settlement Plan
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
KPI	Key Performance Indicators
LEDP	Local Economic Development Plan
LED	Local Economic Development
mSCOA	Municipal Standard Chart of Account
MSA	Municipal System Act
MFMA	Municipal Finance Management Act
MDGs	Millennium Development Goals
MTREF	Medium Term Revenue and Expenditure Framework
NDP	National Development Plan
PMS	Performance Management System
SDF	Spatial Development Framework
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SMART	Simple, Measurable, Attainable, Realistic and Timely
SPLUMA	Spatial Planning and Land Use Management Act
WSDP	Water Services Development

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## 1. Introduction and Background

Fezile Dabi District Municipality has successfully reviewed and amended its IDP in line with section 24 and 34 of Municipal Systems Act 32 of 2000 (the Systems Act). The IDP, together with the 2022/23 MTREF were approved by Council on 30 May 2022 and effectively sets in a new financial year, which will commence on 1 July 2022 and end on 30 June 2023.

In line with section 25 of the Systems Act, the approved IDP serves as a single, inclusive and strategic plan that:

- Link, coordinate and integrate all other plans of the municipality;
- Align resources and capacity of the municipality;
- Form the policy and budgeting framework for the municipality
- Comply with national and provincial development plans.

In order to give effect to the implementation of the IDP, section 69(3) of MFMA requires that the Accounting Officer must no later than 14 days of approval of the annual budget submit to the Mayor a draft SDBIP for the year and drafts of annual performance agreements for the Municipal Manger and all senior managers.

On the other hand, section 53(1)(c) of MFMA requires that the Mayor must take all reasonable steps to ensure that:

- a) the municipality approves its budget before the start of the budget year,
- b) the municipality's SDBIP is approved by the Mayor within 28 days after approval of the annual budget; and
- c) the annual performance agreements of the Municipal Manger and all Senior Managers complies with the MFMA in order to promote sound financial management, are linked to the measurable performance objectives approved with the budget and to the SDBIP, and are concluded in accordance with section 57(2) of the Systems Act.

With the foregoing legislative background in mind, Fezile Dabi District Municipality has thus compiled this SDBIP. This SDBIP is a one-year implementation and serves as an annual 'agreement' between the municipality and the community of Fezile Dabi District. It includes quantifiable outcomes specifying the work that the municipality's administration will undertake over the next year, and therefore it becomes a management tool to monitor the progress on the work and targets set to be achieved.

The Auditor General uses the SDBIP to evaluate the performance of the municipality against Predetermined Development Objective, as is required by the Public Audit Act, 2004 (Act No. 25 of 2004).

So, whilst the IDP sets the broad institutional strategy, vision and goals for the municipality, the SDBIP provides the annual action plan for how the municipality intends to reach these goals.

The framework for reporting on this SDBIP is outlined in the municipality's Performance Management Policy Framework, and this creates a clear alignment between the long-term programmatic focus and the annual delivery plans.

## **2. Our Vision**

"Fezile Dabi District Municipality strives to be a leading Municipality in delivering effective, affordable and sustainable quality service to its communities".

## **3. Our Mission**

In order to achieve the set vision of the municipality, the following mission statements have been identified:

- a) Promoting proper planning and implementation of projects and programmes;
- b) Setting standards;
- c) Being accountable;
- d) Communication;
- e) Capacity building of staff and communities;
- f) Having proper systems and processes; and
- g) Ensuring a sustainable, affordable and effective service delivery.

## **4. Definition of Service Delivery and Budget Implementation Plan (SDBIP)**

Section 1 of the MFMA defines the SDBIP as follows:

*"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 services and the execution of its annual budget and which must include the following:*

- (d) *projections for each month of:*
  - iii. *revenue to be collected by source; and*
  - iv. *operational and capital expenditure, by vote;*
- (e) *service delivery targets and performance indicators for each quarter*
- (f) *Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c)"*

## 5. Framework of Fezile Dabi District Municipality's SDBIP

The development of SDBIP is a requirement under MFMA. The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management and the lower layer consisting of all the appropriate SDBIP supporting documentation. Only the top layer of the municipality's SDBIP is tabled to Council and published as the SDBIP of the municipality.

Once the top-layer targets are set, the top management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible, and breaking up such outputs into smaller outputs and linking these to each middle-level and junior manager. The lower layer details will not be made public nor tabled in council. Whilst the Municipal Manager has access to such lower layer detail of the SDBIP, it will largely only be the senior manager in charge who will be using such detail to hold middle-level and junior-level managers responsible for various components of the service delivery plan and targets of the municipality. Such high-level information should, where appropriate, also include per ward information, particularly for key expenditure items on capital projects and service delivery.

The following are the important provisions of MFMA that were taken into account in guiding the development of the municipality's SDBIP:

**Subsection 53 (1)(a):** The Mayor of a municipality must provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;

**Subsection 53(1)(b):** The Mayor of a municipality must co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget;

**Subsection 69(3):** The Accounting Officer must no later than 14 days of approval of the annual budget submit to the Mayor a draft SDBIP for the year and drafts of annual performance agreements for the Municipal Manager and all senior managers;

**Subsection 53(1)(c):** The Mayor of a municipality must take all reasonable steps to ensure:

- (ii) that the municipality approves its annual budget before the start of the budget year;
- (iii) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

**Subsection 53(1)(c)(iii):** the Mayor must take all reasonable steps to ensure to ensure that the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers:

- a) comply with this Act in order to promote sound financial management;
- b) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan (SDBIP); and
- c) are concluded in accordance with section 57(2) of the Municipal Systems Act.

**Section 53(2):** the Mayor must promptly report to the Municipal Council and the MEC for finance in the province any delay in:

- a) the tabling of an annual budget,
- b) the approval of the SDBIP; or
- c) the signing of the annual performance agreements of the Municipal Manager and senior managers.

Being a management and implementation plan and not a policy document, the SDBIP is not required to be approved by the Council. It is however tabled before Council and made public for information and monitoring purposes.

## **6. Components of the Top-Layer SDBIP**

In terms of MFMA Circular 13 issued by the National Treasury, the top-layer SDBIP should include the following information:

- (a) Monthly projections of revenue to be collected for each source
- (b) Monthly projections of expenditure (operating and capital) and revenue for each vote
- (c) Quarterly projections of service delivery targets and performance indicators for each vote
- (d) Ward information for expenditure and service delivery
- (e) Detailed capital works plan broken down by ward over three years

## **7. The SDBIP Model at Fezile Dabi District Municipality**

### **7.1 The SDBIP as a Management & Implementation Tool**

The SDBIP is a management and implementation tool which outlines in-year performance information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used.

The SDBIP indicates the responsibilities and outputs of each of the operational departments of the municipality, the inputs to be used, and the time deadlines for each output. The SDBIP therefore determines the performance agreements of the Municipal Manager and senior managers, including the outputs and deadlines for which they will be held responsible.

The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the Municipal Manager and other senior managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the Council, and if there is to be any changes in service delivery targets and performance indicators, this must be with the approval of the Council, following approval of an adjustments budget as required by section 54(1)(c) of MFMA.

### **7.2 The SDBIP as a Monitoring Tool**

In terms of section 53(2) of MFMA, the Mayor must ensure that:

- (a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the SDBIP, are made public no later than 14 days after the approval of the SDBIP; and
- (b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's SDBIP. Copies of such performance agreements must be submitted to the Council and the MEC for local government in the province.

The above stipulated legislative requirements therefore serves as mechanisms to ensure that the SDBIP becomes a vital tool for the Mayor and Council to monitor in-year performance of the Municipal Manager and for the Municipal Manager to monitor the performance of all managers in the municipality within the financial year. This enables the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance sooner.

As a monitoring tool, the SDBIP also empowers manager to be pro-active problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the Council to monitor and oversee the performance of the municipality against quarterly targets on service delivery.

### **7.3 Linking the SDBIP and the Budget**

As contained in this plan, the departmental performance objective and targets are based on the initial revenue and expenditure projections prepared as per the approved budget. These revenue and expenditure projections were prepared taking into account the strategic direction and priorities as set out in the IDP.

Reference was also made to the prior-year in-year reports and annual report in reviewing the municipality's IDP and the Budget in an effort to review any existing weaknesses or risks towards achieving the desired service delivery outcomes.

The objectives, goals and targets as set out in this SDBIP are therefore appropriately linked to specific programmes of the municipality as informed by the IDP and are fully funded in terms of the budget.

### **7.2 Budget Implementation**

Section 69 of MFMA stipulates that the Accounting Officer of a municipality is responsible for implementing the municipality's approved budget, including taking all reasonable steps to ensure:

- a) that the spending of funds is in accordance with the budget and is reduced as necessary when revenue is anticipated to be less than projected in the budget or in the service delivery and budget implementation plan; and
- b) that revenue and expenditure are properly monitored.

Subsection (2) further stipulates that when necessary, the Accounting Officer must prepare an adjustments budget and submit it to the Mayor for consideration and tabling in the municipal council.

The Accounting Officer must no later than 14 days after the approval of an annual budget submit to the Mayor:

- a) a draft service delivery and budget implementation plan for the budget year; and
- b) drafts of the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers.

## 8. SDBIP Reporting

Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting and end-of-year annual reporting. The in-year service delivery and budget implementation plan reporting of the municipality consists of the following:

**Monthly reporting:** Section 71(1)(c),(d) and (f) of MFMA monthly report requires reporting against such monthly projections in the SDBIP.

**Mid-term reporting:** Section 72(1)(a) of MFMA requires that the Municipal Manager must assess the performance of the municipality during the first half of the financial year, taking into account:

- (i) the monthly statements referred to in section 71 for the first half of the financial year;
- (ii) the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) the past year's annual report, and progress on resolving problems identified in the annual report; and
- (iv) the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

**Annual Reporting:** Section 46(1)(a) of Systems Act requires that the municipality must for each financial year prepare and annual report that must include performance report. The Systems Act is also supported by section 121(3)(c) of MFMA and section 121(3)(f), which specifically stipulates that the annual report must include an assessment by the Accounting Officer of performance against the measurable performance objectives approved in the budget, and contained in the SDBIP and annual performance agreements, including service delivery targets and other performance indicators.

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**Top-Layer SDBIP**

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**Component 1: Monthly Projections of Revenue by Source**

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The revenue projections as detailed on the table below relate to realistically anticipated revenue for the 2022/23 financial year and include revenue from grants and subsidies as external sources. The total anticipated revenue for the period is estimated at **R 178 849 000**, of which **R 173 494 000** is revenue from grants:

Table1: Monthly Projected Revenue by Source

Source	Period												Total	
	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22		R'000
Interest earned - External Investments	417	417	417	417	417	417	417	417	417	417	417	417	417	5 000
Operating grants & Subsidies	43 690	0.00	0.00	43 690	0.00	0.00	0.00	0.00	43 690	0.00	0.00	0.00	43 690	174 761
Other Own Revenue	20	20	20	20	20	20	20	20	20	20	20	20	20	240
<b>Total by Source</b>	<b>44 127</b>	<b>437</b>	<b>437</b>	<b>44 127</b>	<b>437</b>	<b>437</b>	<b>437</b>	<b>437</b>	<b>44 127</b>	<b>437</b>	<b>437</b>	<b>44 127</b>	<b>44 127</b>	<b>180 001</b>

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**Component 2: Monthly Projections of Expenditure & Revenue for each Vote**

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**Component 2: Monthly Projections of Expenditure & Revenue for each Vote**

The expenditure projections as detailed hereunder will be funded from the revenue projections as detailed above. The total projected operating expenditure for the period amount to **R 191 805 240** and capital expenditure is budgeted at **R 1 320 000**.

