



Swartland Municipality

2026–2027

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

JUNE 2026

CONTENTS

APPROVAL OF THE 2026/2027 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) BY THE EXECUTIVE MAYOR ALDERMAN HAROLD CLEOPHAS 2

1 INTRODUCTION 3

2 LEGAL REFERENCE 3

3 THREE YEAR CAPITAL BUDGET PER DEPARTMENT 4

4 THREE YEAR CAPITAL BUDGET PER STRATEGIC GOAL 5

5 TEN LARGEST CAPITAL PROJECTS – 2026/2027 5

ANNEXURE 1: Monthly projections of revenue to be collected for each source 6

ANNEXURE 2: Monthly projections of expenditure (operating and capital) and revenue for each vote 8

ANNEXURE 3: Quarterly projections of service delivery targets and performance indicators for each vote 10

ANNEXURE 3A: Performance indicators and benchmarks (operating budget) 11

ANNEXURE 3B: KPIs and targets from the 2026 IDP 12

ANNEXURE 3C: Generic KPIs and targets for Municipal Manager and Directors 18

ANNEXURE 3D: Targets and projected expenditure for each capital budget item 23

ANNEXURE 4: Ward information for expenditure and service delivery 30

ANNEXURE 5: DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2026/27 35

APPROVAL OF THE 2026/2027 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) BY THE EXECUTIVE MAYOR ALDERMAN HAROLD CLEOPHAS

It is with great pride and a deep sense of responsibility that I present the approved Service Delivery and Budget Implementation Plan (SDBIP) for the 2026/2027 financial year. In terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), Act No. 56 of 2003, the SDBIP serves as the implementation instrument of the municipality's annual budget and provides a clear roadmap to ensure service delivery targets are achieved in an accountable and transparent manner.

The SDBIP transforms the municipality's strategic priorities, as articulated in the Integrated Development Plan (IDP), into actionable programmes and measurable outputs. It is a key governance tool that links the approved budget to the delivery of services, enabling Council, management, and the community to monitor and evaluate performance against set milestones.

This year's SDBIP reaffirms our commitment to good governance, developmental local government, and accelerated service delivery, especially to the most vulnerable communities in Swartland. It reflects our determination to promote inclusive growth, support sustainable infrastructure investment, and build resilient communities across urban and rural areas.

We remain resolute in our pursuit of financial sustainability and prudent resource management. The SDBIP includes quarterly performance targets and detailed expenditure plans that align with departmental mandates, thereby ensuring that every rand spent translates into tangible improvements in the lives of our residents.

As the Executive Mayor, I take full accountability for the approval of this plan and will work closely with the Municipal Manager, Executive Management Team, and Council to ensure its effective execution. Let this SDBIP be a testament to our unwavering dedication to transparency, efficiency, and community-centred governance.

Together, let us continue to build a Swartland that is forward-thinking, development-friendly, and responsive to the needs of all its people.

Cllr Harold Cleophas
Executive Mayor

11 June 2026

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	2026/2027	2027/2028	2028/2029
Office of the Municipal Manager	MM: Furniture and Office Equipment	12 000	12 000	12 000
	Council: Furniture and Office Equipment	132 000	12 000	12 000
Subtotal		144 000	24 000	24 000
Civil Engineering Services	Furniture and Office Equipment	60 000	62 000	64 000
	Sewerage	8 238 000	23 613 950	32 830 025
	Buildings and Maintenance	374 000	36 000	2 250 000
	Cemeteries	-	-	600 000
	Parks and Recreational	2 031 498	1 994 950	2 029 675
	Roads	60 283 245	32 589 950	41 964 924
	Swimming Pools	-	-	5 450 000
	Sport grounds	7 787 470	440 000	200 000
	Stormwater	620 000	622 000	624 000
	Water	43 835 095	87 721 735	91 150 634
	Refuse	6 011 430	8 642 385	23 194 750
Subtotal		129 240 738	155 722 970	200 358 008
Corporate Services	Furniture and Office Equipment	32 000	34 000	36 000
	Corporate Services General	100 000	100 000	50 000
	Properties, Contracts and Legal Administration	100 000	100 000	100 000
	Tourism, Library and Client Services	121 739	43 478	43 478
Subtotal		353 739	277 478	229 478
Development Services	Furniture and Office Equipment	52 000	54 000	56 000
	Development Management	1 450 000	-	-
	Community Development	2 509 000	2 104 000	37 456 000
	Caravan Park Yzerfontein	1 038 000	40 000	42 000
	Human Settlements / Housing Administration	44 846 000	60 896 000	34 329 000
Subtotal		49 895 000	63 094 000	71 883 000
Electrical Engineering Services	Machinery and Equipment	540 000	500 000	520 000
	ICT Services	4 582 164	2 727 118	3 894 115
	Electrical Infrastructure, Operations, Maintenance and Construction	55 536 000	69 238 727	66 578 205
Subtotal		60 658 164	72 465 845	70 992 320
Financial Services	Furniture and Office Equipment	36 000	38 000	40 000

