



Swartland Municipality

2025–2026

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

DRAFT MARCH 2025

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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.

Section 53 of the Municipal Finance Management Act (Act 56 of 2003) MFMA determines that the municipality's SDBIP plan must be approved by the Executive Mayor within 28 days after the approval of the annual budget.

Section 53 determines further that the annual performance agreements of the Municipal Manager and directors as required in section 57 of the Municipal Systems Act (Act 32 of 2000) must be linked to the SDBIP.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

3. THREE YEAR CAPITAL BUDGET PER DEPARTMENT

Department	Division / Service	2025/2026	2026/2027	2027/2028
Office of the Municipal Manager	Equipment MM	12 000	12 000	12 000
	Equipment Council	12 000	12 000	12 000
Subtotal		24 000	24 000	24 000
Infrastructure & Civil Engineering Services	Equipment	58 000	60 000	62 000
	Parks and Recreation	1 252 000	1 879 950	1 912 675
	Sewerage	13 536 000	4 982 000	18 230 109
	Sports Fields	958 645	297 470	0
	Roads	60 741 299	60 585 204	27 657 675
	Storm water	618 000	620 000	1 122 000
	Water Services	24 714 092	42 225 331	78 734 149
	Buildings and Infrastructure Maintenance	1 562 000	34 000	36 000
	Solid Waste and Landfill Management	33 846 461	5 529 126	17 384 800
Cemeteries	300 000	0	0	
Subtotal		137 287 389	116 213 081	145 139 408
Corporate Services	Equipment	30 000	32 000	34 000
	Secretariat and Records Management	0	0	0
	Properties, Contracts and Legal Administration	500 000	500 000	500 000
	Tourism, Library and Client Services	43 478	43 478	0
Subtotal		573 478	575 478	534 000
Development Services	Equipment	50 000	52 000	54 000
	Community Development	0	0	0
	Development Management	0	0	0
	Human Settlements / Housing Administration	51 094 362	39 735 985	52 476 713
	Caravan Park Yzerfontein	36 000	38 000	40 000
Subtotal		51 290 362	39 825 985	52 570 713
Electrical Engineering Services	Equipment	400 000	420 000	500 000
	ICT Services	2 082 530	2 668 050	2 306 800
	Electrical Infrastructure, Operations, Maintenance and Construction	85 683 000	59 085 450	57 134 808
Subtotal		88 165 530	62 173 500	59 941 608
Financial Services	Financial Services General	168 000	75 600	671 900

Department	Division / Service	2025/2026	2026/2027	2027/2028
Subtotal		168 000	75 600	671 900
Protection Services	Traffic/Law Enforcement Operations and Vehicle Licensing Administration	1 022 020	836 430	412 125
	Disaster Management, Fire and Emergency Services	300 000	300 000	200 000
Subtotal		1 322 020	1 136 430	612 125
TOTAL		279 019 887	220 024 074	259 493 754

4. THREE YEAR CAPITAL BUDGET PER IDP STRATEGIC GOAL

Strategic Goal	2025/2026	%	2026/2027	%	2027/2028	%
1: Community safety and wellbeing	7 942 020	2.85%	1 136 430	0.52%	612 125	0.24%
2: Economic transformation	0	0	0	0	0	0
3: Quality and reliable services	223 669 497	80.16%	175 718 531	79.86%	202 774 216	78.14%
4: A healthy and sustainable environment	44 560 362	15.97%	39 825 985	18.10%	52 570 713	20.26%
5: A connected and innovative local government	2 848 008	1.02%	3 343 128	1.52%	3 536 700	1.36%
TOTAL	279 019 887	100.0	220 024 074	100.0	259 493 754	100.0