Table 2: Monthly Revenue and Expenditure Projections for Each Vote

Vote	Jul-22			Aug-22			Sep-22		
	Revenue	Expenditure		Revenue	Expenditure		Revenue	Expenditure	
		Operating	Capital		Operating	Capital		Operating	Capital
	R'000			R'000			R'000		
Council General	0.00	752	55	0.00	752	-	0.00	752	-
Executive Mayor's Office	0.00	738	-	0.00	738	-	0.00	738	-
Speaker's Office	0.00	670	-	0.00	670	-	0.00	670	-
Mayoral Committee	0.00	314	-	0.00	314	-	0.00	314	-
Municipal Manager's Office	0.00	2 253	-	0.00	2 253	-	0.00	2 253	-
Finance	0.00	1 942	-	0.00	1 942	-	0.00	1 942	-
Information Technology	0.00	299	250	0.00	299	-	0.00	299	-
Project Management & Public Works	0.00	790	25	0.00	790	-	0.00	790	-
Corporate Support Service	0.00	2 799	-	0.00	2 799	-	0.00	2 799	-
Fire & Emergency Service	0.00	1 074	-	0.00	1 074	-	0.00	1 074	-
Disaster Management	0.00	353	-	0.00	353	-	0.00	353	-
LED & Tourism	0.00	1 535	-	0.00	1 535	-	0.00	1 535	-
Environmental Health	0.00	2 463	-	0.00	2 463	-	0.00	2 463	-
<b>Total Revenue &amp; Expenditure by Vote</b>	<b>0.00</b>	<b>15 984</b>	<b>330</b>	<b>0.00</b>	<b>15 984</b>	<b>-</b>	<b>0.00</b>	<b>15 984</b>	<b>-</b>

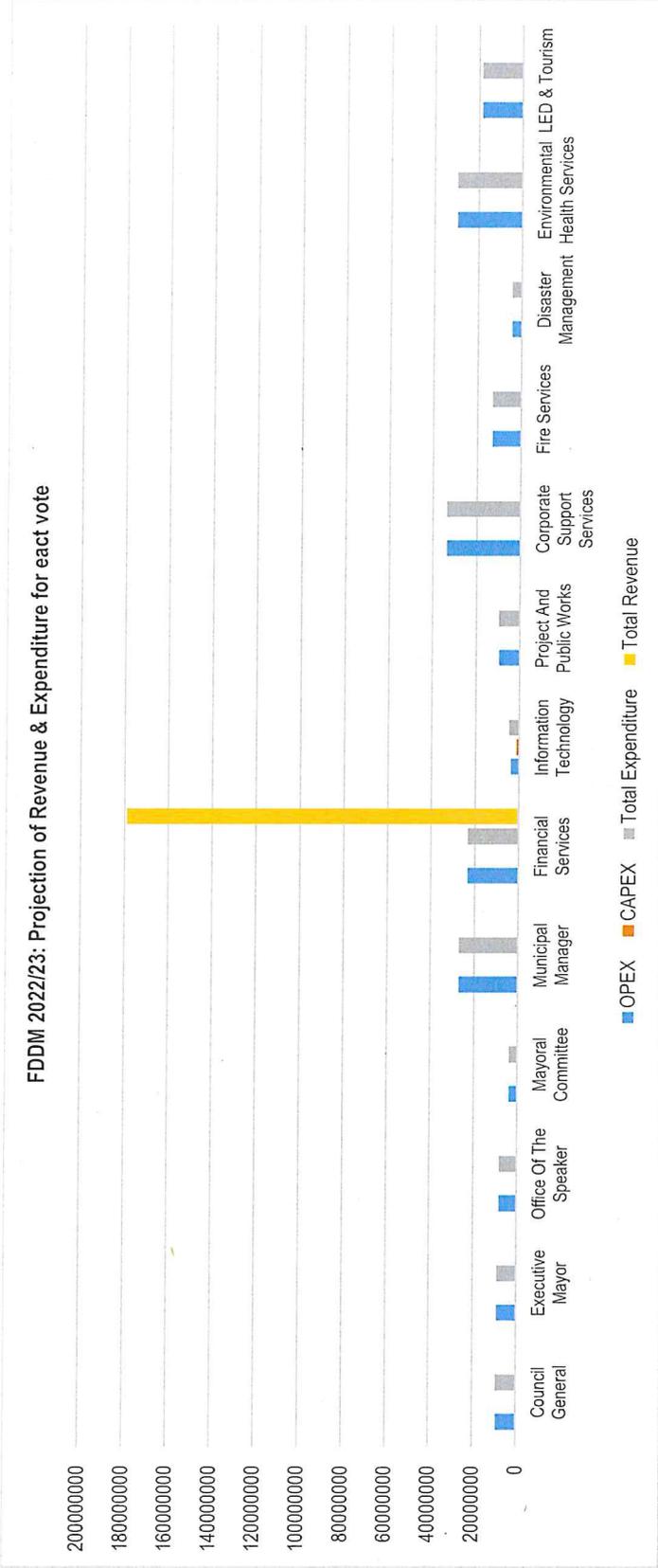
Vote	Oct-22			Nov-22			Dec-22		
	Revenue	Expenditure		Revenue	Expenditure		Revenue	Expenditure	
		Operating	Capital		Operating	Capital		Operating	Capital
R'000									
Council General	0.00	752	-	0.00	752	55	0.00	752	-
Executive Mayor's Office	0.00	738	-	0.00	738	0.00	0.00	738	-
Speaker's Office	0.00	670	-	0.00	670	0.00	0.00	670	-
Mayoral Committee	0.00	314	-	0.00	314	0.00	0.00	314	-
Municipal Manager's Office	0.00	2 253	-	0.00	2 253	0.00	0.00	2 253	-
Finance	0.00	1 942	-	0.00	1 942	0.00	0.00	1 942	-
Information Technology	0.00	299	-	0.00	299	250	0.00	299	-
Project Management & Public Works	0.00	790	-	0.00	790	25	0.00	790	-
Corporate Support Service	0.00	2 799	-	0.00	2 799	0.00	0.00	2 799	-
Fire & Emergency Service	0.00	1 074	-	0.00	1 074	0.00	0.00	1 074	-
Disaster Management	0.00	353	-	0.00	353	0.00	0.00	353	-
LED & Tourism	0.00	1 535	-	0.00	1 535	0.00	0.00	1 535	-
Environmental Health	0.00	2 463	-	0.00	2 463	0.00	0.00	2 463	-
<b>Total Revenue &amp; Expenditure by Vote</b>	<b>0.00</b>	<b>15 984</b>	<b>-</b>	<b>0.00</b>	<b>15 984</b>	<b>330</b>	<b>0.00</b>	<b>15 984</b>	<b>15 984</b>

Vote	Jan-23			Feb-23			Mar-23			
	Revenue	Expenditure		Revenue	Expenditure		Revenue	Expenditure		
		Operating	Capital		Operating	Capital		Operating	Capital	
	R'000			R'000			R'000			
Council General	0.00	752	-	0.00	752	55	0.00	752	752	-
Executive Mayor's Office	0.00	738	-	0.00	738	-	0.00	738	738	-
Speaker's Office	0.00	670	-	0.00	670	-	0.00	670	670	-
Mayoral Committee	0.00	314	-	0.00	314	-	0.00	314	314	-
Municipal Manager's Office	0.00	2 253	-	0.00	2 253	-	0.00	2 253	2 253	-
Finance	0.00	1 942	-	0.00	1 942	-	0.00	1 942	1 942	-
Information Technology	0.00	299	-	0.00	299	250	0.00	299	299	-
Project Management & Public Works	0.00	790	-	0.00	790	25	0.00	790	790	-
Corporate Support Service	0.00	2 799	-	0.00	2 799	-	0.00	2 799	2 799	-
Fire & Emergency Service	0.00	1 074	-	0.00	1 074	-	0.00	1 074	1 074	-
Disaster Management	0.00	353	-	0.00	353	-	0.00	353	353	-
LED & Tourism	0.00	1 535	-	0.00	1 535	-	0.00	1 535	1 535	-
Environmental Health	0.00	2 463	-	0.00	2 463	-	0.00	2 463	2 463	-
<b>Total Revenue &amp; Expenditure by Vote</b>	<b>0.00</b>	<b>15 984</b>		<b>0.00</b>	<b>15 984</b>	<b>330</b>	<b>0.00</b>	<b>15 984</b>	<b>15 984</b>	

Vote	Apr-23			May-23			Jun-23		
	Revenue	Expenditure		Revenue	Expenditure		Revenue	Expenditure	
		Operating	Capital		Operating	Capital		Operating	Capital
	R'000			R'000			R'000		
Council General	0.00	752	55	0.00	752	-	0.00	752	-
Executive Mayor's Office	0.00	738	-	0.00	738	-	0.00	738	-
Speaker's Office	0.00	670	-	0.00	670	-	0.00	670	-
Mayoral Committee	0.00	314	-	0.00	314	-	0.00	314	-
Municipal Manager's Office	0.00	2 253	-	0.00	2 253	-	0.00	2 253	-
Finance	0.00	1 942	-	0.00	1 942	-	0.00	1 942	-
Information Technology	0.00	299	250	0.00	299	-	0.00	299	-
Project Management & Public Works	0.00	790	25	0.00	790	-	0.00	790	-
Corporate Support Service	0.00	2 799	-	0.00	2 799	-	0.00	2 799	-
Fire & Emergency Service	0.00	1 074	-	0.00	1 074	-	0.00	1 074	-
Disaster Management	0.00	353	-	0.00	353	-	0.00	353	-
LED & Tourism	0.00	1 535	-	0.00	1 535	-	0.00	1 535	-
Environmental Health	0.00	2 463	-	0.00	2 463	-	0.00	2 463	-
<b>Total Revenue &amp; Expenditure by Vote</b>	<b>0.00</b>	<b>15 984</b>	<b>330</b>	<b>0.00</b>	<b>15 984</b>	<b>-</b>	<b>0.00</b>	<b>15 984</b>	<b>-</b>

The total monthly projected revenue and expenditure for each vote is summarised on the figure below.

