



Swartland Municipality

2023-2024

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Draft March 2023

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1. INTRODUCTION

The SDBIP provides the vital link between the executive mayor, council and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that ensures that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

The SDBIP is essentially the management and implementation tool which sets in-year 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 for each of the managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP therefore determines the performance agreements of the municipal manager and directors, including the outputs and deadlines for which they will be held responsible. The SDBIP further provides all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the executive mayor and council to monitor the in-year performance of the municipal manager and for the municipal manager to monitor the performance of directors and division heads in the municipality within the financial year. This enables the executive mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance.

2. LEGAL REFERENCE

Section 1 of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) defines service delivery and budget implementation plan (SDBIP) as a detailed plan for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate -

- (a) projections for each month of -
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- (b) service delivery targets and performance indicators for each quarter.

The purpose of the SDBIP is to support the Municipality's management to achieve service delivery targets as well as the spending of the capital budget within given timeframes.

Regulation 14 of the Municipal Budget and Reporting Regulations (April 2009) determines that -

- (2) when complying with section 68 of the MFMA, the municipal manager must submit the draft SDBIP to the executive mayor together with the annual budget to be considered by the executive mayor for tabling at a council meeting in terms of section 16(2) of the MFMA (i.e. at least 90 days before the start of the budget year); and
- (3) for effective planning and implementation of the annual budget, the draft SDBIP may form part of the budget documentation and be tabled at the council meeting if so recommended by the Budget Steering Committee.

Regulation 15(3) of the Municipal Budget and Reporting Regulations determines that, when submitting the annual budget to the National Treasury and the relevant provincial treasury in terms of section 22(b) (i) of the MFMA, the municipal manager must also submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form, the draft SDBIP.

In terms of Section 69 of the MFMA the draft SDBIP must be submitted to the executive mayor within 14 days after the approval of an annual budget (in May annually) and in terms of Section 53 the final SDBIP must be approved by the executive mayor within 28 days after the approval of the annual budget.

3. THREE YEAR CAPITAL BUDGET PER DEPARTMENT

| Department | Division / Service | 2023/2024 | 2024/2025 | 2025/2026 |
|---|---|--------------------|--------------------|--------------------|
| Office of the Municipal Manager | Equipment MM | 12 000 | 12 000 | 12 000 |
| | Equipment Council | 12 000 | 12 000 | 12 000 |
| | Council: CK15265 Combi 2.5 | 680 000 | | |
| Subtotal | | 704 000 | 24 000 | 24 000 |
| Infrastructure & Civil Engineering Services | Equipment | 54 000 | 56 000 | 58 000 |
| | Parks and Recreation | 2 316 764 | 1 812 648 | 1 773 407 |
| | Sewerage | 3 590 000 | 10 295 463 | 2 958 000 |
| | Sports Fields | 11 966 000 | 54 700 | 225 800 |
| | Roads | 37 230 618 | 22 222 877 | 31 575 480 |
| | Storm water | 314 000 | 316 000 | 1 318 000 |
| | Water Services | 8 063 816 | 10 383 493 | 28 484 392 |
| | Buildings and Infrastructure Maintenance | 4 005 000 | 680 000 | 1 132 000 |
| | Solid Waste and Landfill Management | 3 857 450 | 29 826 363 | 32 607 400 |
| | Waste water treatment works | 2 210 681 | 0 | 1 000 000 |
| | Swimming Pools | 12 000 000 | 4 500 000 | 0 |
| | Cemeteries | 1 100 000 | 0 | 300 000 |
| Subtotal | | 86 708 329 | 80 147 544 | 101 432 479 |
| Corporate Services | Equipment | 26 000 | 28 000 | 30 000 |
| | Secretariat and Records Management | 0 | 0 | 0 |
| | Properties, Contracts and Legal Administration | 100 000 | 100 000 | 100 000 |
| | Tourism, Library and Client Services | 50 000 | | |
| Subtotal | | 176 000 | 128 000 | 130 000 |
| Development Services | Equipment | 44 000 | 46 000 | 48 000 |
| | Community Development | 0 | 0 | 0 |
| | Development Management | 1 000 000 | 100 000 | 0 |
| | Human Settlements / Housing Administration | 55 314 000 | 64 890 000 | 40 400 000 |
| | Caravan Park Yzerfontein | 732 000 | 480 265 | 36 000 |
| Subtotal | | 57 090 000 | 65 516 265 | 40 484 000 |
| Electrical Engineering Services | Equipment | 360 000 | 380 000 | 400 000 |
| | ICT Services | 1 517 000 | 807 000 | 1 876 000 |
| | Electrical Infrastructure, Operations, Maintenance and Construction | 55 881 300 | 70 800 000 | 62 756 600 |
| Subtotal | | 57 558 300 | 71 987 000 | 65 032 600 |
| Financial Services | Financial Services General | 2 052 360 | 660 819 | 595 360 |
| Subtotal | | 2 052 360 | 660 819 | 595 360 |
| Protection Services | Traffic/Law Enforcement Operations and Vehicle Licensing Administration | 863 246 | 784 238 | 926 250 |
| | Disaster Management, Fire and Emergency Services | 1 086 000 | 160 000 | 160 000 |
| Subtotal | | 1 949 246 | 944 238 | 1 086 250 |
| TOTAL | | 206 438 235 | 219 407 866 | 208 784 689 |

4. THREE YEAR CAPITAL BUDGET PER IDP STRATEGIC GOAL

| Strategic Goal | 2023/2024 | % | 2024/2025 | % | 2025/2026 | % |
|--|--------------------|---------------|--------------------|---------------|--------------------|---------------|
| 1: Community safety and wellbeing | 2 725 246 | 1.3% | 1 470 503 | 0.7% | 1 170 250 | 0.6% |
| 2: Economic transformation | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| 3: Quality and reliable services | 142 949 629 | 69.3% | 151 327 544 | 69.0% | 164 589 079 | 78.9% |
| 4: A healthy and sustainable environment | 56 314 000 | 27.3% | 64 990 000 | 29.6% | 40 400 000 | 19.4% |
| 5: A connected and innovative local government | 4 449 360 | 2.1% | 1 619 819 | 0.7% | 2 625 360 | 1.2% |
| TOTAL | 206 438 235 | 100.0% | 219 407 866 | 100.0% | 208 784 689 | 100.0% |

5. TEN LARGEST CAPITAL PROJECTS - 2023/2024

| Project | Budget | Source(s) of finance |
|---|------------|-------------------------------------|
| Malmesbury De Hoop Serviced Sites Phase 1 | 41 800 000 | DHS |
| Malmesbury De Hoop Development: Electrical Bulk supply upgrading (INEP) | 23 658 000 | INEP |
| Roads Swartland: New Roads | 21 208 000 | CRR (R6 500 000), MIG (R14 708 000) |
| 132/11kV Eskom Schoonspruit substation, 132kV transmission line and servitudes | 16 342 000 | CRR |
| Swimming pool: Wesbank | 12 000 000 | CRR |
| Upgrading of Ilinge Lethu Sports Fields | 11 000 000 | CRR (R1 000 000), MIG (R10 000 000) |
| Resealing of roads - Swartland | 10 000 000 | CRR |
| Replace oil insulated electrical switchgear and equipment | 5 000 000 | CRR |
| Malmesbury De Hoop Serviced Sites (Prof Fees) | 3 200 000 | DHS |
| Malmesbury Ilinge Lethu. Formalisation of 220 erven for Blocks A & B Informal areas. Electrical bulk supply, infrastructure and connections | 3 000 000 | CRR |

The ten largest capital projects represent a total budget of R147 208 000 which is 71.3% of the total capital budget.