5. TEN LARGEST CAPITAL PROJECTS - 2025/2026

Project	Budget	Source(s) of finance
Roads Swartland: Construction of New Roads	44 027 405	CRR & MIG
Malmesbury De Hoop 132/11kV Substation, 132kV transmission line, servitudes and 132kV Eskom connection	30 730 014	External Loan
Malmesbury De Hoop Serviced Sites (Streets & Stormwater)	23 685 013	DHS
Highlands: Development of new cell	23 435 581	MIG & External Loan
Malmesbury De Hoop Development: Electrical Bulk supply upgrading (INEP)	17 821 124	INEP
Roads Swartland: Resealing of Roads	15 500 000	CRR & MIG
Malmesbury De Hoop Serviced Sites (2000)	10 315 000	CRR
Moorreesburg Development 645 IRDP erven. Electrical infrastructure and	7 550 000	CRR
Water networks: Upgrades and Replacement	6 700 000	WSIG
Malmesbury De Hoop Serviced Sites (Sewerage)	6 923 312	DHS

The ten largest capital projects represent a total budget of R 186 687 449 which is 66.9% of the total capital budget.

ANNEXURE 1
Monthly projections of revenue and expenditure to be collected for each source

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue															
Exchange Revenue															
Service charges - Electricity	48 281	54 951	48 281	47 169	49 393	47 169	47 725	47 169	47 725	48 281	49 393	12 709	548 246	587 051	625 859
Service charges - Water	6 465	7 185	6 828	6 121	9 429	9 901	10 615	11 810	10 984	9 558	8 248	6 463	103 605	109 702	116 159
Service charges - Waste Water Management	5 181	5 129	5 129	5 129	5 130	5 310	5 200	5 151	5 129	5 133	5 128	4 379	61 128	65 051	69 221
Service charges - Waste Management	3 559	3 560	3 559	3 560	3 559	3 559	3 559	3 560	3 560	3 560	3 559	3 555	42 709	47 965	53 823
Sale of Goods and Rendering of Services	852	1 094	1 361	1 990	1 306	1 154	1 277	1 274	1 158	1 270	964	964	14 664	15 525	16 437
Agency services	600	600	600	600	600	600	600	600	600	600	600	600	7 194	7 626	8 084
Interest earned from Receivables	318	318	318	318	318	318	318	318	318	318	318	318	3 821	4 013	4 213
Interest earned from Current and Non Current	682	682	682	682	1 053	682	682	682	682	682	682	73 659	81 529	81 397	83 247
Rental from Fixed Assets	147	148	148	148	147	147	147	149	149	149	148	133	1 759	1 858	1 962
Operational Revenue	407	407	407	407	407	407	407	407	407	407	407	407	4 885	5 160	5 451
Non-Exchange Revenue															
Property rates	17 571	17 681	17 902	17 461	17 902	17 902	17 902	17 902	17 902	17 902	17 902	16 801	212 727	225 789	239 635
Fines, penalties and forfeits	28	29	28	29	28	28	28	29	29	29	28	38 051	38 363	38 755	39 151
Licences or permits	478	494	491	497	481	478	484	500	507	500	487	273	5 669	6 003	6 357
Transfer and subsidies - Operational	71 577	2 147	2 147	2 147	2 147	79 689	25 137	25 137	66 464	25 137	25 137	5 648	332 513	368 476	207 056
Interest	188	188	188	188	188	188	188	188	188	188	188	188	2 253	2 366	2 484
Operational Revenue	1 040	1 040	1 040	1 040	1 040	1 040	1 040	1 040	1 040	1 040	1 040	1 040	12 484	13 424	14 467
Gains on disposal of Assets	17	17	17	17	17	1 117	17	17	17	17	17	1 397	2 680	2 680	2 680
Total Revenue (excluding capital transfers and contributions)	157 390	95 669	89 125	87 502	93 145	169 688	115 326	115 931	156 857	114 769	114 245	166 585	1 476 231	1 582 840	1 496 287