Figure2: Total Projected Revenue & Expenditure of Each Vote



	Opex	Capex	Total Expenditure	Total Revenue
Council General	9 026 580	220 000	9 246 850	0
Executive Mayor	8 851 250	0	8 851 250	0
Office Of The Speaker	8 043 000	0	8 043 000	0
Mayoral Committee	3 773 800	0	3 773 800	0
Municipal Manager	27 033 120	0	27 033 120	0
Financial Services	23 300 280	0	23 300 280	178 849 000
Information Technology	3 593 000	1 000 000	4 593 000	0
Project And Public Works	9 481 650	100 000	9 581 650	0
Corporate Support Services	33 592 920	0	33 592 920	0
Fire Services	12 885 600	0	12 885 600	0
Disaster Management	4 241 000	0	4 241 000	0
Environmental Health Services	29 560 120	0	29 560 120	0
LED & Tourism	18 422 920	0	18 422 920	0

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**Component 3: Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote**

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**KPA1: Municipal Transformation & Organisational Development**

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KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1(a)	To ensure retention of adequately skilled and experience employees.	Implement retention policy and other conventional retention strategies so as to ensure retention of employees who represent value, output and contribution, which the FDDM may not afford to lose to its competitors.	Low turnover rate of the currently employed Senior Management by 30 June 2023.	80% of the currently employed Senior Management retained by 30 June 2023.	Senior Management as at June 2022 (i.e 1 x Municipal Manger & 4 Senior Mangers).	Low turnover rate of the currently employed Senior Management by 30 June 2023.	Low turnover rate of the currently employed Senior Management by 30 September 2022.	Low turnover rate of the currently employed Senior Management by 31 December 2022.	Low turnover rate of the currently employed Senior Management by 31 March 2023.	Low turnover rate of the currently employed Senior Management by 30 June 2023.
1.1(b)		ensure retention of employees who represent value, output and contribution, which the FDDM may not afford to lose to its competitors.	Low turnover rate of the currently employed Level 1 – 3 Managers by 30 June 2023	80% of the currently employed Level 1 – 3 Managers retained by 30 June 2023.	Level 1-3 managers as at 30 June 2022 (i.e 25 Middle Managers & 9 Junior Managers)	Low turnover rate of the currently employed Level 1 – 3 Managers by 30 June 2023	Low turnover rate of the currently employed Level 1 – 3 Managers by 30 September 2022.	Low turnover rate of the currently employed Level 1 – 3 Managers by 31 December 2022.	Low turnover rate of the currently employed Level 1 – 3 Managers by 31 March 2023.	Low turnover rate of the currently employed Level 1 – 3 Managers by 30 June 2023.
1.1(c)		may not afford to lose to its competitors.	Low turnover rate of the currently employed Level 4 – 14 employees by 30 June 2023	80% of the currently employed Level 4 – 14 employees retained by 30 June 2023.	New KPI	Low turnover rate of the currently employed Level 4 – 14 employees by 30 June 2023	Low turnover rate of the currently employed Level 4 – 14 Managers by 30 September 2022.	Low turnover rate of the currently employed Level 4 – 14 Managers by 31 December 2022.	Low turnover rate of the currently employed Level 4 – 14 Managers by 31 March 2023.	Low turnover rate of the currently employed Level 4 – 14 Managers by 30 June 2023.

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2022/23 Financial Year										
1.2(a)	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 30 June 2023.	Number of disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 30 June 2023.	Three (3) labour disputes filed by 30 June 2022.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 30 June 2023.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 30 September 2022.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 31 December 2022.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 31 March 2023.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and institutional policies pertaining to labour relations by 30 June 2023.
1.2(b)			Four (4) Quarterly reports on the performance of the Local Labour	Number of quarterly reports on the performance of the Local Labour Forum	Four LLF meeting held by 30 June 2022	Four (4) Quarterly reports on the performance of the Local Labour Forum	Prepare and submit to council one (1) quarterly report on the	Prepare and submit to council one (1) quarterly report on the performance of	Prepare and submit to council one (1) quarterly report on the	Prepare and submit to council one (1) quarterly report on the

KPA 1: Municipal Transformation and Organisational Development											
Performance Objectives And Indicators				Annual Performance Targets							
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year					
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1.2(c)	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Regularly review Human Resource Policies so as to ensure their continued alignment with Collective Agreements and other policy directive in order to ensure well guided, efficient and effective labour practices.	Forum (LLF) prepared and submitted to council by 30 June 2023.	(LLF) prepared and submitted to council by 30 June 2023.	8 Human Resource related policies reviewed in 2021/22, namely: Internal Bursary Policy, Records Management Policy, Legal Services Policy.	Four (4) Human Resource related policies reviewed and submitted for approval by Council by 31 May 2023, when there are amendments to legislation.	performance of the Local Labour Forum (LLF) by 30 September 2022.	the Local Labour Forum (LLF) by 31 December 2022.	performance of the Local Labour Forum (LLF) by 31 March 2023.	performance of the Local Labour Forum (LLF) by 30 June 2023.	Four (4) Human Resource related policies reviewed and submitted for approval by Council by 31 May 2023, when there are amendments to legislation.

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators					Annual Performance Targets					
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.3(a)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2023.	% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2023.	86% of Post Audit Action Plan for matters relating to leadership, pre-determined objectives resolved and other matters and 100% of matters relating to findings on pre-determined objectives during 2020/21.	100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2023.	KPI Not applicable	Prepare and complete Audit Action Plan for 2021-22 financial year by 31 December 2022.	Address 50% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters by 31 March 2023.	100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2023.

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.3(b)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	The municipality's staff establishment reviewed in line with regulation 6(1) of Local Government: Municipal Staff Regulations by 30 June 2023	Detailed report on the municipality's staff establishment review in line with regulation 6(1) of Local Government: Municipal Staff Regulations by 30 June 2023	Staff Establishment as at 30 June 2022	The municipality's staff establishment reviewed in line with regulation 6(1) of Local Government: Municipal Staff Regulations by 30 June 2023	N/A	N/A	N/A	N/A

KPA 1: Municipal Transformation and Organisational Development									
Performance Objectives And Indicators									
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets			
						Annual Target	Quarter 1	Quarter 2	Quarter 3
1.3(c)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	Four (4) quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared by 30 June 2023.	Number of quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared and submitted to Council by 30 June 2023.	4 quarterly internal (SHREQ) compliance reports in 2021/22.	<p>Four (4) quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared by 30 June 2023.</p> <p>One (1) quarterly internal (SHREQ) compliance report with indicators of highest level of compliance with applicable SHREQ legislation by 31 December 2022.</p> <p>One (1) quarterly internal (SHREQ) compliance report with indicators of highest level of compliance with all applicable SHREQ legislation by 30 September 2022.</p> <p>One (1) quarterly internal (SHREQ) compliance report with indicators of highest level of compliance with all applicable SHREQ legislation by 31 March 2023.</p> <p>One (1) quarterly internal (SHREQ) compliance report with indicators of highest level of compliance with all applicable SHREQ legislation by 30 June 2023.</p>			
1.3(d)			Fifteen (15) prescribed mSCOA minimum business processes fully implemented by 30 June 2023.	Number of prescribed mSCOA minimum business processes fully implemented by 30 June 2023.	Current Financial Management System (Solar) as at 30 June 2022.	<p>Fifteen (15) prescribed mSCOA minimum business processes fully implemented by 30 June 2023.</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>			

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.3(e)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	Twelve (12) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2023.	Number of monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2023.	Seven (7) monthly Senior Management meetings convened in 2021/22	Convene twelve (12) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2023.	Convene three (3) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 September 2022	Convene three (3) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 31 December 2022	Convene three (3) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 31 March 2023.	Convene three (3) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2023.

KPA 1: Municipal Transformation and Organisational Development											
Performance Objectives And Indicators				Annual Performance Targets							
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year					
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1.3(f)	Improve administrative and financial capability of the municipality.	To capacitate and empower workforce.	Conduct annual skills development / training needs assessment conducted, link and align the outcomes to appropriate development programmes completed and WPSP accordingly reviewed annually by 30 June 2023.	Annual skills development / training needs assessment report and reviewed WPSP by 30 June 2023	2021/22 WPSP	Conduct annual skills development / training needs assessment conducted, link and align the outcomes to appropriate development programmes completed and WPSP accordingly reviewed annually by 30 June 2023.	N/A	N/A	N/A	N/A	Conduct annual skills development / training needs assessment, link and align the outcomes to appropriate development programmes and accordingly review the WPSP annually by April 2023.
1.3(g)			100% of annually identified skills development / training needs in	% of annually identified skills development / training needs in the	2021/22 Audited Skills Development &	100% of annually identified skills development / training needs in the	N/A	N/A	N/A	N/A	100% of annually identified skills development / training needs in

**KPA 1: Municipal Transformation and Organisational Development**

		Performance Objectives And Indicators					Annual Performance Targets					
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year						
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
1.3(h)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	The following reports and plans annually reviewed & submitted to LGSETA by 30 April 2023: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and	Proof of submission of the following reports and plans to LGSETA by 30 April 2023: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical &	Training Actual Expenditure.	WSP are sufficiently budgeted for and fully funded by 30 June 2023.	WSP are sufficiently budgeted for and fully funded by 30 June 2023.	WSP are sufficiently budgeted for and fully funded by 30 June 2023.	WSP are sufficiently budgeted for and fully funded by 30 June 2023.	WSP are sufficiently budgeted for and fully funded by 30 June 2023.	WSP are sufficiently budgeted for and fully funded by 30 June 2023.	the WSP are sufficiently budgeted for and fully funded by 30 June 2023.

KPA 1: Municipal Transformation and Organisational Development											
Performance Objectives And Indicators											
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets					
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1.3(i)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2022/23 financial year	Number of monthly WSP monitoring and implementation reports submitted to LGSETA within 7 days after the end of each month during 2022/23 financial year	Twelve (12) WSP monthly reports submitted in 2021/22	Academic Learning (PIVOTAL).  Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2022/23 financial year	Ensure submission of 3 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during this quarter.	Ensure submission of 3 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during this quarter.	Ensure submission of 3 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during this quarter.	Ensure submission of 3 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during this quarter.	Professional, Vocational, Technical & Academic Learning (PIVOTAL).