ANNEXURE 1

Monthly projections of revenue and expenditure to be collected for each source

| Description | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | | |
|---|---------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|----------------|---------------|---------------|----------------|---|---------------------|------------------------|------------------------|
| | R thousand | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| Revenue | | | | | | | | | | | | | | | | |
| Exchange Revenue | | | | | | | | | | | | | | | | |
| Service charges - Electricity | 42 903 | 44 729 | 44 729 | 39 252 | 38 339 | 31 949 | 45 186 | 33 775 | 32 862 | 32 406 | 32 862 | 37 426 | 456 420 | 514 982 | 591 943 | |
| Service charges - Water | 6 521 | 9 276 | 8 174 | 7 991 | 8 082 | 8 450 | 9 276 | 6 888 | 8 082 | 5 970 | 5 878 | 7 256 | 91 845 | 98 452 | 105 528 | |
| Service charges - Waste Water Management | 4 114 | 4 114 | 4 165 | 4 165 | 4 165 | 4 216 | 4 216 | 4 317 | 4 317 | 4 368 | 4 368 | 4 266 | 50 790 | 53 400 | 56 179 | |
| Service charges - Waste Management | 2 640 | 2 673 | 2 673 | 2 673 | 2 706 | 2 640 | 2 706 | 2 343 | 2 409 | 2 343 | 2 343 | 4 851 | 32 997 | 37 089 | 41 710 | |
| Sale of Goods and Rendering of Services | 576 | 1 033 | 759 | 1 177 | 981 | 1 439 | 1 413 | 1 099 | 1 361 | 968 | 981 | 1 295 | 13 082 | 13 866 | 14 697 | |
| Agency services | 442 | 544 | 666 | 634 | 487 | 320 | 576 | 544 | 474 | 647 | 589 | 480 | 6 403 | 6 787 | 7 194 | |
| Interest earned from Receivables | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 220 | 2 640 | 2 798 | 2 966 | |
| Interest earned from Current and Non Current As | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 50 253 | 55 954 | 52 954 | 49 954 | |
| Rental from Fixed Assets | 144 | 146 | 144 | 148 | 144 | 145 | 153 | 155 | 159 | 163 | 167 | 250 | 1 917 | 2 032 | 2 153 | |
| Operational Revenue | 171 | 307 | 226 | 350 | 292 | 428 | 420 | 327 | 404 | 288 | 292 | 385 | 3 889 | 4 103 | 4 325 | |
| Non-Exchange Revenue | | | | | | | | | | | | | | | | |
| Property rates | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | (0) | 167 830 | 167 830 | 183 323 | 193 832 | |
| Fines, penalties and forfeits | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 31 915 | 32 076 | 33 993 | 36 025 | |
| Licences or permits | 355 | 438 | 535 | 510 | 391 | 257 | 463 | 438 | 381 | 520 | 474 | 386 | 5 147 | 5 452 | 5 775 | |
| Transfer and subsidies - Operational | 47 745 | – | 6 200 | – | – | 53 945 | – | – | 53 945 | – | – | 6 200 | 168 036 | 184 740 | 286 976 | |
| Interest | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 88 | 1 060 | 1 124 | 1 191 | |
| Operational Revenue | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 1 301 | 15 613 | 17 153 | 18 773 | |
| Gains on disposal of Assets | – | – | 242 | – | – | 1 142 | – | – | 242 | – | – | 12 986 | 14 613 | 14 081 | 14 340 | |
| Total Revenue (excluding capital transfers and | 107 753 | 65 403 | 70 655 | 59 041 | 57 729 | 107 073 | 66 551 | 52 028 | 106 779 | 49 814 | 50 096 | 327 388 | 1 120 311 | 1 226 328 | 1 433 564 | |

| Description | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|--|---------------------|-----------------|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|----------------|---|------------------------|------------------------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| R thousand | | | | | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | | | | | |
| Employee related costs | 20 761 | 24 350 | 24 350 | 24 350 | 39 474 | 24 635 | 24 350 | 25 204 | 24 919 | 25 204 | 24 919 | 45 499 | 328 016 | 348 561 | 372 446 |
| Remuneration of councillors | 954 | 954 | 954 | 954 | 954 | 954 | 954 | 1 075 | 1 075 | 1 075 | 1 075 | 1 099 | 12 081 | 12 565 | 13 067 |
| Bulk purchases - electricity | 19 254 | 47 569 | 45 681 | 34 733 | 26 804 | 33 978 | 26 427 | 28 692 | 28 692 | 28 692 | 28 692 | 28 315 | 377 528 | 433 024 | 505 340 |
| Inventory consumed | 1 259 | 1 718 | 1 815 | 2 202 | 2 275 | 1 839 | 2 081 | 2 202 | 2 348 | 2 251 | 2 081 | 39 857 | 61 930 | 67 651 | 74 125 |
| Debt impairment | - | - | - | - | - | - | - | - | - | - | - | 4 424 | 4 424 | 5 138 | 5 405 |
| Depreciation and amortisation | - | - | - | - | 13 698 | 13 698 | 13 698 | 13 698 | 13 698 | 13 698 | 13 698 | 18 735 | 114 623 | 127 232 | 131 837 |
| Interest | - | - | - | - | - | 5 594 | - | - | - | - | - | 8 892 | 14 486 | 18 879 | 18 143 |
| Contracted services | 5 167 | 5 031 | 4 419 | 3 808 | 5 779 | 5 507 | 5 779 | 7 819 | 7 071 | 5 371 | 6 255 | 5 983 | 67 991 | 68 145 | 163 158 |
| Transfers and subsidies | 3 | 1 085 | 813 | 136 | 26 | 736 | 384 | 3 | 440 | 3 | 230 | 602 | 4 460 | 4 668 | 4 879 |
| Irrecoverable debts written off | - | - | - | - | - | - | - | 23 037 | - | - | - | 9 873 | 32 910 | 35 961 | 39 121 |
| Operational costs | 3 261 | 3 545 | 3 119 | 3 214 | 4 064 | 4 017 | 3 214 | 5 577 | 4 962 | 4 632 | 4 064 | 13 775 | 57 443 | 59 977 | 62 173 |
| Losses on disposal of Assets | - | - | - | - | - | - | - | - | - | - | - | 16 413 | 16 413 | 19 695 | 16 741 |
| Other Losses | - | - | - | - | - | - | - | - | - | - | - | 11 894 | 11 894 | 13 392 | 15 080 |
| Total Expenditure | 50 659 | 84 252 | 81 152 | 69 397 | 93 077 | 90 959 | 76 888 | 107 307 | 83 206 | 80 926 | 81 016 | 205 360 | 1 104 200 | 1 214 888 | 1 421 515 |
| Surplus/(Deficit) | 57 094 | (18 850) | (10 497) | (10 356) | (35 347) | 16 114 | (10 337) | (55 279) | 23 573 | (31 111) | (30 920) | 122 028 | 16 111 | 11 440 | 12 049 |
| Transfers and subsidies - capital (monetary allocations) | - | - | 26 847 | - | - | 26 847 | - | - | 26 847 | - | - | 26 847 | 107 387 | 115 594 | 91 660 |
| Surplus/(Deficit) after capital transfers & contributions | 57 094 | (18 850) | 16 349 | (10 356) | (35 347) | 42 961 | (10 337) | (55 279) | 50 419 | (31 111) | (30 920) | 148 875 | 123 498 | 127 034 | 103 709 |
| Income Tax | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) for the year | 57 094 | (18 850) | 16 349 | (10 356) | (35 347) | 42 961 | (10 337) | (55 279) | 50 419 | (31 111) | (30 920) | 148 875 | 123 498 | 127 034 | 103 709 |