Department	Division / Service	2026/2027	2027/2028	2028/2029
	Financial Services General	949 600	395 800	485 000
Subtotal		985 600	433 800	525 000
Protection Services	Machinery and Equipment	65 000	70 000	75 000
	Traffic/Law Enforcement Operations and Vehicle Licensing Administration	1 206 803	356 950	964 750
	Disaster Management, Fire and Emergency Services	7 930 000	200 000	200 000
Subtotal		9 201 803	626 950	1 239 750
TOTAL		250 479 044	292 645 043	345 251 556

4. THREE YEAR CAPITAL BUDGET PER IDP STRATEGIC GOAL

Strategic Goal	2026/2027	%	2027/2028	%	2028/2029	%
1: Community safety and wellbeing	12 060 803	4,8	2 730 950	0,9	38 695 750	11,2
2: Economic transformation	1 100 000	0,4	-	-	-	-
3: Quality and reliable services	185 316 738	74,0	225 461 698	77,0	267 456 213	77,5
4: A healthy and sustainable environment	45 936 000	18,3	60 989 999	20,8	34 427 000	10,0
5: A connected and innovative local government	6 065 503	2,4	3 462 396	1,2	4 672 593	1,4
TOTAL	250 479 044	100,0	292 645 043	100,0	345 251 556	100,0

5. TEN LARGEST CAPITAL PROJECTS - 2026/2027

Project	Budget	Source(s) of finance
Roads Swartland: Construction of New Roads	40 313 247	CRR + MIG
Malmesbury De Hoop Serviced Sites	29 600 000	DHS
Malmesbury De Hoop Serviced Sites (2000) Electrical	21 300 000	CRR+ INEP
Roads Swartland: Resealing of Roads	13 387 000	CRR + MIG
Malmesbury SMW1.3 Wesbank Reservoir to Malm/Abb pipeline	12 471 127	CRR + MIG
Moorreesburg Development 600 IRDP erven. Electrical infrastructure and	7 850 000	CRR + INEP
Bokomo Road: Pipe replacement	7 000 000	CRR
Purchase of Fire Station from WCDM (Wesbank)	6 400 000	CRR
Pipe Replacement: Obsolete Infrastructure	6 000 000	CRR
Replace oil insulated switchgear and equipment	5 500 000	CRR

The ten largest capital projects represent a total budget of R 149 821 374 which is 59.8% of the total capital budget.

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

Description	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue															
Exchange Revenue															
Service charges - Electricity	45 427	48 538	48 538	49 161	49 783	51 028	52 272	53 517	55 384	56 006	56 628	56 006	622 287	695 593	774 871
Service charges - Water	8 049	8 184	7 778	6 966	10 754	11 295	12 107	13 460	12 513	10 890	8 860	7 372	118 228	123 885	129 812
Service charges - Waste Water Management	5 803	5 814	5 789	5 784	5 819	5 829	5 814	5 784	5 790	5 794	5 799	5 714	69 531	73 180	77 019
Service charges - Waste Management	4 180	4 180	4 180	4 180	4 180	4 180	4 180	4 180	4 180	4 180	4 180	4 176	50 153	56 581	63 781
Sale of Goods and Rendering of Services	915	1 222	1 539	2 144	1 484	1 292	1 535	1 441	1 386	1 507	1 222	1 347	17 034	18 035	19 095
Agency services	563	568	596	610	603	590	563	550	470	477	530	506	6 626	7 024	7 445
Interest earned from Receivables	328	328	328	328	328	328	328	328	328	328	328	328	3 936	4 133	4 340
Interest earned from Current and Non Current Assets	948	1 204	1 099	1 083	3 358	1 156	1 029	1 040	1 144	1 075	957	79 886	93 978	100 484	104 292
Rental from Fixed Assets	185	186	183	184	186	181	183	187	186	185	187	186	2 220	2 343	2 472
Construction Contract Revenue	9 001	15 861	18 678	14 191	18 006	17 247	9 001	16 482	18 457	21 854	20 457	11 091	190 326	60 942	112 444
Development Charges	305	305	305	305	305	305	305	305	305	305	305	305	3 661	3 878	4 108
Operational Revenue	153	159	150	162	162	141	150	153	154	158	161	173	1 876	1 972	2 074
Non-Exchange Revenue															
Property rates	18 981	18 898	19 368	18 663	19 133	19 180	19 227	19 274	20 073	18 475	19 368	15 453	226 095	236 614	260 642
Fines, penalties and forfeits	21	22	22	22	21	21	21	22	22	22	21	42 708	42 945	47 227	51 936
Licences or permits	493	509	505	512	496	493	499	515	521	515	502	288	5 848	6 187	6 546
Transfer and subsidies - Operational	76 715	2 953	2 943	2 902	2 874	57 387	2 634	2 802	50 266	2 947	3 050	3 352	210 824	212 636	224 488
Interest	192	192	192	192	192	192	192	192	192	192	192	192	2 303	2 418	2 539
Operational Revenue	1 084	1 094	1 094	1 095	1 097	1 101	1 105	1 108	1 114	1 116	1 118	1 116	13 240	14 346	15 508
Gains on disposal of Fixed and Intangible Assets	281	281	281	281	281	1 381	281	281	281	281	281	696	4 881	5 207	1 715
Total Revenue (excluding capital transfers and co	173 624	110 496	113 566	108 764	119 060	173 325	111 424	121 621	172 765	126 306	124 145	230 894	1 685 992	1 672 682	1 865 128