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand															
Expenditure															
Employee related costs	26 261	27 611	27 611	27 611	44 621	27 611	27 611	27 611	27 611	28 913	27 611	47 680	368 365	395 514	425 981
Remuneration of councillors	1 052	1 052	1 052	1 052	1 052	1 052	1 052	1 052	1 052	1 052	1 052	1 052	12 630	13 072	13 529
Bulk purchases - electricity	455	63 576	53 259	32 155	32 719	32 168	30 408	31 755	26 626	26 581	28 317	125 482	483 500	514 559	553 306
Inventory consumed	2 904	2 904	2 904	2 904	2 904	2 904	2 904	2 904	2 904	2 904	2 904	40 873	72 822	78 408	85 864
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	5 959	5 959	5 204	4 851
Depreciation and amortisation	-	-	12 879	12 879	12 879	12 879	12 879	12 879	12 879	12 879	12 879	18 431	134 341	144 497	153 683
Interest	-	-	-	-	-	1 718	-	-	-	-	-	8 236	9 954	13 945	14 111
Contracted services	6 084	6 084	6 600	6 600	6 600	6 600	29 590	29 590	29 590	29 590	29 590	29 590	216 107	248 657	82 363
Transfers and subsidies	262	649	714	532	182	275	182	182	182	212	182	479	4 032	4 116	4 195
Irrecoverable debts written off	-	-	-	-	-	-	-	-	-	-	-	41 008	41 008	43 914	46 481
Operational costs	4 305	4 305	5 096	7 976	4 305	5 096	4 305	4 305	4 305	4 305	4 305	14 900	67 509	71 235	74 941
Losses on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	17 260	17 260	18 122	19 028
Other Losses	1	1	1	1	1	1	1	1	1	1	1	13 484	13 490	14 965	16 622
Total Expenditure	41 324	106 183	110 116	91 710	105 264	90 305	108 932	110 279	105 150	106 438	106 841	364 435	1 446 976	1 566 208	1 494 955
Surplus/(Deficit)	116 066	(10 514)	(20 990)	(4 208)	(12 119)	79 383	6 394	5 651	51 707	8 331	7 403	(197 851)	29 255	16 632	1 333
Transfers and subsidies - capital (monetary)	-	10 055	10 055	10 055	10 055	10 055	10 055	10 055	10 055	10 055	10 055	10 055	110 608	81 940	102 676
Surplus/(Deficit) after capital transfers & contributions	116 066	(458)	(10 935)	5 848	(2 064)	89 438	16 449	15 707	61 763	18 386	17 458	(187 796)	139 863	98 573	104 008
Income Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	116 066	(458)	(10 935)	5 848	(2 064)	89 438	16 449	15 707	61 763	18 386	17 458	(187 796)	139 863	98 573	104 008

ANNEXURE 2
Monthly projections of expenditure (operating and capital) and revenue for each vote