ANNEXURE 2

Monthly projections of expenditure (operating and capital) and revenue for each vote

| Description | Budget Year 2023/24 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---------------------|----------------|----------------|---------------|-----------------|----------------|---------------|-----------------|----------------|-----------------|-----------------|----------------|---|------------------|------------------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | Budget Year | Budget Year +1 | Budget Year +2 |
| Revenue by Vote | | | | | | | | | | | | | | | |
| Vote 1 - Corporate Services | 32 | 38 | 3 088 | 41 | 36 | 3 089 | 43 | 40 | 3 093 | 41 | 41 | 3 104 | 12 685 | 12 824 | 13 403 |
| Vote 2 - Civil Services | 35 836 | 17 572 | 23 619 | 16 403 | 16 437 | 45 484 | 17 884 | 15 093 | 44 961 | 14 171 | 14 088 | 37 965 | 299 512 | 315 765 | 337 606 |
| Vote 3 - Council | 13 | 24 | 18 | 27 | 23 | 34 | 33 | 26 | 32 | 23 | 23 | 30 | 305 | 312 | 318 |
| Vote 4 - Electricity Services | 45 724 | 45 112 | 51 022 | 39 638 | 38 721 | 40 700 | 45 576 | 34 159 | 41 612 | 32 787 | 33 244 | 43 772 | 492 067 | 553 649 | 642 527 |
| Vote 5 - Financial Services | 36 570 | 15 077 | 15 680 | 15 091 | 15 072 | 40 853 | 15 284 | 15 255 | 39 947 | 15 243 | 15 245 | 65 167 | 304 484 | 328 640 | 351 465 |
| Vote 6 - Development Services | 392 | 685 | 14 534 | 777 | 651 | 14 968 | 928 | 728 | 14 920 | 645 | 654 | 14 886 | 64 767 | 74 512 | 120 133 |
| Vote 8 - Protection Services | 823 | 1 032 | 3 679 | 1 201 | 926 | 3 099 | 1 111 | 1 036 | 3 370 | 1 212 | 1 109 | 35 278 | 53 877 | 56 220 | 59 772 |
| Total Revenue by Vote | 119 390 | 79 540 | 111 639 | 73 178 | 71 867 | 148 228 | 80 859 | 66 336 | 147 933 | 64 122 | 64 403 | 200 202 | 1 227 698 | 1 341 922 | 1 525 224 |
| Expenditure by Vote to be appropriated | | | | | | | | | | | | | | | |
| Vote 1 - Corporate Services | 2 688 | 2 959 | 3 276 | 2 854 | 4 745 | 3 597 | 3 150 | 3 528 | 3 809 | 3 296 | 3 291 | 6 040 | 43 233 | 45 726 | 48 432 |
| Vote 2 - Civil Services | 12 848 | 14 514 | 14 127 | 14 031 | 31 789 | 31 393 | 26 153 | 34 442 | 27 641 | 26 558 | 26 792 | 116 364 | 376 650 | 409 117 | 441 227 |
| Vote 3 - Council | 1 471 | 2 583 | 1 875 | 1 600 | 1 684 | 1 911 | 1 868 | 1 892 | 1 858 | 1 767 | 1 938 | 1 924 | 22 372 | 23 587 | 24 574 |
| Vote 4 - Electricity Services | 21 459 | 50 211 | 48 181 | 37 274 | 33 256 | 39 210 | 31 177 | 34 847 | 34 099 | 33 946 | 33 771 | 43 839 | 441 270 | 501 174 | 575 306 |
| Vote 5 - Financial Services | 4 492 | 4 950 | 4 788 | 4 763 | 7 509 | 5 236 | 5 059 | 6 800 | 5 705 | 5 469 | 5 390 | 11 516 | 71 677 | 76 916 | 82 498 |
| Vote 6 - Development Services | 2 284 | 2 511 | 2 468 | 2 446 | 4 080 | 2 744 | 2 704 | 3 026 | 2 881 | 2 814 | 2 808 | 4 699 | 35 464 | 38 621 | 122 244 |
| Vote 7 - Municipal Manager | 748 | 825 | 811 | 811 | 1 228 | 850 | 821 | 920 | 892 | 883 | 864 | 1 556 | 11 207 | 10 826 | 11 579 |
| Vote 8 - Protection Services | 4 669 | 5 699 | 5 626 | 5 620 | 8 787 | 6 019 | 5 957 | 21 852 | 6 322 | 6 194 | 6 162 | 19 421 | 102 327 | 108 923 | 115 654 |
| Total Expenditure by Vote | 50 659 | 84 252 | 81 152 | 69 397 | 93 077 | 90 959 | 76 888 | 107 307 | 83 206 | 80 926 | 81 016 | 205 360 | 1 104 200 | 1 214 888 | 1 421 515 |
| Surplus/(Deficit) | 68 731 | (4 712) | 30 487 | 3 781 | (21 210) | 57 269 | 3 971 | (40 971) | 64 727 | (16 804) | (16 613) | (5 158) | 123 498 | 127 034 | 103 709 |

ANNEXURE 3

Quarterly projections of service delivery targets and performance indicators for each vote

The pages that follow contain the following reports:

Annexure 3A: Performance indicators and benchmarks (operating budget)

Annexure 3B: 2018/2019 KPIs and targets from the IDP

Annexure 3C: Generic KPIs and targets for Municipal Manager and Directors

Annexure 3D: Targets and projected expenditure for each capital budget item

ANNEXURE 3A
Performance indicators and benchmarks

| Description of financial indicator | Basis of calculation | Current Year 2022/23 | | 2023/24 Medium Term Revenue & Expenditure Framework | | |
|---|---|----------------------|-----------------|---|------------------------|------------------------|
| | | Original Budget | Adjusted Budget | Budget Year 2023/24 | Budget Year +1 2024/25 | Budget Year +2 2025/26 |
| <u>Borrowing Management</u> | | | | | | |
| Capital Charges to Operating Expenditure | Interest & Principal Paid /Operating Expenditure | 2.3% | 2.4% | 2.1% | 2.3% | 1.9% |
| Borrowed funding of 'own' capital expenditure | Borrowing/Capital expenditure excl. transfers and grants and contributions | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| <u>Safety of Capital</u> | | | | | | |
| Gearing | Long Term Borrowing/ Funds & Reserves | 30.9% | 32.8% | 25.4% | 18.5% | 12.6% |
| <u>Liquidity</u> | | | | | | |
| Current Ratio | Current assets/current liabilities | 6:1 | 6:1 | 6:1 | 6:1 | 7:1 |
| Liquidity Ratio | Monetary Assets/Current Liabilities | 6:1 | 6:1 | 6:1 | 6:1 | 6:1 |
| <u>Revenue Management</u> | | | | | | |
| Annual Debtors Collection Rate (Payment Level %) | Last 12 Mths Receipts/Last 12 Mths Billing | 97.0% | 97.0% | 97.0% | 97.0% | 97.0% |
| <u>Creditors Management</u> | | | | | | |
| Creditors System Efficiency | % of Creditors Paid Within Terms (within 'MFMA' s 65(e)) | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| <u>Other Indicators</u> | | | | | | |
| Electricity Distribution Losses (2) | Total Volume Losses (kW) technical | 12 096 519 | 12 096 519 | 12 117 484 | 12 481 009 | 12 855 439 |
| | Total Cost of Losses (Rand '000) | 17 308 534 | 17 308 534 | 20 752 403 | 21 790 024 | 22 879 525 |
| | % Volume (units purchased and generated less units sold)/units purchased and generated | 6.00% | 6.0% | 6.0% | 6.0% | 6.0% |
| Water Distribution Losses (2) | Total Volume Losses (kℓ) | 857 395 | 857 395 | 865 969 | 891 948 | 918 706 |
| | Total Cost of Losses (Rand '000) | 5 538 772 | 5 538 772 | 6 096 421 | 6 401 242 | 6 721 305 |
| | % Volume (units purchased and generated less units sold)/units purchased and generated | 21.0% | 21.0% | 21.0% | 21.0% | 21.0% |
| Employee costs | Employee costs/(Total Revenue - capital revenue) | 28.9% | 29.3% | 29.3% | 28.4% | 26.0% |
| Remuneration | Total remuneration/(Total Revenue - capital revenue) | 30.0% | 30.4% | 30.4% | 29.4% | 26.9% |
| Repairs & Maintenance | R&M/(Total Revenue excluding capital revenue) | 6.3% | 6.5% | 5.8% | 5.6% | 5.8% |
| Finance charges & Depreciation | FC&D/(Total Revenue - capital revenue) | 11.7% | 12.0% | 11.5% | 11.9% | 10.5% |
| <u>IDP regulation financial viability indicators</u> | | | | | | |
| i. Debt coverage | (Total Operating Revenue - Operating Grants)/Debt service payments due within financial year) | 18.2 | 18.1 | 17.7 | 20.4 | 23.9 |
| ii. O/S Service Debtors to Revenue | Total outstanding service debtors/annual revenue received for services | 11.7% | 11.1% | 10.8% | 10.9% | 10.6% |
| iii. Cost coverage | (Available cash + Investments)/monthly fixed operational expenditure | 8.9 | 9.7 | 9.8 | 9.2 | 7.8 |