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2022/23 Financial Year										
1.3(i)	Improve administrative and financial capability of the municipality.	Promote employee wellness through dedicated wellness programmes	Prepare One (1) annual employee-wellness programme by 1 July 2023, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2023.	An annual employee-wellness programme and number of quarterly reports in relation thereto prepared and presented to senior management meeting by 30 June 2023.	One (1) Annual Employee programme for 2021/22 and Four quarterly reports submitted by 20 June 2022	Prepare One (1) annual employee-wellness programme by 1 July 2023, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2023.	Prepare an annual employee-wellness plan for 2022/23 financial year by 1 July 2022, prepare and present 1 quarterly report in relation to senior management meeting in September 2022	Prepare and present 1 quarterly report to senior management meeting in relation to employee-wellness programme(s) of the previous quarter by 31 December 2022	Prepare and present 1 quarterly reports to senior management meeting in relation to employee-wellness programme(s) of the previous quarter by 31 March 2023	Prepare and present 1 quarterly reports to senior management meeting in relation to employee-wellness programme(s) of the previous quarter by 30 June 2023

KPA 1: Municipal Transformation and Organisational Development									
Performance Objectives And Indicators									
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets			
						Annual Target	Quarter 1	Quarter 2	Quarter 3
2022/23 Financial Year									
1.3(k)	Improve administrative and financial capability of the municipality.	Ensure consistent follow-up on the status of implementation of Council resolutions so improve accountability to council on its decisions.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 12 monthly reports in relation thereto by 30 June 2023.	Number of monthly reports in relation to tracking of the implementation of Council resolutions by various officials and political office bearers by 30 June 2023.	Twelve reports submitted during 2021/22 on implementation of council resolutions	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 3 monthly reports in relation thereto by 30 September 2022.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 3 monthly reports in relation thereto by 31 December 2022.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 3 monthly reports in relation thereto by 31 March 2023.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 3 monthly reports in relation thereto by 30 June 2023.

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.3(f)	Improve administrative and financial capability of the municipality.	Provide for forward annual leave planning as part of Human Resource planning to ensure smooth operations with the requisite number of employees.	Prepare and submit the organisational annual leave plan for each financial year to Human Resource Management unit by 30 September 2022.	Date of submission of organisational annual leave plan to Human Resource Management unit.	N/A	Prepare and submit the organisational annual leave plan for each financial year to Human Resource Management unit by 30 September 2022.	N/A	N/A	N/A	N/A
1.4(a)	Ensure that the district's approach to integrated development planning and policy formulation is	To ensure that the municipality integrated approach to planning and policy formulation that is informed by up to date and	The following key Sector Plans that support the IDP developed, annually reviewed and submitted to council for	Copies of developed and / or annually reviewed and sector plans listed below and proof of their submission to	The following available sectors plans as at 30 June 2022: <ul style="list-style-type: none"> <li>• (SDF);</li> <li>• (LEDS);</li> <li>• (DMP);</li> <li>• (FP);</li> </ul>	By 31 May 2023, develop, annually and submit to Council for approval the following key Sector Plans that support the IDP.	N/A	N/A	N/A	By 31 May 2023, develop, annually and submit to Council for approval the following key Sector Plans that support the IDP.

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	informed by relevant, up to date and timely sector plans.	timely sector plans and frameworks.	approval by 31 May 2023; • Spatial Development Framework (SDF); • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); • HIV/AIDS Sector Plan (HIV/AIDSSP).	council for approval by 31 May 2023; • Spatial Development Framework (SDF); • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); • HIV/AIDS Sector Plan (HIV/AIDSSP).	• (FPP); • (HRS); and • (HIV/AIDSSP). • (IWMP); • (ASP); • (DMP); • (AQMP); • (CCS); • (RDP); • (SRP)	• Spatial Development Framework (SDF); • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); • HIV/AIDS Sector Plan (HIV/AIDSSP).				• Spatial Development Framework (SDF); • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); • HIV/AIDS Sector Plan (HIV/AIDSSP).

KPA 1: Municipal Transformation and Organisational Development									
Performance Objectives And Indicators									
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets			
						Annual Target	Quarter 1	Quarter 2	Quarter 3
			<ul style="list-style-type: none"> <li>Human Resource Strategy (HRS); and</li> <li>HIV/AIDS Sector Plan (HIV/AIDSSP).</li> <li>Integrated Waste Management Plan (IWMP);</li> <li>Agricultural Sector Plan (ASP);</li> <li>Air Quality Management Plan (AQMP);</li> <li>Climate Change Strategy (CCS);</li> <li>Rural Development Plan (RDP);</li> <li>Sports and Recreation Plan (SRP)</li> </ul>	<ul style="list-style-type: none"> <li>HIV/AIDS Sector Plan (HIV/AIDSSP).</li> <li>Integrated Waste Management Plan (IWMP);</li> <li>Agricultural Sector Plan (ASP);</li> <li>Air Quality Management Plan (AQMP);</li> <li>Climate Change Strategy (CCS);</li> <li>Rural Development Plan (RDP);</li> <li>Sports and Recreation Plan (SRP)</li> </ul>		<ul style="list-style-type: none"> <li>Integrated Waste Management Plan (IWMP);</li> <li>Agricultural Sector Plan (ASP);</li> <li>Air Quality Management Plan (AQMP);</li> <li>Climate Change Strategy (CCS);</li> <li>Rural Development Plan (RDP);</li> <li>Sports and Recreation Plan (SRP)</li> </ul>			<ul style="list-style-type: none"> <li>HIV/AIDS Sector Plan (HIV/AIDSSP).</li> <li>Integrated Waste Management Plan (IWMP);</li> <li>Agricultural Sector Plan (ASP);</li> <li>Air Quality Management Plan (AQMP);</li> <li>Climate Change Strategy (CCS);</li> <li>Rural Development Plan (RDP);</li> <li>Sports and Recreation Plan (SRP)</li> </ul>

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.4(b)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	To ensure that the municipality integrated approach to planning and policy formulation that is informed by up to date and timely sector plans and frameworks.	80% improvement in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2023	% improvement in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2023	2021/22 CoGTA IDP Assessment Report.	Improve by 80% in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2023.	N/A	N/A	N/A	Improve by 80% in annual assessment ratings of the municipality's IDP by CoGTA by 31 May 2023.
1.4(c)	Ensure that the district's approach to integrated development	Ensure that the municipality's IDP is aligned with the IDPs of local municipalities	Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering	Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting	2 District IDP Managers Forums Meetings convened in 2021/22.	Convene four (4) District IDP Managers Forums Meetings and one (1) IDP Steering	Convene four (1) District IDP Managers Forum Meeting by 30 September 2022.	Convene four (1) District IDP Managers Forum Meeting by 31 December 2022.	Convene one (1) District IDP Managers' Forum Meeting and one (1) IDP Steering	Convene four (1) District IDP Managers Forum Meeting by 31 May 2023.

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.5(a)	Improve administrative and financial capability of the municipality.	Ensure compliance with minimum information security standards, policies and other statutory prescripts	Conduct 12 monthly inspections of all electronic security systems and access control registers, prepare and submit reports in relation	Number of monthly inspections of all electronic security systems and access control registers conducted and reported on by 30 Jun 2023	New KPI	Conduct 12 monthly inspections of all electronic security systems and access control registers, prepare and submit reports in relation thereto by 30 Jun 2023	Conduct 3 monthly inspections of all electronic security systems and access control registers, prepare and submit reports in relation thereto by 31 March 2023.	Conduct 3 monthly inspections of all electronic security systems and access control registers, prepare and submit reports in relation thereto by 31 March 2023.	Conduct 3 monthly inspections of all electronic security systems and access control registers, prepare and submit reports in relation thereto by 31 March 2023.	Conduct 3 monthly inspections of all electronic security systems and access control registers, prepare and submit reports in relation thereto by 31 March 2023.

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.5(b)			<p>there to by 30 Jun 2023.</p> <p>Conduct 4 quarterly vetting, screening and suitability checks of employees and contractors to the municipality by 30 June 2023.</p>	<p>Number of quarterly vetting, screening and suitability checks of employees and contractors to the municipality conducted by 30 June 2023.</p>	New KPI	<p>Conduct 4 quarterly vetting, screening and suitability checks of employees and contractors to the municipality by 30 June 2023.</p>	<p>Conduct 1 quarterly vetting, screening and suitability checks of employees and contractors to the municipality by 30 September 2022</p>	<p>Conduct 1 quarterly vetting, screening and suitability checks of employees and contractors to the municipality by 31 December 2022</p>	<p>Conduct 1 quarterly vetting, screening and suitability checks of employees and contractors to the municipality by 31 March 2023</p>	<p>Conduct 1 quarterly vetting, screening and suitability checks of employees and contractors to the municipality by 30 June 2023</p>
1.5(c)			<p>Conduct 1 awareness programs to employees on classification of information and handling of request of</p>	<p>Number of quarterly awareness programs to employees on classification of information and handling of request of information by 30 June 2023</p>	New KPI	<p>Conduct 1 awareness programs to employees on classification of information and handling of request of information by 30 June 2023</p>	N/A	N/A	N/A	<p>Conduct 1 awareness programs to employees on classification of information and handling of request of</p>

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators			Annual Performance Targets							
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.5 (d)			information by 30 June 2023. Investigate all reported cases of loss, security breaches, fraud, corruption and improper application of security measures and report in relation thereto by 30 June 2023.	Number of cases of loss, security breaches, fraud, corruption and improper application of security measures reported against number of cases actually investigated by 30 June 2023	New KPI	Investigate all reported cases of loss, security breaches, fraud, corruption and improper application of security measures and report in relation thereto by 30 June 2023	Investigate all reported cases of loss, security breaches, fraud, corruption and improper application of security measures and report in relation thereto by 31 December 2022	Investigate all reported cases of loss, security breaches, fraud, corruption and improper application of security measures and report in relation thereto by 30 September 2022	Investigate all reported cases of loss, security breaches, fraud, corruption and improper application of security measures and report in relation thereto by 31 March 2023	Investigate all reported cases of loss, security breaches, fraud, corruption and improper application of security measures and report in relation thereto by 30 June 2023
1.5 (e)			Conduct 12 monthly inspections of firearms register and provide 1 shooting exercise	Number of monthly inspections of firearms register and provide number of shooting exercise to identified security	New KPI	Conduct 12 monthly inspections of firearms register and provide 1 shooting exercise to identified security	Conduct 1 monthly inspection of firearms register by 31 December 2022	Conduct 1 monthly inspection of firearms register by 30 September 2022	Conduct 1 monthly inspection of firearms register by 31 March 2023	Conduct 1 monthly inspection of firearms register and provide 1 shooting exercise to identified

KPA 1: Municipal Transformation and Organisational Development										
Performance Objectives And Indicators					Annual Performance Targets					
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			to identified security officers by 30 Jun 2023.	officers conducted by 30 Jun 2023.		officers by 30 Jun 2023.				security officers by 30 Jun 2023.