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28	
Revenue by Vote																
Vote 1 - Corporate Services	975	979	979	979	979	979	979	979	979	979	979	979	11 746	12 150	12 140	
Vote 2 - Civil Services	46 699	21 244	20 886	20 179	23 488	47 831	24 745	25 890	42 990	23 621	22 305	20 917	340 796	344 446	367 701	
Vote 3 - Council	22	22	22	22	22	22	22	22	22	22	22	22	265	269	273	
Vote 4 - Electricity Services	52 435	56 986	50 316	49 204	51 428	52 142	49 760	49 204	51 986	50 316	51 428	18 465	583 669	623 500	664 908	
Vote 5 - Financial Services	54 596	19 168	19 388	18 948	19 759	48 410	19 387	19 388	40 543	19 388	19 387	91 259	389 622	407 750	425 923	
Vote 6 - Development Services	652	5 299	5 565	6 194	5 509	28 347	28 470	28 468	28 352	28 464	28 158	5 157	198 636	213 727	63 847	
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 8 - Protection Services	2 011	2 027	2 024	2 030	2 014	2 011	2 018	2 034	2 040	2 034	2 021	39 840	62 105	62 939	64 171	
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue by Vote	157 390	105 724	99 181	97 557	103 200	179 743	125 381	125 986	166 913	124 824	124 300	176 640	1 586 839	1 664 781	1 598 963	
Expenditure by Vote to be appropriated																
Vote 1 - Corporate Services	3 501	3 517	4 442	3 652	5 378	4 442	3 652	3 652	3 652	3 861	3 652	5 910	49 311	52 396	55 729	
Vote 2 - Civil Services	16 944	17 557	27 072	27 072	33 153	28 641	27 072	27 072	27 072	27 251	27 072	131 160	417 140	448 726	476 306	
Vote 3 - Council	1 715	2 102	2 191	5 679	1 748	1 752	1 659	1 659	1 659	1 659	1 659	1 992	25 476	26 510	27 573	
Vote 4 - Electricity Services	3 567	66 793	58 918	37 813	39 835	37 975	36 066	37 414	32 284	32 447	33 976	141 201	558 289	595 017	637 151	
Vote 5 - Financial Services	6 042	6 077	6 156	6 156	8 833	6 156	6 156	6 156	6 156	6 334	6 156	14 381	84 757	91 101	97 495	
Vote 6 - Development Services	2 545	2 559	3 010	3 010	4 285	3 010	26 000	26 000	26 000	26 178	26 000	27 875	176 471	209 586	49 871	
Vote 7 - Municipal Manager	846	846	847	847	1 225	847	847	847	847	1 050	847	1 390	11 289	11 911	12 679	
Vote 8 - Protection Services	6 164	6 731	7 479	7 479	10 807	7 481	7 479	7 479	7 479	7 658	7 479	40 525	124 242	130 961	138 152	
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure by Vote	41 324	106 183	110 116	91 710	105 264	90 305	108 932	110 279	105 150	106 438	106 841	364 435	1 446 976	1 566 208	1 494 955	
Surplus/(Deficit) before assoc.	116 066	(458)	(10 935)	5 848	(2 064)	89 438	16 449	15 707	61 763	18 386	17 458	(187 796)	139 863	98 573	104 008	
Income Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit)	116 066	(458)	(10 935)	5 848	(2 064)	89 438	16 449	15 707	61 763	18 386	17 458	(187 796)	139 863	98 573	104 008	

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	Feb.	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Multi-year expenditure to be appropriated																
Vote 1 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Civil Services	4 000	5 938	10 000	10 800	15 500	12 589	7 270	8 166	7 400	7 000	5 000	-	93 663	97 815	112 022	
Vote 3 - Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity Services	1 025	1 781	6 110	7 360	7 860	8 360	8 790	7 410	7 110	7 028	6 610	5 689	75 133	43 732	31 800	
Vote 5 - Financial Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Development Services	4 632	4 154	4 154	4 282	4 154	4 504	4 154	4 154	4 504	4 354	4 102	3 752	50 894	33 736	52 477	
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	9 657	11 873	20 264	22 442	27 514	25 453	20 214	19 729	19 014	18 382	15 712	9 440	219 690	175 283	196 298	
Single-year expenditure to be appropriated																
Vote 1 - Corporate Services	-	20	60	-	50	10	20	-	13	-	-	400	573	575	534	
Vote 2 - Civil Services	-	1 900	4 500	4 975	7 426	8 558	1 355	6 300	4 239	3 465	1 205	-	43 924	18 398	33 118	
Vote 3 - Council	-	2	3	3	2	2	-	-	-	-	-	-	12	12	12	
Vote 4 - Electricity Services	140	250	300	2 155	3 354	650	1 356	1 679	2 035	554	404	160	13 033	18 442	28 142	
Vote 5 - Financial Services	-	29	34	10	15	80	-	-	-	-	-	-	168	76	672	
Vote 6 - Development Services	-	10	10	10	10	10	-	20	-	16	-	200	286	6 090	94	
Vote 7 - Municipal Manager	-	2	3	3	2	2	-	-	-	-	-	-	12	12	12	
Vote 8 - Protection Services	-	15	50	50	777	-	-	65	50	300	15	-	1 322	1 136	612	
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital single-year expenditure sub-total	140	2 228	4 960	7 206	11 636	9 312	2 731	8 064	6 337	4 335	1 624	760	59 330	44 741	63 195	
Total Capital Expenditure	9 797	14 100	25 223	29 647	39 149	34 765	22 945	27 793	25 351	22 716	17 335	10 200	279 020	220 024	259 494	