ANNEXURE 3B
KPIs and targets from the 2023 IDP

Strategic Goal 1: Community Safety and Wellbeing

| Strategic Initiatives | KPI's | Targets | | | | | |
|---|---|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 1.1 SMME development | SMME's Policy developed and approved by Council by June 2024 | ✓ | | | | | |
| 1.2 Social regeneration | Social Regeneration Strategy developed and approved by Council by June 2025 | | ✓ | | | | |
| 1.3 Take action against Gender-Based Violence and Femicide (GBVF) | GBVF Strategy developed and approved by Council by June 2026 | | | ✓ | | | |
| 1.4 Youth Development | Youth Policy developed and approved by Council by June 2027 | | | | ✓ | | |
| 1.5 Improve the prosecution of law enforcement offenders | Establishment and financial viability of a municipal court investigated and reported to Council by June 2025 | | ✓ | | | | |
| 1.6 Animal pound for the Swartland area | (1) Animal bylaw developed and approved by Council by June 2025 | | ✓ | | | | |
| | (2) Available land identified and the possibility of a pound investigated by June 2026 | | | ✓ | | | |
| 1.7 Integrated operational emergency room | (1) Viability and feasibility study in collaboration with all role-players conducted by June 2026 | | | ✓ | | | |
| | (2) CCTV camera bylaw developed by June 2025 | | ✓ | | | | |
| 1.8 Increase law enforcement presents in all towns | Establishment of law enforcement offices in all Swartland towns investigated and reported to Council by June 2028 | | | | | ✓ | |
| 1.9 Document management | Document storage facility / space secured by June 2024 | ✓ | | | | | |
| 1.10 Strategic establishment and placement | Study on the issue of structural fires and veld fires finalised and reported to Council by June 2024 | ✓ | | | | | |

| Strategic Initiatives | KPI's | Targets | | | | | |
|--|---|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 1.11 Extension of Traffic and Law Enforcement Services | Establishment of a learners licence centre for Riebeek Valley by June 2026 | | | ✓ | | | |
| 1.12 Sufficient office space for Protection Services | Do a feasibility study in respect of new offices for Protection Services in Malmesbury and report to Council by June 2027 | | | | ✓ | | |

Strategic Goal 2: Economic Transformation

| Strategic Initiatives | KPI's | Targets | | | | | |
|--|--|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 2.1 Skills development | Investigate the establishment of skills development centre by June 2025 | | ✓ | | | | |
| 2.2 Global networks and an active participant in global knowledge exchange | Investigate global partnerships and submit a proposal to the Mayoral Committee by June 2025 | | ✓ | | | | |
| 2.3 Investment Promotion / Marketing | (1) Collaborate with other levels of government and other organisations to promote Swartland as a preferred destination for business and investment and report quarterly to the management team. | ✓ | | | | | |
| | (2) Submit a report to the Mayoral Committee by June 2025 on the promotion of Swartland as a preferred destination | | ✓ | | | | |
| | (3) Improve investment by creating an online platform by June 2026 to share information with investors | | | ✓ | | | |

| Strategic Initiatives | KPI's | Targets | | | | | |
|--|---|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 2.4 Assist and support SMME | (1) Develop a SMME Policy and submit to Council by June 2024 | ✓ | | | | | |
| | (2) Organise an annual SMME Indaba | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | (3) Investigate SMME hubs in the Swartland area and submit report to Mayoral committee by June 2025 | | ✓ | | | | |
| 2.5 Improving the ease of doing business | Create an automated one stop shop for all business enquiries by June 2025 | | | ✓ | | | |

Strategic Goal 3: Quality and Reliable Services

| Strategic Initiatives | KPI's | Targets | | | | | |
|--|---|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 3.1 Water resource augmentation | (1) Berg River Voëlvelei Augmentation Scheme (BRVAS) - conclusion of section 33 process by July 2023 | ✓ | | | | | |
| | (2) Submit report to Council by November 2023 to consider a water supply agreement with the DWS to partake in the BRVAS | ✓ | | | | | |
| 3.2 Bulk water supply system that is fit for future | (1) Develop a 15 year priority project list by December 2025 | | | ✓ | | | |
| | (2) Submit report to Council by March 2025 to consider direct purchase of water for Chatsworth from City of Cape Town. | | ✓ | | | | |
| 3.3 Extension of the Highlands landfill site | (1) Development of cell 2 by March 2027 | | | | ✓ | | |
| | (2) Identify measures and report to Council on organic waste diversion by June 2027 | | | | ✓ | | |
| 3.4 Ensure sufficient infrastructure that is fit for future | Master plans reviewed and updated if required annually by June | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 3.5 Maintenance and upgrading that sustain and improve the current condition of surfaced roads | Investigate and report to the Portfolio Committee annually by June on the status quo condition of surfaced roads | ✓ | ✓ | ✓ | ✓ | ✓ | |

| Strategic Initiatives | KPI's | Targets | | | | | |
|--|--|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 3.6 Wheeling framework development | (1) Develop a draft Wheeling Framework by June 2024 | ✓ | | | | | |
| | (2) Submit Wheeling Framework to Council for approval by June 2025 | | ✓ | | | | |
| 3.7 Ensure bulk infrastructure capacity that is adequate for future developments | Master plans reviewed and updated if required annually by June | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 3.8 Optimally maintain electrical network infrastructure | Submit motivated budget to the Budget Office annually by November (minimum 6% of annual electricity revenue allocation is a Nersa license condition) | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 3.9 Ensure sustainable electricity tariffs | Submit application to Nersa for approval annually by June | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 3.10 Facilitate grid access for renewable energy generation | Develop a bylaw for small-scale embedded generation (SSEG) by June 2024 | ✓ | | | | | |

Strategic Goal 4: A Healthy and Sustainable Environment

| Strategic Initiatives | KPI's | Targets | | | | | |
|--|--|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 4.1 Maintain a balance between non-paying and paying households through the increased provision of affordable housing, Finance Linked Individual Subsidy Programme (FLISP) housing, Gap housing and social housing in the Swartland Area | (1) Investigate and report to council the advantages of Municipal housing accreditation by June 2025 | | ✓ | | | | |
| | (2) Develop a housing pipeline annually by May | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | (3) Obtain land use rights and secure funding for mixed housing developments annually | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | (4) Appoint credible social housing institution to build and manage social housing by June 2025 | | ✓ | | | | |
| 4.2 Alignment of capital expenditure framework between spatial planning, engineering and financial services | Develop a capital expenditure framework in collaboration with DEADP and the Development Bank of SA and submit a report to Council by June 2025 | | ✓ | | | | |

| Strategic Initiatives | KPI's | Targets | | | | | |
|--------------------------|---|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 4.3 Climate change study | Do a study of climate change mitigation and adaptation and report to council by June 2025 | | ✓ | | | | |