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**KPA 2: Basic Service Delivery and Infrastructure Development**

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KPA 2: Basic Service Delivery and Infrastructure Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1	To assist local municipalities in the district in setting up a road asset management systems and to collect roads and traffic data in the district in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA).	To improve roads in the district to be more efficient and internationally competitive.	A focused roads conditions assessment completed on 2 052 km road networks in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and a final report prepared and submitted to the Provincial and National Departments of Roads by 30 June 2023.	RRAMS project close-up report submitted to the Provincial and National Departments of Roads.	2020/21 – 2021/22 RRAMS road conditions assessment report.	Complete a focused roads conditions assessment on internal rural road networks in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and a final report prepared and submitted to the Provincial and National Department of Transport by 30 June 2023.	Achieve the following RRAMS project milestones by 30 September 2022: <ul style="list-style-type: none"> <li>• Compile tender specifications.</li> <li>• Advertise tender</li> <li>• Complete and submit quarterly report to Department of Transport</li> </ul>	Achieve the following RRAMS project milestones by 31 December 2022: <ul style="list-style-type: none"> <li>• Appoint RRAMS Service Provider.</li> <li>• Service provider to familiarise and update RAMS system and provide programme.</li> <li>• System implementation and update Road Network Information Module (RNIM)</li> <li>• Update Bridge Inventory (BMS)</li> </ul>	Achieve the following RRAMS project milestones by 31 March 2023: <ul style="list-style-type: none"> <li>• Complete 3 x Traffic Counts in Ngwathe LM</li> <li>• Complete 200km of Road Inventory Survey</li> <li>• Update RRAMS system data</li> <li>• Complete and submit quarterly report to Department of Transport.</li> </ul>	Achieve the following RRAMS project milestones by 30 June 2023: <ul style="list-style-type: none"> <li>• Complete 300km of Road Inventory Survey</li> <li>• Complete 18 Structural Assessments</li> <li>• Update RRAMS system data.</li> <li>• Prepare Close Out report on RRAMS project.</li> <li>• Handover Data to Department of Transport.</li> </ul>

KPA 2: Basic Service Delivery and Infrastructure Development										
Performance Objectives And Indicators					Annual Performance Targets					
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.2	To provide for and support integrated, efficient and sustainable settlements in the district.	Review and align the municipality's SDF and the 5 year IDP for new term of council to ensure an integrated district SDF that facilitates sustainable human settlement and improved quality of household life within the district.	Reviewed SDF of the municipality for 2022/23 financial and submitted for approval by Council by 30 June 2023	1 Reviewed SDF document of the municipality for 2022/23 financial year and Council resolution for approval by 30 June 2023	New KPI	Review the SDF of the municipality for 2022/23 financial year and submit for Council approval by 30 June 2023.	Process plan for review of 2022/23 SDF approved by 30 September 2022	Consultation with both internal and external stakeholders and consolidation of all inputs and a report in relation thereto submitted by 31 December 2022	Consolidation of inputs into a draft document and development of a draft document and a report in relation thereto submitted by 31 March 2023	Reviewed SDF of the municipality for 2022/23 financial year submitted to Council for approval by 30 June 2023

KPA 2: Basic Service Delivery and Infrastructure Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.3	To ensure effective and efficient Fire & Rescue Services in Mafube LM	To ensure planning, coordination and regulation of fire & rescue services in Mafube LM	Four (4) quarterly inspections performed at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2023.	Number of quarterly inspections performed at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2023.	4 Quarterly inspections reports in 2021/22.	Perform four (4) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2023.	Perform one (1) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 30 September 2022.	Perform one (1) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 31 March 2023.	Perform one (1) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2023.	Perform one (1) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2023.
2.4(a)	To provide Environmental Health & Emergency Services effectively & equitably in the District.	To ensure equitable allocation and distribution Environmental Health & Emergency Services resources across the district so as	Four (4) quarterly Municipal Health Services reports indicating services rendered in various towns across the four (4) local municipalities in the district	Number of quarterly Municipal Health Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2023.	4 Quarterly Municipal Health Services reports in 2021/22.	Prepare four (4) quarterly Municipal Health Services reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023.	Prepare one (1) quarterly Municipal Health Services reports indicating work done in various towns across the four (4) local municipalities in the district by 30 September 2022.	Prepare one (1) quarterly Municipal Health Services reports indicating work done in various towns across the four (4) local municipalities in the district by 31 March 2023.	Prepare one (1) quarterly Municipal Health Services reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023.	Prepare one (1) quarterly Municipal Health Services reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023.

KPA 2: Basic Service Delivery and Infrastructure Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.4(b)		to ensure fair and equitable health services within the district.	Four (4) quarterly Air Quality Management and waste management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2023.	Number of quarterly Air Quality Management and waste management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2023.	4 Quarterly Air Quality Management reports in 2021/22.	Prepare four (4) quarterly Air Quality Management and waste management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023.	Prepare one (one) quarterly Air Quality Management and waste management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 September 2022.	Prepare one (one) quarterly Air Quality Management and waste management reports indicating work done in various towns across the four (4) local municipalities in the district by 31 March 2023.	Prepare one (one) quarterly Air Quality Management and waste management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023.	Prepare one (one) quarterly Air Quality Management and waste management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023.
2.4(c)	To provide Environmental Health & Emergency	To ensure equitable allocation and distribution	Four (4) quarterly Environmental Management reports indicating	Number of quarterly Environmental Management reports indicating	4 Quarterly Environmental Management	Prepare four (4) quarterly Environmental Management	Prepare one (1) quarterly Environmental Management	Prepare one (1) quarterly Environmental Management	Prepare one (1) quarterly Environmental Management	Prepare one (1) quarterly Environmental Management

KPA 2: Basic Service Delivery and Infrastructure Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.5(a)	To ensure effective & efficient disaster management & emergency services in the district.	Environmental Health & Emergency Services resources across the district so as to ensure fair and equitable health services within the district.	work done in various areas across the four (4) local municipalities in the district prepared by 30 June 2023.	work done in various areas across the four (4) local municipalities in the district prepared by 30 June 2023.	reports in 2021/22.	reports indicating work done in various areas across the four (4) local municipalities in the district by 30 June 2023.	reports indicating work done in various areas across the four (4) local municipalities in the district by 30 September 2022.	reports indicating work done in various areas across the four (4) local municipalities in the district by 31 December 2022.	reports indicating work done in various areas across the four (4) local municipalities in the district by 31 March 2023.	reports indicating work done in various areas across the four (4) local municipalities in the district by 30 June 2023.
			Four (4) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district	Number of quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district	4 Quarterly Disaster Management reports 2021/22.	Prepare four (4) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023	Prepare one (1) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 September 2022.	Prepare one (1) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 31 December 2022.	Prepare one (1) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 31 March 2023.	Prepare one (1) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2023.

KPA 2: Basic Service Delivery and Infrastructure Development									
Performance Objectives And Indicators									
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets			
						Annual Target	Quarter 1	Quarter 2	Quarter 3
2.6(a)	To contribute towards the national government's goal of reduction in the prevalence of HIV/AIDS in the district.	disaster or emergency that may occur Develop and implement HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst communities within the District.	prepared by 30 June 2023. Four (4) HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centers and private sector institutions by 30 June 2023.	prepared by 30 June 2023. Number of HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centers and private sector institutions by 30 June 2023.	2 HIV/AIDS awareness campaigns held in 2021/22.	the district by 30 September 2022. One (1) HIV/AIDS awareness campaign held or supported in the district targeting youth, men, women schools, Correctional Centers and private sector institutions by 30 September 2022. Four (4) HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centers and private sector institutions by 30 June 2023.	the district by 31 March 2023. One (1) HIV/AIDS awareness campaign held or supported in the district targeting youth, men, women schools, Correctional Centers and private sector institutions by 31 March 2023.	the district by 30 June 2023. One (1) HIV/AIDS awareness campaign held or supported in the district targeting youth, men, women schools, Correctional Centers and private sector institutions by 30 June 2023.	the district by 30 June 2023. One (1) HIV/AIDS awareness campaign held or supported in the district targeting youth, men, women schools, Correctional Centers and private sector institutions by 30 June 2023.
2.6(b)			One (1) Annual HIV/AIDS commemoration aimed at creating	Number of Annual HIV/AIDS commemorations aimed at creating	1 Annual HIV/AIDS commemoration aimed at creating	Hold one (1) Annual HIV/AIDS commemoration aimed at creating	Hold one (1) Annual HIV/AIDS commemoration aimed at creating	Hold one (1) Annual HIV/AIDS commemoration aimed at creating	N/A

KPA 2: Basic Service Delivery and Infrastructure Development										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.7 (a)	To create and promote an environment that encourages socio-economic empowerment	To support poverty alleviation through Extended Public Works Programme	HIV/AIDS awareness held by 30 June 2023. Four (4) EPWP Progress reports indicating created Fulltime Equivalent (FTE's) and Work Opportunities (WO) as per the Protocol Agreement	HIV/AIDS awareness held by 30 June 2023. Number of EPWP progress reports indicating created fulltime equivalent (FTE's) and Work Opportunities (WO) as per the Protocol Agreement	HIV/AIDS awareness held in 2021/22. None	HIV/AIDS awareness by 30 June 2023. Provide four (4) EPWP Progress reports indicating created Fulltime Equivalent (FTE's) and Work Opportunities (WO) as per the Protocol Agreement	HIV/AIDS awareness by 31 December 2022. Provide one (1) EPWP Progress reports indicating created Fulltime Equivalent (FTE's) and Work Opportunities (WO) as per the Protocol Agreement by 31 September 2022	HIV/AIDS awareness by 31 December 2022. Provide one (1) EPWP Progress reports indicating created Fulltime Equivalent (FTE's) and Work Opportunities (WO) as per the Protocol Agreement by 31 March 2023	HIV/AIDS awareness by 31 December 2022. Provide one (1) EPWP Progress reports indicating created Fulltime Equivalent (FTE's) and Work Opportunities (WO) as per the Protocol Agreement by 30 June 2023	HIV/AIDS awareness by 31 December 2022. Provide one (1) EPWP Progress reports indicating created Fulltime Equivalent (FTE's) and Work Opportunities (WO) as per the Protocol Agreement by 30 June 2023

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**KPA 3: Local Economic Development**

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KPA 3: Local Economic Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1(a)	To implement programmes and initiatives that are aimed at entrepreneurial support, job creation and poverty alleviation	To provide dedicated support to SMMEs, Cooperatives and other entrepreneurial initiatives in the district so as to stimulate economic development in the district.	Four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project prepared by 30 June 2023.	Number of quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project prepared by 30 June 2023.	4 Quarterly reports prepared in 2021/22	Prepare four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 30 June 2023.	Prepare one (1) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 30 September 2022.	Prepare one (1) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 31 March 2023.	Prepare one (1) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 30 June 2023.	Prepare one (1) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 30 June 2023.
3.1(b)			Sixteen 1(6) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2023.	Sixteen (16) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2023.	4 SMMEs supported in 2021/22	Identify and provide dedicated entrepreneurial support to sixteen (16) SMMEs in the district by 30 June 2023.	Identify and provide dedicated entrepreneurial support to four (4) SMMEs in the district by 30 September 2022.	Identify and provide dedicated entrepreneurial support to four (4) SMMEs in the district by 31 March 2023.	Identify and provide dedicated entrepreneurial support to four (4) SMMEs in the district by 30 June 2023.	Identify and provide dedicated entrepreneurial support to four (4) SMMEs in the district by 30 June 2023.
3.1(c)	To implement programmes	To provide dedicated support	Two (2) Customer Care training	Number of Customer Care	Customer Care training provided	Provide two (2) Customer Care	N/A	Provide one (1) Customer Care	N/A	Provide one (1) Customer Care