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: KPIs and targets from the 2025 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 2024/25		2025/26 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<u>Borrowing Management</u>						
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1.2%	1.4%	1.1%	1.5%	1.6%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	0.3%	0.5%	1.1%	1.4%	1.6%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	28.3%	0.0%	31.1%	0.0%	0.0%
<u>Safety of Capital</u>						
Gearing	Long Term Borrowing/ Funds & Reserves	17.5%	7.4%	13.3%	8.9%	5.7%
<u>Liquidity</u>						
Current Ratio	Current assets/current liabilities	4:1	6:1	7:1	7:1	6:1
<u>Revenue Management</u>						
Annual Debtors Collection Rate (Payment Level)	Last 12 Mths Receipts/Last 12 Mths Billing	97%	97%	95%	95%	95%
<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	9 883 225	9 883 225	10 744 760	11 281 998	11 846 098
	Total Cost of Losses (Rand '000)	18 516	18 516	21 893	24 505	27 459
	% Volume (units purchased and generated less units sold)/units purchased and	6.0%	6.0%	6.0%	6.0%	6.0%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	718 854	718 854	1 127 220	1 183 581	1 242 760
	Total Cost of Losses (Rand '000)	5 161	5 161	8 319	8 560	8 808
	% Volume (units purchased and generated less units sold)/units purchased and	21.0%	21.0%	21.0%	21.0%	21.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	28.2%	27.9%	25.0%	25.0%	28.5%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	29.2%	28.9%	25.8%	25.8%	29.4%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	5.9%	6.2%	5.5%	5.4%	6.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	11.8%	11.0%	9.8%	10.0%	11.2%
<u>IDP regulation financial viability indicators</u>						
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within	8.7%	8.9%	16.3	16.9	16.0
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	8.1%	8.5%	16.5%	17.3%	17.9%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	6.3	5.7	9.6	9.2	10.1

ANNEXURE 3B
KPIs and targets from the 2025 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		√				

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
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	√					
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 and submit a report to Management meeting 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	(2) Improve investment by creating an online platform by June 2026 to share information with investors			√			
2.4 Assist and support SMME	(1) Develop a SMME Policy and submit to Council by June 2024	√					
	(2) Ensure the organisation of an annual SMME summit or indaba	√	√	√	√	√	
	(3) Ensure the investigation of SMME hubs in the Swartland area and submit report to the Management meeting by June 2025		√				
2.5 Improving the ease of doing business	Create an automated one stop shop for all business enquiries by June 2026			√			

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 Voëlvei 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	√	√	√	√	√	
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 for mixed housing developments annually by June and submit a report to the Municipal Manager	√	√	√	√	√	
	(4) Appoint credible social housing institution to build and manage social housing and submit a report to the Municipal Manager by June 2026			√			
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 the Management meeting by June 2026			√			

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 the Management meeting by June 2026		√				

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	Ensure the development of an innovation policy and submit to the Mayoral Committee by June 2026			√			
5.2 Inter-connected towns and Municipal buildings	Ensure the development of an ICT masterplan for connectivity and submit to the Mayoral Committee by June 2025		√				
5.3 "Smart City" concept	Ensure the development of 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	Ensure the development of a proposal for the increased use of digital technology to support business and the economy and submit to the Mayoral Committee by June 2026			√			

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
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 2025 on a digital people-centred application			√			
	(3) Investigate the feasibility of a full time customer care centre and submit a report to the Mayoral Committee by June 2026			√			
	(4) Finalise and establish a corporate identity manual and submit to Mayoral Committee by June 2024	√					

ANNEXURE 3C

Generic Top Layer KPIs and targets for Municipal Manager and Directors

Note: KPI's of Municipal Manager and Directors are split between Top Layer and Departmental KPIs. Only Top Layer KPIs will reflect in the SDBIP.