Strategic Goal 5: a Connected and Innovative Local Government

| Strategic Initiatives | KPI's | Targets | | | | | |
|---|---|-----------|-----------|-----------|-----------|-----------|-------------|
| | | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | Longer term |
| 5.1 Innovative local government | Develop an innovation policy and submit to the Mayoral Committee by June 2026 | | | ✓ | | | |
| 5.2 Inter-connected towns and Municipal buildings | Develop an ICT masterplan for connectivity and submit to the Mayoral Committee by June 2025 | | ✓ | | | | |
| 5.3 "Smart City" concept | Develop a proposal for implementing the "Smart City" concept in the Swartland and submit to the Mayoral Committee by June 2025 | | ✓ | | | | |
| 5.4 Increased use of digital technology | Develop a proposal for the increased use of digital technology to support business and the economy and submit to the Mayoral Committee by June 2026 | | | ✓ | | | |
| 5.5 Improved corporate image and communication | (1) Develop a proposal for innovative ways to use existing and new platforms to engage with residents and businesses and submit to the Mayoral Committee by June 2025 | | ✓ | | | | |
| | (2) Investigate and submit a report to the Mayoral Committee by June 2026 on a digital people-centred application | | | ✓ | | | |
| | (3) Investigate the feasibility of a 24/7 customer care centre and submit a report to the Mayoral Committee by June 2025 | | ✓ | | | | |
| | (4) Finalise and establish a corporate identity manual and submit to Mayoral Committee by June 2024 | ✓ | | | | | |

ANNEXURE 3C
Generic KPIs and targets for Municipal Manager and Directors

MUNICIPAL MANAGER

The performance objectives, KPI's, annual targets and risks in the following table are applicable to the Municipal Manager:

| Perf Objectives | Key Performance Indicators | Targets |
|---|--|--|
| 09-0001: Liaison with business role-players | Annual event with local business held | Yes (before end of June) |
| 09-0003: Sound management | Number of monthly management meetings held | At least 10 p.a. |
| 09-0004: Legally compliant procurement | Number of appeals against the municipality regarding the awarding of tenders that were upheld | 0 maximum |
| 09-0005: Performance and financial monitoring | Number of monthly performance and financial assessments done | Qtr 1: 3 per quarter Qtr 2: 2 per quarter Qtr 3: 3 per quarter Qtr 4: 3 per quarter |
| 09-0006: Annual report compilation and approval | Annual Report as required by MFMA (121) tabled | Yes (annually by end of January) |
| | Annual Report as required by MFMA (121) approved | Yes (annually by end of March) |
| 09-0007: Council decision implementation | % of due council decisions initiated | 100% |
| 09-0008: Monitoring the IDP / Budget process | Number of months that the IDP / Budget process schedule were checked | At least 10 p.a. |
| 09-0009: Functional macro-structure maintained | Annual review of the macro-structure completed | Yes (before end of June) |
| 09-0012: LED fund management | % of the LED funds actually spent | 90% for the year |
| 10-0040: MFMA Section 131(1): Ensure that any issues raised by the Auditor-General in an audit report are addressed | % of issues raised by the Auditor-General in an audit report addressed | 100% |
| 19-0015: Training needs of staff | Training needs of staff identified and provided to HR at meetings held with all departments during November annually | Yes (annually by Nov) |

GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

| Indicator in the regulations | Key Performance Indicators | Targets |
|---|---|----------------------|
| Reg 10(d): The number of jobs created through municipality's LED initiatives including capital projects | Number of jobs created through Municipality's capital projects (contracts > R200 000) | 150 for the year |
| Reg 10(c): Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan | % of capital budget spent | Between 90% and 105% |

ALL DIRECTORS

The performance objectives, KPI's and targets in the following table are on a management level and are applicable to all the directors:

| Perf Objective | KPI | Target |
|---|---|--|
| Capital expenditure in line with budget and time frames | % of capital budget spent | Between 95% and 105% |
| Capital project implementation | Average % completion of capital projects | 95% for the year |
| Operating expenditure in line with budget and time frames | % of operating budget spent | Between 90% and 100% |
| Workforce training roll-out | % of planned training sessions according to the Workplace Skills Plan realised | 100% |
| Council decision implementation | % of due council decisions initiated | 100% |
| Performance and financial monitoring | Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done | Qtr 1: 3 per quarter Qtr 2: 2 per quarter Qtr 3: 3 per quarter Qtr 4: 3 per quarter |
| Annual report inputs provided by departments | Departmental input to the annual report submitted by due date | Yes |
| Budget inputs provided by departments | Budget requests provided to financial department in accordance with the budget time schedule | Yes |
| Assignments from the municipal manager completed | Number of written warnings received from municipal manager | 0 maximum |
| Equal employment opportunity management | % of employment opportunities applied for appropriate equity appointments | 100% cumulative by end of June annually |
| Procurement in line with legal process | % compliance with SCM policy with the exception of approved deviations | 100% |
| Audit issues resolved | % internal audit queries for which an action plan was submitted within 10 working days | 100% |
| | % internal actions implemented within agreed time frame | 100% annually by June |
| | % of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days | 100% |
| | % of Auditor General's findings implemented within agreed time frame | 100% annually by June |
| Risk identification and control implementation | Confirmations of risk assessment done | Yes (bi-annually by Nov and May) |
| | % of Risk Action Plans implemented in accordance with the agreed time frame | 100% annually by June |
| | Chief Risk Officer / Internal Audit informed of any newly identified risks | Yes |
| | Chief Risk Officer / Internal Audit informed of any changes in work procedures | Yes |
| | Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update) | Yes |

| Perf Objective | KPI | Target |
|--|---|--|
| Invocoms held | Number of invocoms held | Qtr 1: 3 per quarter Qtr 2: 2 per quarter Qtr 3: 3 per quarter Qtr 4: 3 per quarter |
| Average duration of vacancies reduced | Average duration of vacancies after decision was taken by management to fill the post | 3 months maximum |
| Productive workforce | % of person days lost per month due to sick leave | 4% pm maximum |
| EPWP monitoring (not applicable to Financial Services) | Number of Full Time Equivalents (FTE's) for the financial year | 131 for the whole organisation |
| | Number of work opportunities created during the financial year | 296 for the whole organisation |
| Assets safeguarding | A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management. | Yes (by June annually) |
| | All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management | Yes |
| Communication Strategy implementation | All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services | Yes (annually by end of June) |
| | Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services | 1 per quarter |
| Issuing of safety clothing | All safety clothing issued | Yes (by end of March) |
| Spending of grants | % spending of grants | 100% by end of June |
| Ensure that accurate revenue estimates are prepared in relation to operating requirements | Projected tariff increases determined for the budget of the new financial year | Yes (annually by February) |
| Ensure timeous submission of capital payment invoices and payment certificates to the Finance Department | Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department | Annually by 9 July |
| Training needs of staff | Training needs for staff identified and provided to HR at meetings held with all departments during November annually | Yes (annually by November) |

SPECIFIC DIRECTORS

Over and above the performance objectives, KPI's and targets in the preceding table, the under mentioned are only applicable to the specific directors as indicated:

Director Financial Services

| Perf Objective | KPI | Target |
|---|--|-----------------------------------|
| 17-0079: Ensure that accurate revenue estimates are prepared in relation to realistically anticipated revenue streams | Projected tariff increases determined for the budget of the new financial year annually by end of February | Yes (annually by end of February) |

GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

| Indicator in the regulations | Key Performance Indicators | Targets |
|--|--|-------------------|
| Reg 10(b): Percentage of households earning less than R1100 per month with access to free basic services | % of indigent households with access to free basic services <i>Indigent households = qualifying households earning equal or less than R4 515 pm or as per the CFO's discretionary powers)</i> | 100% |
| Reg 10(g): Financial viability as expressed by the following ratios: | | |
| (i) Debt coverage <i>(Total operating revenue received - operating grants) ÷ debt service payments (i.e. interest + redemption) due within fin year</i> | % debt coverage | Norm = 45% |
| (ii) Outstanding service debtors to revenue <i>Total outstanding service debtors ÷ annual revenue actually received for services</i> | % outstanding service debtors to revenue | Norm = 20% |
| (iii) Cost coverage <i>(All available cash at a particular time + investments) ÷ monthly fixed operating expenditure</i> | Cost coverage | Norm = 1-3 months |

Director Corporate Services

| Perf Objective | KPI | Target |
|--|--|----------------------|
| 16-0009: Promote employment equity through continuous planning | Review of employment equity plan as a result of any major event or restructuring that occurred during the financial year | Yes (by end of June) |

GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

| Indicator in the regulations | Key Performance Indicators | Targets |
|--|---|------------------------------|
| Reg 10(e): Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan; | % of people from employment equity target groups appointed for the month in terms of the Municipality's approved Employment Equity plan | 100% annually by end of June |
| Reg 10(f): Percentage of a municipality's budget actually spent on implementing its workplace skills plan | % of the municipality's training budget actually spent on implementing its workplace skills plan (cumulative) | At least 90% |

Director Civil Engineering Services

| Perf Objective | KPI | Target |
|--|----------------------|---------------------------------------|
| 12-0086: Improved water sustainability | % total water losses | Maintain the annual average below 17% |

Director Electrical Engineering Services

| Perf Objective | KPI | Target |
|-------------------------------|---|--------------------|
| Minimum competencies attained | Minimum competencies attained to avoid non-compliance | Yes (by June 2024) |

GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

| Indicator in the regulations | Key Performance Indicators | Targets |
|---|--|---------|
| Reg 10(a): Percentage of households with access to basic level of water, sanitation, electricity and solid waste removal | Number of formal residential properties with piped water connections | 22 602 |
| | Number of formal residential properties with access to sewerage services | 20 409 |
| | Number of formal residential properties that has access to electricity (excluding Eskom areas) | 19 127 |
| | Number of formal residential properties receiving refuse removal service at least once a week | 22 112 |

Director Protection Services

| Perf Objective | KPI | Target |
|---|--|---------------|
| 16-0004: Effective monitoring of informal settlements | Report to Portfolio Committee on any new informal dwellings / structures erected | Yes - monthly |

ANNEXURE 3D

Targets and projected expenditure for each capital budget item

NOTE: SCHEDULES AND PROJECTED EXPENDITURES PER PROJECT WILL BE INSERTED WITH THE FINAL SDBIP IN JUNE 2023

ANNEXURE 4
Ward information for expenditure and service delivery

| Project Ref | Project Description | Budget 2023/2024 |
|--------------------------------|---|---------------------|
| WARDS 1 & 2 | | |
| 23-0009 | New Cemetery Fencing: Moorreesburg | 900 000 |
| 22-0023 | New Transfer Station Koringberg | 500 000 |
| 22-0094 | Equipping Law Enforcement Office: Moorreesburg | 55 000 |
| 22-0006 | Moorreesburg Stores Ablution Facilities | 100 000 |
| 22-0001 | Upgrading of bulk collectors: Moorreesburg | 200 000 |
| 13-0008 | Sewerage Works: Moorreesburg | 1 008 681 |
| 22-0064 | Moorreesburg Serviced Sites (652) Professional Fees | 2 200 000 |
| WARDS 3 & 12 | | |
| WARD 4 | | |
| 11-0095 | Sewerage Works: Chatsworth - Fencing | 1 100 000 |
| 22-0078 | Chatsworth/Riverlands upgrade bulk water supply | 500 000 |
| WARDS 5 & 6 | | |
| 16-0044 | Equipment YZF Caravan P | 32 000 |
| 22-0084 | YZF Caravan Park: Ex | 700 000 |
| 22-0049 | Tensile Netting over seating area of Amphitheatre: Darling | 1 000 000 |
| 18-0001 | Upgrading of bulk collectors: Darling | 300 000 |
| 22-0004 | Sewerage Darling: Replace Drum Screens | 1 520 000 |
| 18-0004 | Sewerage Works: Darling | 102 000 |
| 22-0015 | SDW2.4 & SDW2.5, SDW1.2 & SDW2.1 water network upgrades (for housing project) | 700 000 |
| 22-0035 | Darling 184 IRDP erven. Electrical bulk supply, infrastructure and connections | 200 000 |
| 22-0063 | Darling Service Sites (186) Prof Fees Phase 1 | 1 000 000 |
| 22-0085 | Darling Service Sites (186) Phase 1 | 2 000 000 |
| 22-0086 | Darling Service Sites (327) Prof Fees Phase 2 | 454 000 |
| WARD 7 | | |
| WARDS 8, 9, 10 & 11 | | |
| 22-0091 | Outdoor Skid mounted generator for Malmesbury Head Office building including automatic transfer and connections | 1 200 000 |
| 22-0059 | Sewerage: Schoonspruit: Pipe Replacement | 1 500 000 |
| 22-0036 | Malmesbury Ilinge Lethu. Formalisation of 220 erven for Blocks A & B Informal areas. Electrical bulk supply, infrastructure and connections | 3 000 000 |
| 22-0067 | Upgrading of Ilinge Lethu Sports Fields | 11 000 000 |
| 21-0040 | Construction: Side walks and Recreational nodes (Ilinge Lethu & Wesbank) | 1 224 943 |

| Project Ref | Project Description | Budget 2023/2024 |
|---------------------------------|--|---------------------|
| VARIOUS WARDS | | |
| 22-0008 | Wesbank Cemetery: Extension | 200 000 |
| 19-0023 | Malmesbury Security Operational Centre | 200 000 |
| 21-0033 | 132/11kV Eskom Schoonspruit substation, 132kV transmission line and Servitudes | 16 342 000 |
| 22-0088 | Malmesbury De Hoop Development: Electrical Bulk supply upgrading (INEP) | 23 658 000 |
| 18-0018 | Malmesbury De Hoop (Prof Fees) | 2 300 000 |
| 21-0019 | Malmesbury De Hoop Serviced Sites (Prof Fees) | 3 200 000 |
| 21-0020 | Malmesbury De Hoop Serviced Sites (Phola Park) (Prof Fees) | 124 000 |
| 21-0021 | Malmesbury De Hoop Serviced Sites (Bulk) | 500 000 |
| 21-0022 | Malmesbury De Hoop Serviced Sites (Phola Park) | 1 736 000 |
| 21-0042 | Malmesbury De Hoop Serviced Sites Phase 1 | 41 800 000 |
| 21-0005 | Upgrading of N7/Voortrekker Northern Interchange | 2 381 500 |
| 22-0012 | Swimming pool: Wesbank | 12 000 000 |
| 21-0013 | Swartland System S3.3 & S3.4 Panorama to Wesbank I1/4 | 1 000 000 |
| ALL WARDS | | |
| Electricity Distribution | | |
| 19-0030 | LV Upgrading Swartland | 1 200 000 |
| 19-0031 | Substation fencing | 200 000 |
| 19-0044 | Connections: Electricity Meters (New/Replacements) | 850 000 |
| 20-0020 | MV upgrading Swartland | 1 100 000 |
| 20-0021 | Replace obsolete air conditioners | 200 000 |
| 22-0029 | Replace oil insulated switchgear and equipment | 5 000 000 |
| 22-0030 | Streetlight, kiosk and polebox replacement: Swartland | 650 000 |
| 22-0031 | Protection and Scada Upgrading: Swartland | 350 000 |
| 22-0065 | Emergency Power Supply | 150 000 |
| Refuse Removal | | |
| 21-0035 | Boreholes for Landfill sites | 500 000 |
| 22-0022 | Highlands: Development of new cell | 2 000 000 |
| ICT Services | | |
| 11-0104 | IT: Terminals | 40 000 |
| 11-0105 | IT: Scanner replacements | 80 000 |
| 11-0106 | IT: equipment | 75 000 |
| 14-0028 | IT: printers | 68 000 |
| 14-0029 | IT: desktops | 264 000 |
| 14-0030 | IT: notebooks | 375 000 |
| 20-0022 | IT: Backup solution | 560 000 |