KPA 3: Local Economic Development												
Performance Objectives And Indicators												
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets						
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
3.1(d)	and initiatives that are aimed at entrepreneurial support, job creation and poverty alleviation	to SMMEs, Cooperatives and other entrepreneurial initiatives in the district so as to stimulate economic development in the district.	provided to SMMEs in the district by 30 June 2023. Two (2) cooperatives supplied with identified tools/equipment by 30 June 2023.	training provided to SMMEs in the district by 30 June 2023. Number of cooperatives supplied with identified tools/equipment by 30 June 2023.	to SMMEs in 2021/22 4 Cooperative supplied with identified tools/equipment in 2021/22	training to SMMEs in the district by 31 December 2022	training to SMMEs in the district by 30 June 2023.	Supply two (2) Cooperatives with identified tools/equipment by 30 June 2023.	Supply one (1) Cooperative with identified tools/equipment by 30 September 2022.	N/A	training to SMMEs in the district by 30 June 2023.	N/A
3.2	To nurture the development of people's potential in the district through arts & culture	To develop arts & crafts in the communities within the district by providing required resources and support.	Up to three (3) qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2023.	Number of qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2023.	4 qualifying artists and / or groups of artists supported in 2021/22.	Assist and support up to three (3) qualifying artists and / or groups of artists in the district with training, coaching and crafting skills by 30 June 2023.	Assist and support up to three (3) qualifying artists and / or groups of artists in the district with training, coaching and crafting skills by 30 June 2023.	Assist and support up to three (3) qualifying artists and / or groups of artists in the district with training, coaching and crafting skills by 30 June 2023.	N/A	N/A	Assist and support up to three (3) qualifying artists and / or groups of artists in the district with training, coaching and crafting skills by 30 June 2023.	N/A

KPA 3: Local Economic Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.2(a)	To plan, coordinate & support sports and recreation programmes in the district.	To strengthen civic pride and patriotism amongst communities in the district and contribute to social cohesion and nation brand ambassadorship through sport.	Coordinate 2 adventure sports activities in collaboration with the relevant sector departments and stakeholders by 30 June 2023.	Number of adventure sports activities coordinated in collaboration with the relevant sector departments and stakeholders by 30 June 2023	New KPI	Coordinate 2 adventure sports activities in collaboration with the relevant sector departments and stakeholders by 30 June 2023.	N/A	Coordinate 1 adventure sports activity in collaboration with the relevant sector departments and stakeholders by 31 December 2022	N/A	Coordinate 1 adventure sports activity in collaboration with the relevant sector departments and stakeholders by 30 June 2023.
3.2(b)			Coordinate Two (2) mountain bike training camps, two (2) mountain bike races and One (1) sports tournament by the end of June 2023.	Number of mountain bike training camps, mountain bike races and sports tournament held by 30 June 2023	New KPI	Coordinate 2 adventure sports activities in collaboration with the relevant sector departments and stakeholders by 30 June 2023.	N/A	Coordinate one (1) mountain bike training camps and one (1) mountain bike races tournament by 31 December 2022	N/A	Coordinate 1 mountain bike training camps, one (1) mountain bike races and One (1) sports tournament by 30 June 2023.
3.3(a)	To promote & develop the	To continuously plan and implement	Assist five (5) B&B establishments in the district	Number of B&B establishments in the district assisted	5 B&B establishments	Assist five (5) B&B establishments in the district	Assist one (1) B&B establishments in the district	Assist one (1) B&B establishments in the district	Assist one (1) B&B establishments in the district	Assist two (2) B&B establishments in the district

KPA 3: Local Economic Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.3(b)	tourism sector in the District.	tourism sector related programmes and initiatives in collaboration with all key stakeholders within the district.	the district supported annually with Quality assurance Training for possible Grading Certification by 30 June 2023.	with Tourism Council grading and certification by 30 June 2023.	assisted in 2021/22	supported annually with Quality assurance Training for possible Grading Certification by 30 June 2023.	the district supported annually with Quality assurance Training for possible Grading Certification by 30 September 2022	supported annually with Quality assurance Training for possible Grading Certification 31 December 2022	the district supported annually with Quality assurance Training for possible Grading Certification by 31 March 2023.	the district supported annually with Quality assurance Training for possible Grading Certification by 30 June 2023.
			Conduct four (4) tourism awareness campaigns (i.e. 1 per local municipality per quarter) by 30 June 2023.	Number of tourism awareness campaigns (i.e. 1 per local municipality per year) conducted by 30 June 2023.	4 Tourism awareness campaigns in 2021/22	Conduct four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) by 30 June 2023.	Conduct one (1) tourism awareness campaigns (i.e. 1 per local municipality per year) by 30 September 2022.	Conduct one (1) tourism awareness campaigns (i.e. 1 per local municipality per year) by 31 December 2022.	Conduct one (1) tourism awareness campaigns (i.e. 1 per local municipality per year) by 31 March 2023.	Conduct one (1) tourism awareness campaigns (i.e. 1 per local municipality per year) by 30 June 2023.

KPA 3: Local Economic Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.3(c)	To promote & develop the tourism sector in the District.	To continuously plan and implement tourism sector related programmes and initiatives in collaboration with all key stakeholders within the district.	Participate in at least one (1) local and / or international tourism show / expo by 30 June 2023.	Number of local and / or international tourism shows / expos participated in by 30 June 2023.	1 Local Tourism Shows attended in 2021/22	Participate in at least one (1) local and / or international tourism show / expo by 30 June 2023.	N/A	N/A	N/A	Participate in at least one (1) local and / or international tourism show / expo by 30 June 2023.
3.3(d)			Publicize two (2) advertisements on promotion of tourism in the district by 30 June 2023.	Number of advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2023.	1 Advertisement placed in 2021/22	Publicize two (2) advertisements on promotion of tourism in the district by 30 June 2023.	N/A	Publicize one (1) advertisements on promotion of tourism in the district by 31 December 2022.	N/A	Publicize one (1) advertisement on promotion of tourism in the district by 30 June 2023.
3.4	To promote and support the development of vulnerable	Capacitate women and disabled people to participate in mainstream	Identify and provide dedicated entrepreneurial support to one (1) SMME owned by	Number of SMME owned by women and / or disabled persons in the district identified	N/A	Identify and provide dedicated entrepreneurial support to one (1) SMME owned by	N/A	N/A	N/A	Identify and provide dedicated entrepreneurial support to one (1) SMME owned by

KPA 3: Local Economic Development										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.5	To support development of emerging farmers in the district into mainstream farming	economy as well as in various activities in society and ensure that young children are provided with an appropriate care and educational support.	women and / or disabled persons in the district by 30 June 2023.	and provided with dedicated entrepreneurial support by 2022.		women and / or disabled persons in the district by 30 June 2023.				women and / or disabled persons in the district by 30 June 2023.
		Support emerging farmers in identify opportunities in agro-processing of products in the district	Support one (1) agro-processing/ production support unit initiatives / projects by 30 June 2023.	Number of agro-processing production support unit initiatives/ projects by 30 June 2023	One (1) agro-processing supported in 2021-22	Support one (1) agro-processing/ production support unit initiatives / projects by 30 June 2023.	N/A	N/A	N/A	Support one (1) agro-processing/ production support unit initiatives / projects by 30 June 2023.

KPA 3: Local Economic Development									
Performance Objectives And Indicators			Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year			
						Annual Target	Quarter 1	Quarter 2	Quarter 3
3.6		To continuously plan and implement social development sector related programs and initiatives in collaboration with all key stakeholders within the district.	Identify and provide dedicated support to four (4) social development initiatives/ establishments/ organisations/ individuals in the District by 30 June 2023.	Number of social development initiatives/ establishments supported with equipment's/ funding or assistance within the district by 30 June 2023.	Four social development initiatives supported in 2021-22	Identify and provide dedicated support to four (4) social development initiatives/ establishments/ organisations/ individuals in the District by 30 June 2023.	Provide dedicated support to one (1) social development initiatives/ establishments/ equipment's/ funding or assistance in within the district by 30 September 2022.	Provide dedicated support to one (1) social development initiatives/ establishments/ equipment's/ funding or assistance in within the district by 31 March 2023.	Provide dedicated support to one (1) social development initiatives/ establishments/ equipment's/ funding or assistance in within the district by 30 June 2023.

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**KPA 4: Financial Management & Viability**

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KPA 4: Financial Management & Viability										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1(a)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	The following Budget related policies reviewed and submitted for approval by Council by 31 May 2023: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget &	Reviewed draft of the following Budget related policies and proof of their submission to Council for approval by 31 May 2023: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget &	Current: - • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Reporting and Supply Chain Management Policy	Review and submit the following Budget related policies for approval by Council by 31 May 2023: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting	N/A	N/A	N/A	Annually review and submit the following Budget related policies for approval by Council by 31 May 2023: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget &

KPA 4: Financial Management & Viability										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1(b)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	The following Financial Management and / or Accounting policies developed and annually reviewed and submitted for approval by Council by 31 May 2023: Debtors / Receivables Policy;	Reporting Policy; and Supply Chain Management Policy	2021-22 Financial Management and Accounting policies	Develop, annually review and submit the following Financial Management and / or Accounting policies for approval by Council by 31 May 2023: Debtors / Receivables Policy; Bad Debts & Debt Impairment Policy; Subsequent Events Policy;	N/A	N/A	N/A	Reporting Policy; and Supply Chain Management Policy

KPA 4: Financial Management & Viability										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1(c)	To secure sound financial management practices that	Plan, implement, monitor and report on financial management	100% of suppliers' and service providers' invoices received	% of suppliers' and service providers' invoices received throughout the year	2021/22 Creditors Age Analysis Reports.	Pay 100% of valid suppliers' and service providers' invoices received	Pay 100% of valid suppliers' and service providers' invoices received	Pay 100% of valid suppliers' and service providers' invoices received	Pay 100% of valid suppliers' and service providers' invoices received	Pay 100% of valid suppliers' and service providers' invoices received
			<ul style="list-style-type: none"> <li>Bad Debts &amp; Debt Impairment Policy;</li> <li>Subsequent Events Policy;</li> <li>Provisions, Contingencies &amp; Accruals Policy;</li> <li>Unauthorised, Irregular, Fruitless &amp; Wasteful Expenditure Policy;</li> <li>Commitments Policy</li> </ul>	<ul style="list-style-type: none"> <li>Bad Debts &amp; Debt Impairment Policy;</li> <li>Subsequent Events Policy;</li> <li>Provisions, Contingencies &amp; Accruals Policy;</li> <li>Unauthorised, Irregular, Fruitless &amp; Wasteful Expenditure Policy;</li> <li>Commitments Policy</li> </ul>		<ul style="list-style-type: none"> <li>Provisions, Contingencies &amp; Accruals Policy;</li> <li>Unauthorised, Irregular, Fruitless &amp; Wasteful Expenditure Policy;</li> <li>Commitments Policy</li> </ul>				<ul style="list-style-type: none"> <li>Bad Debts &amp; Debt Impairment Policy;</li> <li>Subsequent Events Policy;</li> <li>Provisions, Contingencies &amp; Accruals Policy;</li> <li>Unauthorised, Irregular, Fruitless &amp; Wasteful Expenditure Policy;</li> <li>Commitments Policy</li> </ul>

KPA 4: Financial Management & Viability										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1(d)	enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	throughout the year paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2023.	paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2023.	2021/22 Approved Budget	throughout the year within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2023.	invoices received throughout the quarter within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 September 2022.	throughout the quarter within 30 days of receipt where there is no disputed delivery of goods / services each year by 31 December 2022.	throughout the quarter within 30 days of receipt where there is no disputed delivery of goods / services each year by 31 March 2023.	throughout the quarter within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2023.
	To secure sound financial management practices that enhance financial viability & compliance with	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated	100% cash-backed annual budgets prepared and submitted to Council for approval by 31 May 2023.	% cash-backed annual budgets prepared and proof of submission to Council for approval by 31 May 2023.	2021/22 Approved Budget	Prepare annual budgets that are 100% cash-backed and submit to Council for approval by 31 May 2023.	N/A	N/A	N/A	Prepare annual budgets that are 100% cash-backed and submit to Council for approval by 31 May 2023.