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	Target
Liaison with business role-players	Hold an annual event with local business before the end of June	1
LED fund management	Spend 90% of the LED funds by end of June	90%
Annual report compilation and approval	Table the Annual Report as required by MFMA (121) to Council annually by end of January	1
Annual report compilation and approval	Submit the Annual Report to Council as required by section 129 of the MFMA (121) for approval annually by end of March	1
Functional macro-structure maintained	Review the macro structure annually	1
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 by 30 June	100%

General Indicators in Terms of The Municipal Planning and Performance Management Regulations, 2001

Indicator in the regulations	Key Performance Indicators	Targets
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	Spend 95% of capital budget by the end of June	95% for the year
Reg 10(d): The number of jobs created through municipality's LED initiatives including capital projects	Create 150 jobs through Municipality's capital projects (contracts > R200 000) by 30 June	150 for the year

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 Objectives	Key Performance Indicators	Target
Capital expenditure in line with budget and time frames	Spent/achieved 95% of capital budget by the end of June	95%
Operating expenditure in line with budget and time frames	Spend 90% of the operating budget by the end of June	90%
Audit issues resolved	% of Auditor General's findings implemented by 30 June	100%
Asset safeguarding	Complete a condition assessment and review of the remaining useful life of all assets in the department and submit a certification in this regard to the Head Asset Management within the first week after the financial year end	1 (annually by June)
Spending of grants	Spend 100% of operational and capital grants by the end of June	100%

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	Key Performance Indicators	Target
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	1

General Indicators in Terms of The Municipal Planning and Performance Management Regulations, 2001

Indicator in the regulations	Key Performance Indicators	Targets
Reg 10 (b): Access to free basic services	Manage the provision of free basic service subsidies in line with council's policy annually	100% (Perf Standard)
Reg 10 (g): Ensure general financial viability	Measure the % of outstanding service debtors	20% (Reverse Stand-alone)
	Measure financial viability in terms of cost coverage ratio for the current financial year	3 months

Indicator in the regulations	Key Performance Indicators	Targets
	Measure the % of debt coverage ratio for the current financial year	45% (Maak Perf Standard reg, hoe minder oe beter, Reverse Stand-Alone)

DIRECTOR CORPORATE SERVICES

Perf Objective	Key Performance Indicators	Target
External funding	Submit funding applications to raise external funding augment income and to fund capital and/or operational initiatives	2

General Indicators in Terms of The Municipal Planning and Performance Management Regulations, 2001

Indicator in the regulations	Key Performance Indicators	Targets
Reg 10 (e): People from employment equity target groups employed	The percentage (%) of appointments made in the three highest levels of management which comply with the Employment Equity Plan, measured by the Number of appointments in the three highest levels of management, which comply with Employment Equity targets/Total appointments made in three highest levels of management x 100	90%
Reg 10 (f): Budget spent on implementing the workplace skills plan	Spend 90% of the Municipality's training budget on implementing its Workplace Skills Plan by end of June	90%

DIRECTOR CIVIL ENGINEERING SERVICES

Perf Objective	Key Performance Indicators	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	296 for the whole organisation
Tariff increases	Submit projected tariff increases determined for the new budget annually by end of October	1
Capital unbundling	Submit all capital unbundling packs with all outstanding invoices annually to the Finance Department by 10 July	100%
External funding	Submit funding applications to raise external funding augment income and to fund capital and/or operational initiatives	2

General Indicators in Terms of The Municipal Planning and Performance Management Regulations, 2001

Indicator in the regulations	Key Performance Indicators	Targets
Reg 10 (a) Access to water, sanitation and refuse removal	Supplying of piped water service points to residential account holders which are connected to the municipal water infrastructure network as of 30 June	21 942

Indicator in the regulations	Key Performance Indicators	Targets
	Supplying of sanitation services to municipal residential account holders as of 30 June	21 851
	Number of residential account holders receiving refuse removal services as of 30 June	21 635