| Project Ref | Project Description | Budget 2023/2024 |
|------------------------------|--|---------------------|
| Parks and recreation | | |
| 17-0079 | Ward committee projects | 1 100 000 |
| Sports Grounds | | |
| 22-0068 | Construction of Sport Facilities: Swartland | 966 000 |
| Roads and storm water | | |
| 09-0004 | Resealing/upgrading of roads and sidewalks (Swartland) | 10 000 000 |
| 09-0009 | Storm water network (Swartland) | 250 000 |
| 16-0015 | New roads | 21 208 000 |
| 17-0080 | Roads: ward committee projects | 1 100 000 |
| Sewerage | | |
| 09-0003 | Sewerage: telemetry | 38 000 |
| Municipal Property | | |
| 20-0032 | Buildings: Fitting of Council Chambers (Std Bank Building) | 2 900 000 |
| Water Distribution | | |
| 12-0013 | Water: upgrading/replacement water reticulation network | 2 000 000 |
| 17-0082 | Water: upgrading of water reticulation network: PRV's, flow control, zone metering | 100 000 |
| 18-0072 | Water: new connections: water meters | 797 216 |
| 19-0011 | Bulk water infrastructure (emergency spending) | 2 000 000 |
| Financial Services | | |
| 22-0041 | Indigent Screening Solution | 320 320 |
| 17-0050 | Meter reading handhelds | 80 000 |
| 22-0101 | Asset Recording Handhelds | 16 500 |
| Protection Services | | |
| 22-0044 | Replacement: Drones | 110 000 |
| Equipment | | |
| 09-0021ac | Equipment Civil Services | 54 000 |
| 16-0006 | Equipment Buildings & Maintenance | 28 500 |
| 11-0058 | Equipment Parks | 64 000 |
| 19-0016 | Equipment Refuse bins, traps, skips (Swartland) | 150 000 |
| 11-0059 | Equipment Refuse Removal | 26 000 |
| 10-0114 | Equipment Sewerage | 32 000 |
| 11-0060 | Equipment Streets and Storm Water | 64 000 |
| 11-0062 | Equipment Water | 51 000 |
| 09-0021ad | Equipment Corporate | 26 000 |
| 09-0024 | Equipment Corporate: Halls and buildings | 100 000 |
| 17-0069 | Equipment Libraries | 50 000 |
| 09-0021aa | Equipment Council | 12 000 |
| 09-0021ab | Equipment Municipal Manager | 12 000 |

| Project Ref | Project Description | Budget 2023/2024 |
|-----------------|---------------------------------------|---------------------|
| 11-0097 | Equipment Development Services | 44 000 |
| 11-0096 | Equipment Electricity | 360 000 |
| 09-0021af | Equipment Finance | 45 000 |
| 10-0138 | Equipment Traffic and Law Enforcement | 55 000 |
| 10-0139 | Equipment Fire and Emergency Services | 160 000 |
| 18-0068 | Equipment: K9 Unit | 40 000 |
| Vehicles | | |
| - | Vehicles Municipal Manager | 680 000 |
| - | Vehicles Parks | 1 152 764 |
| - | Vehicles Electricity | 1 581 300 |
| - | Vehicles Roads | 1 316 175 |
| - | Vehicles Fire Services | 926 000 |
| - | Vehicles Traffic and Law Enforcement | 658 246 |
| - | Vehicles Municipal Buildings | 976 500 |
| - | Vehicles Refuse | 681 450 |
| - | Vehicles Water | 915 600 |
| - | Vehicles Finance | 1 590 540 |
| TOTAL | | 206 438 235 |

ANNEXURE 5

DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2023/24 (pilot)

The following indicators are being reported on as a **pilot** during the 2023/2024 financial year:

OUTPUT INDICATORS FOR QUARTERLY REPORTING

| | |
|---------|---|
| EE1.11 | Number of dwellings provided with connections to mains electricity supply by the municipality |
| EE3.11 | Percentage of unplanned outages that are restored to supply within industry standard timeframes |
| EE3.21 | Percentage of planned maintenance performed |
| TR6.12 | Percentage of surfaced municipal road lanes which has been resurfaced and resealed |
| TR6.13 | KMs of new municipal road network |
| TR6.21 | Percentage of reported pothole complaints resolved within standard municipal response time |
| WS1.11 | Number of new sewer connections meeting minimum standards |
| WS2.11 | Number of new water connections meeting minimum standards |
| WS3.11 | Percentage of callouts responded to within 24 hours (sanitation/wastewater) |
| WS3.21 | Percentage of callouts responded to within 24 hours (water) |
| GG1.21 | Staff vacancy rate |
| GG1.22 | Percentage of vacant posts filled within 3 months |
| GG2.11 | Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor) |
| GG2.12 | Percentage of wards that have held at least one councillor-convened community meeting |
| GG2.31 | Percentage of official complaints responded to through the municipal complaint management system |
| GG5.11 | Number of active suspensions longer than three months |
| GG5.12 | Quarterly salary bill of suspended officials |
| LED1.21 | Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) |
| LED2.12 | Percentage of the municipality's operating budget spent on indigent relief for free basic services |
| FD1.11 | Percentage compliance with the required attendance time for structural firefighting incidents |
| LED1.11 | Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area |
| LED3.11 | Average time taken to finalise business license applications |
| LED3.31 | Average number of days from the point of advertising to the letter of award per 80/20 procurement process |
| LED3.32 | Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission |
| FM1.11 | Total Capital Expenditure as a percentage of Total Capital Budget |
| FM1.12 | Total Operating Expenditure as a percentage of Total Operating Expenditure Budget |
| FM1.13 | Total Operating Revenue as a percentage of Total Operating Revenue Budget |

- FM1.14 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget
- FM1.21 Funded budget (Y/N) (Municipal)
- FM3.11 Cash/Cost coverage ratio
- FM3.13 Trade payables to cash ratio
- FM3.14 Liquidity ratio
- FM4.31 Creditors payment period
- FM5.11 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)
- FM6.12 Percentage of awarded tenders [over R200k], published on the municipality's website
- FM6.13 Percentage of tender cancellations
- FM7.11 Debtors payment period
- FM7.12 Collection rate ratio