KPA 4: Financial Management & Viability									
Performance Objectives And Indicators									
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets			
						Annual Target	2022/23 Financial Year		
							Quarter 1	Quarter 2	Quarter 3
4.1(e)	the requirements of MFMA & other relevant legislation	regulations and prescribed accounting norms and standards.	One (1) annual Audit File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed- off by 31 August 2022.	Number of annual Audit File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed- off by 31 August 2022.	2021/22 Audit File	Prepare and sign-off four (4) annual Audit Files compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year by 31 August 2022.	N/A	N/A	N/A
4.1(f)	To secure sound financial management practices that enhance financial viability & compliance with the	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and	One (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP)	Number of sets of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP)	2021/22 Annual Financial Statements	Sign-off one (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP)	N/A	N/A	N/A

KPA 4: Financial Management & Viability										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1(g)	requirements of MFMA & other relevant legislation	prescribed accounting norms and standards.	standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2022.	standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2022.	12 Monthly budget statement reports and 4 quarterly financial reports in 2021/22.	Prepare and submit to Executive Mayor by 30 June 2020, twelve (12) signed-off monthly budget statement reports and four (4) quarterly financial reports by 30 June 2023.	Prepare and submit to Executive Mayor by 30 June 2020, three (3) signed-off monthly budget statement reports and one (1) quarterly financial report by 31 December 2022.	Prepare and submit to Executive Mayor by 30 June 2020, three (3) signed-off monthly budget statement reports and one (1) quarterly financial report by 31 March 2023.	Prepare and submit to Executive Mayor by 30 June 2020, three (3) signed-off monthly budget statement reports and one (1) quarterly financial report by 30 June 2023.	Prepare and submit to Executive Mayor by 30 June 2020, three (3) signed-off monthly budget statement reports and one (1) quarterly financial report by 30 June 2023.
4.1(h)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Twelve (12) monthly budget statement reports and four (4) quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2023.	Number of monthly budget statement reports and quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2023.	12 signed-off monthly bank reconciliation	Prepare and sign-off twelve (12) monthly	Prepare and sign-off three (3) monthly	Prepare and sign-off three (3) monthly	Prepare and sign-off three (3) monthly	Prepare and sign-off three (3) monthly

KPA 4: Financial Management & Viability										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2022/23 Financial Year										
4.1(i)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	reconciliation statements of all bank accounts prepared and signed-off 30 June 2023.	statements of all bank accounts prepared and signed-off 30 June 2023.	reconciliation statement of all bank accounts in 2021/22.	bank reconciliation statements of all bank accounts by 30 June 2023.	monthly bank reconciliation statements of all bank accounts by 30 September 2022.	bank reconciliation statements of all bank accounts by 31 December 2022.	monthly bank reconciliation statements of all bank accounts by 31 March 2023.	monthly bank reconciliation statements of all bank accounts by 30 June 2023.
			100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2022/23 financial year.	% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2022/23 financial year.	Monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days in 2021/22	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2022/23 financial year.	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout this quarter	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout this quarter	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout this quarter	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout this quarter

KPA 4: Financial Management & Viability										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1(j)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	2 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2023	Number of biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2023.	2 biannual assets verification performed and asset registers updated with all assets in 2021/22	2 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2023.	None	1 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 31 December 2022.	None	1 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2023.
4.1(k)	To secure sound financial management practices that enhance financial viability &	Plan, implement, monitor and report financial management activities in accordance with MFMA, its	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to	Amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the	2021-22 report on Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to	Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to

KPA 4: Financial Management & Viability										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	compliance with the requirements of MFMA & other relevant legislation	associated regulations and prescribed accounting norms and standards.	non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2023.	municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2023.		municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2023.	non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 September 2022	municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 31 December 2022	non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 31 March 2023.	non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2023.

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**KPA 5: Good Governance & Public Participation**

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KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.1(a)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Top-Layer SDBIP for each financial year submitted to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	Number of SDBIP for each financial year submitted to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	2021/22 Top-Layer SDBIP	Submit Top-Layer SDBIP for 2023/24 financial year to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	N/A	N/A	N/A	Submit Top-Layer SDBIP for 2023/24 financial year to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.
5.1(b)			Five (5) signed Performance Agreements & Plans for the Municipal Manager and four	5 Performance Agreements & Plans for 2022/23	2021/22 Performance Agreements & Plans.	Conclude five (5) signed Performance Agreements & Plans for the Municipal Manager and four	Conclude five (5) signed Performance Agreements & Plans for the Municipal Manager and four	N/A	N/A	N/A

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators				Annual Performance Targets						
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.1(c)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual	Number of quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the	Four (4) quarterly performance assessment reports of 2021-22	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the
			(4) senior managers concluded for 2020/21 financial year by 31 July 2022.			(4) senior managers for 2021/22 financial year by 31 July 2022.	Manager and four (4) senior managers for 2021/22 financial year by 31 July 2022.	One (1) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of quarter 1 of 2022/23.	One (1) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of quarter 2 of 2022/23.	One (1) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of quarter 3 of 2022/23.

KPA 5: Good Governance & Public Participation											
Performance Objectives And Indicators				Annual Performance Targets							
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year					
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
5.1(d)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	performance report for signed-off and submitted to the Auditor-General by 31 August 2022.	Auditor- General by 31 August 2022.		Auditor- General by 31 August 2022.	annual performance report for signed-off and submitted to the Auditor-General by 31 August 2022.	N/A	N/A	One (1) signed-off Mid- Term budget and performance assessment report for each financial year submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2023.	N/A