DIRECTOR ELECTRICAL ENGINEERING SERVICES

Perf Objective	KPI	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	296 for the whole organisation
Tariff increases	Submit projected tariff increases determined for the new budget annually by end of October	1
Capital unbundling	Submit all capital unbundling packs with all outstanding invoices annually to the Finance Department by 10 July	100%
Improved energy sustainability	Manage the % of electricity losses within the NERSA benchmark norm annually by end of June	10%
External funding	Submit funding applications to raise external funding augment income and to fund capital and/or operational initiatives	2

General Indicators in Terms of The Municipal Planning and Performance Management Regulations, 2001

Indicator in the regulations	Key Performance Indicators	Targets
Reg 10 (a): Improved access to electricity	Supplying of electricity services to residential account holders for electrical metering	16 326

DIRECTOR PROTECTION SERVICES

Perf Objective	KPI	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	296 for the whole organisation
Tariff increases	Submit projected tariff increases determined for the new budget annually by end of October	1
D911: Effective monitoring of informal settlements	Report monthly to the Portfolio Committee on any new informal dwellings / structures erected	12
External funding	Submit funding applications to raise external funding augment income and to fund capital and/or operational initiatives	2

DIRECTOR DEVELOPMENT SERVICES

Perf Objective	KPI	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	296 for the whole organisation
Tariff increases	Submit projected tariff increases determined for the new budget annually by end of October	1
Capital unbundling	Submit all capital unbundling packs with all outstanding invoices annually to the Finance Department by 10 July	100%
External funding	Submit funding applications to raise external funding augment income and to fund capital and/or operational initiatives	2

ANNEXURE 3D

Targets and projected expenditure for each capital budget item

SCHEDULES AND PROJECTED EXPENDITURES PER PROJECT WILL BE INSERTED WITH THE FINAL SDBIP IN JUNE 2025.

ANNEXURE 4

Ward information for expenditure and service delivery

Project Description	Budget for 2025/2026
WARDS 1 & 2	
Koringberg Sport Field: Ablution Facilities	650 000
Koringberg: New Transfer Station	580 000
Moorreesburg Development 645 IRDP erven. Electrical infrastructure and connections	7 550 000
WARDS 3 & 12	
Riebeek Kasteel Stores: Ablution Facilities	280 000
Upgrading: Ongegrond Water Supply System (Reservoir and Pumpstation)	500 000
Riebeek Kasteel: New Reservoir	500 000
WARD 4	
New Cemetery: Chatsworth	300 000
Chatsworth/Riverlands upgrade bulk water supply	5 000 000
Riverlands Social Economic Facility (Prof. Fees)	600 000
Silvertown: including Professional Fees	2 118 000
Silver Town: Bulk Services (Prof Fees / Construction)	1 400 000
WARDS 5 & 6	
Sewerage Works: Darling	500 000
Monitoring Office/Building: YZF	100 000
Darling Serviced Sites (394) Prof Fees Phase 2	256 362
Darling 187 IRDP erven. Electrical bulk supply, infrastructure and connections	5 168 000
WARD 7	
Kalbaskraal Booster: Replace pumpsets	480 000
Kalbaskraal SEF (Prof. Fees)	6 020 000
WARDS 8, 9, 10 & 11	
Schoonspruit: Pipe Replacement (Sewerage Services)	1 400 000
Malmesbury Security Operational Centre: Communication, Monitoring and Other infrastructure equipment	200 000
VARIOUS WARDS	
Malmesbury WWTW: Replace Clarifier Mechanical Equipment	2 800 000
Darling WWTW: SCADA Systems	3 350 000
Moorreesburg WWTW: SCADA Systems	3 350 000
Malmesbury SMW1.3 Wesbank Reservoir to Malm/Abb pipeline	800 000
Malmesbury De Hoop Serviced Sites (Prof Fees)	4 061 518
Malmesbury De Hoop Serviced Sites (Sewerage)	6 923 312
Malmesbury De Hoop Serviced Sites (Water)	5 830 157
Malmesbury De Hoop Serviced Sites (Streets & Stormwater)	23 685 013