QUARTERLY COMPLIANCE INDICATORS

- C1. Number of signed performance agreements by the MM and section 56 managers
- C2. Number of Mayoral Executive meetings held
- C3. Number of Council portfolio committee meetings held
- C4. Number of MPAC meetings held
- C6. Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters
- C7. Number of formal (minuted) meetings - to which all senior managers were invited- held
- C8. Number of councillors completed training
- C9. Number of municipal officials completed training
- C10. Number of work stoppages occurring
- C11. Number of litigation cases instituted by the municipality
- C12. Number of litigation cases instituted against the municipality
- C13. Number of forensic investigations instituted
- C14. Number of forensic investigations conducted
- C15. Number of days of sick leave taken by employees
- C16. Number of permanent employees employed
- C17. Number of temporary employees employed
- C18. Number of approved demonstrations in the municipal area
- C19. Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings
- C20. Number of permanent environmental health practitioners employed by the municipality
- C22. Number of Council meetings held

- C23. Number of disciplinary cases for misconduct relating to fraud and corruption
- C24. Number of council meetings disrupted
- C25. Number of protests reported
- C26. R-value of all tenders awarded
- C27. Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations
- C28. R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations
- C29. Number of approved applications for rezoning a property for commercial purposes
- C30. Number of business licenses approved
- C32. Number of positions filled with regard to municipal infrastructure
- C33. Number of tenders over R200 000 awarded
- C34. Number of months the Municipal Managers' position has been filled (not Acting)
- C35. Number of months the Chief Financial Officers' position has been filled (not Acting)
- C36. Number of vacant posts of senior managers
- C38. Number of filled posts in the treasury and budget office
- C40. Number of filled posts in the development and planning department
- C42. Number of registered engineers employed in approved posts
- C43. Number of engineers employed in approved posts
- C44. Number of disciplinary cases in the municipality
- C45. Number of finalised disciplinary cases
- C47. Number of waste management posts filled
- C49. Number of electricians employed in approved posts
- C51. Number of filled water and wastewater management posts
- C56. Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)
- C57. Number of registered electricity consumers with a mini grid-based system in the municipal service area
- C58. Total non-technical electricity losses in MWh (estimate)
- C59. Number of municipal buildings that consume renewable energy
- C61. Total number of chemical toilets in operation
- C63. Total volume of water delivered by water trucks
- C67. Number of paid full-time firefighters employed by the municipality
- C68. Number of part-time and firefighter reservists in the service of the municipality
- C69. Number of 'displaced persons' to whom the municipality delivered assistance
- C71. Number of procurement processes where disputes were raised
- C73. Number of structural fires occurring in informal settlements

- C74. Number of dwellings in informal settlements affected by structural fires (estimate)
- C76. Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders
- C77. B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based
- C78. B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned
- C79. B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement
- C86. Number of households in the municipal area registered as indigent
- C89. Number of meetings of the Mayoral Committee postponed due to lack of quorum
- C92. Number of agenda items deferred to the next council meeting
- C93. Number of awards made in terms of SCM Reg 32
- C94. Number of requests approved for deviation from approved procurement plan

COMPLIANCE QUESTIONS

- Q1. Does the municipality have an approved Performance Management Framework?
- Q2. Has the IDP been adopted by Council by the target date?
- Q3. Does the municipality have an approved LED Strategy?
- Q4. What are the main causes of work stoppage in the past quarter by type of stoppage?
- Q5. How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?
- Q6. When was the last scientifically representative community feedback survey undertaken in the municipality?
- Q7. What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.
- Q8. Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period
- Q9. Does the municipality have an Internal Audit Unit?
- Q10. Is there a dedicated position responsible for internal audits?
- Q11. Is the internal audit position filled or vacant?
- Q12. Has an Audit Committee been established? If so, is it functional?
- Q13. Has the internal audit plan been approved by the Audit Committee?
- Q14. Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
- Q15. Does the internal audit plan set monthly targets?
- Q16. How many monthly targets in the internal audit plan were not achieved?
- Q17. Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant role-player?
- Q18. What economic incentive policies adopted by Council does the municipality have by date of adoption?
- Q19. Is the municipal supplier database aligned with the Central Supplier Database?

- Q20. What is the number of steps a business must comply with when applying for a construction permit before final document is received?
- Q22. Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter
- Q23. Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
- Q24. Is the MPAC functional? List the reasons why if the answer is not 'Yes'.
- Q25. Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?

OUTPUT INDICATORS FOR ANNUAL REPORTING

- ENV3.11 Percentage of known informal settlements receiving basic refuse removal services
- ENV4.11 Percentage of biodiversity priority area within the municipality
- TR6.11 Percentage of unsurfaced road graded
- WS5.31 Percentage of total water connections metered
- GG3.12 Percentage of councillors who have declared their financial interests
- FM2.21 Cash backed reserves reconciliation at year end
- FM3.12 Current ratio (current assets/current liabilities)
- FM4.11 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure
- FM5.12 Percentage of total capital expenditure funded from capital conditional grants
- FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets
- FM5.22 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment
- FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property
- FM7.31 Net Surplus /Deficit Margin for Electricity
- FM7.32 Net Surplus /Deficit Margin for Water
- FM7.33 Net Surplus /Deficit Margin for Wastewater
- FM7.34 Net Surplus /Deficit Margin for Refuse

OUTCOME INDICATORS FOR ANNUAL REPORTING

- EE4.4 Percentage total electricity losses
- ENV5.1 Recreational water quality (coastal)
- ENV5.2 Recreational water quality (inland)
- HS3.5 Percentage utilisation rate of community halls
- HS3.6 Average number of library visits per library
- HS3.7 Percentage of municipal cemetery plots available
- TR6.2 Number of potholes reported per 10kms of municipal road network
- WS3.1 Frequency of sewer blockages per 100 KMs of pipeline
- WS3.2 Frequency of water mains failures per 100 KMs of pipeline

- WS3.3 Frequency of unplanned water service interruptions
- WS4.1 Percentage of drinking water samples complying to SANS241
- WS4.2 Percentage of wastewater samples compliant to water use license conditions
- WS5.1 Percentage of non-revenue water
- WS5.2 Total water losses
- WS5.4 Percentage of water reused
- GG1.1 Percentage of municipal skills development levy recovered
- GG1.2 Top management stability
- GG2.1 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)
- GG2.2 Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)
- GG4.1 Percentage of councillors attending council meetings
- FM1.1 Percentage of expenditure against total budget
- FM2.1 Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)
- FM2.2 Percentage change in cash backed reserves reconciliation
- FM3.1 Percentage change in cash and cash equivalent (short term)
- FM4.1 Percentage change of unauthorised, irregular, fruitless and wasteful expenditure
- FM4.2 Percentage of total operating expenditure on remuneration
- FM4.3 Percentage of total operating expenditure on contracted services
- FM5.1 Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure
- FM5.2 Percentage change of renewal/upgrading of existing Assets
- FM5.3 Percentage change of repairs and maintenance of existing infrastructure
- FM7.1 Percentage change in Gross Consumer Debtors' (Current and Non-current)
- FM7.2 Percentage of Revenue Growth excluding capital grants
- FM7.3 Percentage of net operating surplus margin

ANNUAL COMPLIANCE INDICATORS

- C5. Number of recognised traditional leaders within your municipal boundary
- C21. Number of approved environmental health practitioner posts in the municipality
- C31. Number of approved posts in the municipality with regard to municipal infrastructure
- C37. Number of approved posts in the treasury and budget office
- C39. Number of approved posts in the development and planning department
- C41. Number of approved engineer posts in the municipality
- C46. Number of approved waste management posts in the municipality

- C48. Number of approved electrician posts in the municipality
- C50. Number of approved water and wastewater management posts in the municipality
- C52. Number of maintained sports fields and facilities
- C53. Square meters of maintained public outdoor recreation space
- C54. Number of municipality-owned community halls
- C60. Total number of sewer connections
- C62. Total number of Ventilation Improved Pit Toilets (VIPs)
- C95. Number of residential properties in the billing system
- C96. Number of non-residential properties in the billing system
- C97. Number of properties in the valuation roll