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets 2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.1(e)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	One (1) audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2023.	Number of audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2023.	2020/21 Audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2022.	One (1) audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2023.	N/A	N/A	N/A	
5.2(a)	To promote effective, public consultation, regular communication with communities.	Ensure that the municipality's information is regularly communicate to communities directly and also through various platforms such as	Twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2023.	Number of content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2023.	12 Monthly content updates is 2021/22.	Do twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website by 30 June 2023.	Do three (3) content updates (i.e. 1 per month for each financial year) of the municipality's website by 30 September 2022.	Do three (3) content updates (i.e. 1 per month for each financial year) of the municipality's website by 31 December 2022.	Do three (3) content updates (i.e. 1 per month for each financial year) of the municipality's website by 31 March 2023.	Do three (3) content updates (i.e. 1 per month for each financial year) of the municipality's website by 30 June 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators					Annual Performance Targets					
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.2(b)	To promote effective, public consultation, regular communication with communities.	municipal website, notice boards, newspapers, etc. Develop and implement annual community participation and interaction program aimed at interacting with the community	Four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings convened by 30 June 2023.	Number of IDP Public Participation meetings and number of IDP Rep Forum meetings convened by 30 June 2023.	4 IDP Public Participation Meetings, 1 IDP Steering Committee Meetings held in 2021/22	Convene four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings by 30 June 2023.	N/A	N/A	Convene four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings by 31 March 2023	N/A
5.2(c)		regarding various matters of local governance including public awareness campaigns, civic education about various programs	Four (4) community awareness campaigns and civic education held by 30 June 2023.	Number of community awareness campaigns and civic education held by 30 June 2023.	1 x Civic Education held in 2021/22	Hold four (4) community awareness campaigns and civic education by 30 June 2023.	Hold one (1) community awareness campaigns and civic education by 30 September 2022.	Hold one (1) community awareness campaigns and civic education by 31 December 2022.	Hold one (1) community awareness campaigns and civic education by 31 March 2023.	Hold one (1) community awareness campaigns and civic education by 30 June 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets 2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.3	To support & capacitate Councillors, Ward committees & Community Development workers in an effort to enhance governance in within the municipality.	that are initiated at other Provide regular workshops & training with the view of capacity building to Councillors, Ward Committees & Community Development workers so as to enhance the system of cooperative governance within the district.	Four (4) workshops & training, four (4) Speaker's Imbizos, one (1) Ward Committee Conferences, one (1) CDW Conferences convened by 30 June 2023.	Number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conferences convened by 30 June 2023.	2 x councillors' training workshops were held, 1 x Civic Education (Older Persons and their Rights, 1 x training for Ward Committees on Public Participation in Local Governance held, 1 x Wellness Workshop for Councillors on Financial Wellbeing held, 1 x workshop &	Convene four (4) workshops & training, four (4) Speaker's Imbizos, one (1) Ward Committee Conferences, one (1) CDW Conferences by 30 June 2023.	Convene one (1) workshop & training, one (1) Speaker's Imbizo, and one (1) Ward Committee Conferences by 30 September 2022.	Convene one (1) workshop & training, one (1) Speaker's Imbizo, and one (1) CDW Conferences by 31 December 2022.	Convene one (1) workshop & training, one (1) Speaker's Imbizo, by 31 March 2023.	Convene one (1) workshop & training, one (1) Speaker's Imbizo, by 30 June 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.4(a)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	Two (2) District Coordination Forum (DCF) meetings convened by 30 June 2023.	Number of District Coordination Forum (DCF) meetings convened by 30 June 2023.	training (Ward committees" training held, 1 x Speaker's Imbizo held and 2 x Civic Education held in 2021/22 Two (2) DCF Meetings in 2021/22	Convene two (2) District Coordination Forum (DCF) meetings by 30 June 2023.	N/A	Convene one (1) District Coordination Forum (DCF) meeting by 31 December 2022.	N/A	Convene one (1) District Coordination Forum (DCF) meeting by 30 June 2023.
5.4(b)	To promote and facilitate Intergovernmental Relations amongst	Facilitate compliance with the principles of co-operative government and	Two (2) Technical IGR meetings convened by 30 June 2023.	Number of Technical IGR meetings convened by 30 June 2023.	8 Technical IGR meeting was held in 2021/22.	Convene two (2) Technical IGR meetings convened by 30 Jun 2023.	N/A	Convene one (1) Technical IGR meetings convened by 31 December 2022.	N/A	Convene one (1) Technical IGR meetings convened by 30 Jun 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.4(c)	stakeholders in the district.	intergovernmental relations in the district.	Four (4) Municipal Manager's Forum meetings convened by 30 June 2023.	Number of Municipal Manager's Forum meetings convened by 30 June 2023.	1 Municipal Manager's Forum meetings held in 2021/22.	Convene four (4) Municipal Manager's Forum meetings by 30 June 2023.	Convene one (1) Municipal Manager's Forum meetings by 30 September 2022.	Convene one (1) Municipal Manager's Forum meetings by 31 December 2022.	Convene one (1) Municipal Manager's Forum meetings by 31 March 2023.	Convene one (1) Municipal Manager's Forum meetings by 30 June 2023.
5.4(d)			Two (2) District LED Forum meetings convened by 30 June 2023.	Number of District LED Forum meetings convened by 30 June 2023.	1 District LED Forum was held in 2021/22.	Convene two (2) District LED Forum meetings by 30 June 2023.	N/A	Convene one (1) District LED Forum meetings by 31 December 2022.	N/A	Convene one (1) District LED Forum meetings by 30 June 2023.
5.4(e)			Convene Two (2) District Agricultural Forum meetings by 30 June 2023.	Number of District Agricultural Forum meetings convened by 30 June 2023.	New KPI	Convene two (2) District Agricultural Forum meetings by 30 June 2023.	N/A	Convene one (1) District Agricultural Forum meetings by 31 December 2022.	N/A	Convene one (1) District Agricultural Forum meetings by 30 June 2023.
5.4(f)			Convene Two (2) District Tourism Forum meetings by 30 June 2023.	Number of District Tourism Forum meetings convened by 30 June 2023.	New KPI	Convene two (2) District Tourism Forum meetings by 30 June 2023.	N/A	Convene one (1) District Tourism Forum meetings by 31 December 2022.	N/A	Convene one (1) District Tourism Forum meetings by 30 June 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets 2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.4 (g)			Two (2) District Social Development meetings convened by June 2023.	Number of District Social Development meetings convened by 30 June 2023.	New KPI	Convene two (2) District Social Development meetings by 30 June 2023.	N/A	Convene one (1) District Social Development meetings by 31 December 2022.	N/A	Convene one (1) District Social Development meetings by 30 June 2023.
5.4(h)	To promote and facilitate intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	Two (2) CFO Forum meetings convened by 30 June 2023.	Number of CFO Forum meetings convened by 30 June 2023.	Zero (0) CFO Forum meetings convened in 2021/22	Convene two (2) CFO Forum meetings by 30 June 2023.	N/A	Convene one (1) CFO Forum meetings by 31 December 2022.	N/A	Convene one (1) CFO Forum meetings by 30 June 2023.
5.4(i)			Four (4) Communications Forum meetings convened by 30 June 2023.	Number of Communications Forum meetings convened by 30 June 2023.	2 Communications Forum meetings convened in 2021/22.	Convene four (4) Communications Forum meetings by 30 June 2023.	Convene one (1) Communications Forum meetings by 30 September 2022.	Convene one (1) Communications Forum meetings by 31 December 2022.	Convene one (1) Communications Forum meetings by 31 March 2023.	Convene one (1) Communications Forum meetings by 30 June 2023.
5.4(j)	To promote and facilitate intergovernmental Relations amongst	Facilitate compliance with the principles of co-operative government and	Two (2) Energy Forum meetings convened by 30 June 2023.	Number of Energy Forum meetings convened by 30 June 2023.	Three (3) Energy Forum meetings convened in 2021/22.	Convene two (2) Energy Forum meetings by 30 June 2023.	N/A	Convene one (1) Energy Forum meeting convened by 31 December 2022.	N/A	Convene one (1) Energy Forum meeting convened by 30 June 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
Annual Performance Targets										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	2022/23 Financial Year				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.4(k)	stakeholders in the district.	intergovernmental relations in the district.	Four (4) Corporate Support Services Forum meetings convened by 30 June 2023.	Number of Corporate Support Services Forum meetings convened by 30 June 2023.	Two (2) Corporate Support Services Forum meetings held in 2021/22	Convene four (4) Corporate Support Services Forum meetings by 30 June 2023.	Convene one (1) Corporate Support Services Forum meetings by 30 September 2022.	Convene one (1) Corporate Support Services Forum meetings by 31 December 2022.	Convene one (1) Corporate Support Services Forum meetings by 31 March 2023.	Convene one (1) Corporate Support Services Forum meetings by 30 June 2023.
5.4(l)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	Four (4) District PMS Forum meetings convened by 30 June 2023.	Number of District PMS Forum meetings convened by 30 June 2023.	4 Back to Basics meetings were held in 2021/22	Convene four (4) District PMS Forum meetings by 30 June 2023.	Convene one (1) District PMS Forum meetings by 30 September 2022.	Convene one (1) District PMS Forum meetings by 31 December 2022.	Convene one (1) District PMS Forum meetings by 31 March 2023.	Convene one (1) District PMS Forum meetings by 30 June 2023.
5.4(m)	To promote and facilitate Intergovernmental Relations amongst	Facilitate compliance with the principles of co-operative government and intergovernmental	Two (2) Water Sector Forum meetings convened by 30 June 2023.	Number of Water Sector Forum meetings convened by 30 June 2023.	2 Water Sector Forum meeting held in 2021/22	Convene two (2) Water Sector Forum meetings by 30 June 2023.	N/A	Convene one (1) Water Sector Forum meetings by 31 December 2022.	N/A	Convene one (1) Water Sector Forum meetings by 30 June 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.4(n)	stakeholders in the district.	relations in the district.	Four (4) Disaster Management Forum meetings convened by 30 June 2023.	Number of Disaster Management Forum meetings convened by 30 June 2023.	3 Disaster Management meetings held in 2021/22	Convene four (4) Disaster Management Forum meetings by 30 June 2023.	Convene one (1) Disaster Management Forum meetings by 30 September 2022.	Convene one (1) Disaster Management Forum meetings by 31 March 2023.	Convene one (1) Disaster Management Forum meetings by 30 June 2023.	Convene one (1) Disaster Management Forum meetings by 30 June 2023.
5.5(a)	To ensure effective oversight over the affairs of the municipality.	Facilitate continuous oversight over the performance of the municipality by designated oversight structures of the council.	Four (4) Internally Audited quarterly performance reports of the Municipality Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2023.	Number of internally Audited quarterly performance reports of the Municipality Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2023.	4 quarterly performance reports and 1 draft annual report for 2020/21 internally audited in 2021/22.	Prepare and submit four (4) Internally Audited quarterly performance reports of the Municipality Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2023.	Prepare and submit one (1) Internally Audited quarterly performance reports of the Municipality Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 31 December 2022.	Prepare and submit one (1) Internally Audited quarterly performance reports of the Municipality Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 31 March 2023.	Prepare and submit one (1) Internally Audited quarterly performance reports of the Municipality Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2023.	Prepare and submit one (1) Internally Audited quarterly performance reports of the Municipality Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2023.

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.5(b)	To ensure effective oversight over the affairs of the municipality.	Facilitate continuous oversight over the performance of the municipality by designated oversight structures of the council.	Four (4) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality submitted to the Audit – Committee by 30 June 2023.	Number of quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality submitted to the Audit – Committee by 30 June 2023.	2 quarterly Internal Audit reports of 2021/22	Submit four (4) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 30 June 2023.	Submit one (1) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 30 September 2022.	Submit one (1) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 31 December 2022.	Submit one (1) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 31 March 2023.	Submit one (1) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 30 June 2023.
5.6	To build a risk conscious culture within the organisation.	Reduction of high risk levels to tolerable levels by performing regular risk assessment, updating risk	Four (4) quarterly risk assessments performed and risk register and risk mitigation plans subsequently	Number of quarterly risk assessments performed and risk register and risk mitigation plans subsequently	4 quarterly risk assessments performed in 2021/22.	Perform four (4) quarterly risk assessments and subsequently update risk register and risk mitigation	Perform one (1) quarterly risk assessments and subsequently update risk register and risk mitigation plans	Perform one (1) quarterly risk assessments and subsequently update risk register and risk mitigation	Perform one (1) quarterly risk assessments and subsequently update risk register and risk mitigation plans	Perform one (1) quarterly risk assessments and subsequently update risk register and risk

KPA 5: Good Governance & Public Participation										
Performance Objectives And Indicators										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Performance Targets				
						Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.7	To plan, coordinate & support sports and recreation programmes in the district.	registers and following up on implementation of risk treatment plans by departments.  To strengthen civic pride and patriotism amongst communities in the district and contribute to social cohesion and nation brand ambassadorship through sport.	updated by 30 June 2023.	updated by 30 June 2023.		plans by 30 June 2023.	by 30 September 2022.	plans by 31 December 2022.	by 31 March 2023.	mitigation plans by 30 June 2023.
			Host or participate in one (1) annual OR Tambo Games in the district by 31 October each year.	Number of annual OR Tambo games hosted or participated in in the district by 31 October 2022.	Zero OR Tambo Reginal Games held in 2021/22.	Host or participate in one (1) annual OR Tambo Games in the district by 31 October 2022.	N/A	Host or participate in one (1) annual OR Tambo Games in the district by 31 October 2022.	N/A	N/A

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**Component 4: Ward Information for Expenditure & Service Delivery**

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In line with the National Treasury guidelines, the information below is provided to support effective management and facilitate accountability.

Table: 3: Ward Information for Expenditure and Service Delivery

Project Name	Ward No	Project Description / Type of Structure	Outputs
<b>Vote: Project Management &amp; Public Works</b>			
Rural Roads Asset Management System	District Wide	Conditions assessment and data collection for roads network in the district	Road infrastructure planning data
<b>Vote: Finance</b>			
None			
<b>Sub-Vote: Fire &amp; Emergency Services</b>			
None			
<b>Vote: LED &amp; Tourism</b>			
None			
<b>Vote: Environmental Health &amp; Emergency Service</b>			
None			

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**Component 5: Detailed Capital Works Plan Over Three Years**

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A detailed three year capital works plan is required to ensure sufficient detail is available to measure and monitor delivery of planned infrastructure projects.

Table: 3: Three Year Capital Expenditure Plan

Project Name	MTREF Estimates			Ward (Where Applicable)	New Asset / Renewal / Replacement	Outputs	Project Duration		Progress
	2021/2022 R,000	2022/2023 R,000	2023/2024 R,000				Start Date	Completion Date	
<b>FUNDED BY DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT</b>									
Rural Roads Asset Management System (RRAMS)	2 451	2 586	2 678	District Wide	N/A	Road Network Data	2020/21	2021/22	Under implementation
<b>FUNDED INTERNALLY</b>									
None									