Project Description	Budget for 2025/2026
De Hoop Bulk: Prof Fees (Phase 4)	200 000
Malmesbury De Hoop Development: Electrical Bulk supply upgrading	17 821 124
Malmesbury De Hoop 132/11kV Substation, 132kV transmission line, servitudes and 132kV Eskom connection (CRR + Loan)	34 278 876
Malmesbury De Hoop Serviced Sites (2000)	10 315 000
ALL WARDS	
Electricity Distribution	
Replace oil insulated switchgear and equipment	4 500 000
LV Upgrading: Swartland	1 250 000
MV Upgrading: Swartland	1 300 000
Streetlight, kiosk and polebox replacement: Swartland	650 000
Protection and Scada Upgrading: Swartland	380 000
Substation Fencing: Swartland	220 000
Streetlights Eskom AOS	400 000
Connections: Electricity Meters (New/Replacements)	950 000
Replacement of obsolete air conditioners	250 000
Emergency Power Supply	300 000
Traffic Light Controlling Equipment	150 000
Sewerage Service	
Replace: Mobile Generator	380 000
Pipe Replacement: Obsolete Infrastructure	1 500 000
Buildings & Maintenance	
Painting Machine: Mechanical drive	350 000
New Cherry Picker	800 000
Refuse Removal	
Highlands: Development of new cell (CRR + Loan)	23 435 581
Highlands: Fencing (CRR + MIG)	4 500 000
ICT Services	
Terminals	40 000
Monitor Replacements	45 000
Printers	60 000
DeskTops	306 000
Notebooks	485 500
Communications and equipment: Time and Attendance	1 071 030
Parks and recreation	
Ward Committee Projects: Parks	1 100 000
Sports Grounds	
Sportgrounds: Blower Mower: sn 15678 (replace)	85 215
Sportgrounds: Blower Mower: sn 12803 (replace)	85 215

Project Description	Budget for 2025/2026
Sportgrounds: Blower Mower: sn 34299-13011 (replace)	85 215
Sportgrounds: Water Canon: sn 17945(replace)	53 000
Roads and Storm Water	
Roads Swartland: Resealing of Roads (CRR + MIG)	15 500 000
Roads Swartland: Construction of New Roads (CRR + MIG)	44 027 405
Ward Committee Projects: Roads	1 100 000
Stormwater Network	550 000
Water Distribution	
Water networks: Upgrades and Replacement (CRR + WSIG)	10 700 000
Safeguarding Water Infrastructure	3 644 000
Water: Upgrading water reticulation network: PRV's, flow control, zone metering and water augmentation	800 000
Swartland System S12.2 CoCT WTP to Swartland WTP pipe connection	500 000
Bulk water emergency spending	700 000
Connections: Water Meters (New/Replacements)	1 035 092
Financial Services	
Meterreading Handhelds	80 000
Indigent Screening Solution	25 000
Protection Services	
New Firearms & Replacements	250 000
Corporate Services	
Expropriation of splays	400 000
Equipment	
Equipment: Civil	58 000
Equipment: Sewerage Telemetry	220 000
Equipment: Sewerage	36 000
Equipment: Buildings & Maintenance	32 000
Equipment: Parks	152 000
Equipment: Streets and Stormwater	68 000
Equipment: Water	55 000
Equipment: Refuse bins, traps, skips	700 000
Equipment: Refuse Removal	30 000
Equipment: Development Services	50 000
Equipment: YZF Caravan Park	36 000
Equipment: Electric	400 000
Equipment: Information Technology	75 000
Equipment: Financial	63 000
Equipment: Protection	60 000
Equipment: Fire Fighting	300 000

Project Description	Budget for 2025/2026
Equipment: MM	12 000
Equipment: Council	12 000
Equipment: Corporate	30 000
Equipment Corporate: Buildings & Swartland Halls	100 000
Equipment: Libraries	43 478
Vehicles	
Roads Vehicles	113 894
Refuse Vehicles	4 600 880
Traffic and Law Enforcement Vehicle	712 020
Total	279 019 887

ANNEXURE 5

DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2025/26 (pilot)

The following indicators are being reported on as a **pilot** during the 2025/2026 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	Creditor's 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	Debtor's 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