Description	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue															
Expenditure															
Employee related costs	28 198	29 727	29 526	29 613	48 617	29 760	29 498	29 771	29 714	29 931	29 743	52 106	396 203	423 054	453 414
Remuneration of councillors	1 065	1 065	1 065	1 065	1 827	1 065	1 065	1 065	1 065	1 065	1 065	1 088	13 567	14 105	14 665
Bulk purchases - electricity	2 036	57 622	53 086	43 446	43 453	44 539	45 625	46 712	48 341	48 884	49 427	59 987	543 158	597 946	665 741
Inventory consumed	2 812	2 727	2 702	2 663	2 747	2 720	2 850	2 672	2 686	2 722	2 626	40 884	70 811	75 099	80 331
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	42 707	42 707	46 672	51 016
Depreciation, amortisation and impairment	0	0	28 990	9 867	9 867	9 867	9 867	9 867	9 867	9 867	9 867	9 867	117 797	126 839	134 169
Interest, Dividends and Rent on Land	-	-	-	-	-	-	-	-	-	-	-	7 275	7 275	7 990	8 776
Contracted services	12 739	66 871	30 688	30 388	30 688	26 211	27 411	29 911	27 511	27 511	27 411	24 571	361 914	147 173	214 661
Transfers and subsidies	191	181	1 167	587	567	152	87	485	87	87	87	92	3 767	3 816	3 924
Irrecoverable debts written off	-	-	-	-	-	-	-	13 034	-	-	-	8 689	21 723	22 887	24 032
Operational costs	5 543	5 133	8 822	5 133	4 893	5 133	4 893	5 133	4 893	6 082	4 893	7 291	67 844	76 723	80 427
Disposal of Fixed and Intangible Assets	-	-	-	-	-	3 262	-	-	-	-	-	14 860	18 122	19 028	19 979
Other Losses	-	-	-	-	-	-	-	-	-	-	-	16 189	16 189	17 067	19 071
Total Expenditure	52 585	163 327	156 047	122 762	142 659	122 710	121 297	138 650	124 165	126 150	125 121	285 604	1 681 076	1 578 399	1 770 206
Surplus/(Deficit)	121 040	(52 831)	(42 480)	(13 998)	(23 599)	50 615	(9 873)	(17 029)	48 601	156	(976)	(54 710)	4 916	94 284	94 922
Transfers and subsidies - capital	2 032	8 427	8 427	8 935	8 756	8 547	8 607	8 847	8 996	8 787	8 817	7 803	96 984	112 990	123 539
Surplus/(Deficit) for the year	123 072	(44 403)	(34 053)	(5 062)	(14 843)	59 162	(1 265)	(8 182)	57 597	8 944	7 841	(46 907)	101 900	207 274	218 461

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

Description	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue by Vote															
Vote 1 - Corporate Services	1 258	1 266	1 266	1 266	1 266	1 266	1 266	1 266	1 266	1 266	1 266	1 266	15 183	14 308	14 474
Vote 2 - Civil Services	52 828	22 552	22 121	21 305	25 127	49 369	26 475	27 799	46 254	25 238	23 213	19 681	361 961	379 365	411 586
Vote 3 - Council	22	22	22	22	22	22	22	22	22	22	22	22	269	273	278
Vote 4 - Electricity Services	52 541	52 525	52 525	53 657	54 102	58 940	56 449	57 936	63 706	60 373	61 027	61 468	685 248	738 001	820 167
Vote 5 - Financial Services	58 345	21 193	21 543	20 836	23 587	49 573	21 335	21 396	46 497	20 639	21 416	96 729	423 087	445 449	466 834
Vote 6 - Development Services	8 639	19 295	22 429	18 547	21 701	20 751	12 748	20 137	22 056	25 575	23 892	14 640	230 410	136 600	197 645
Vote 7 - Municipal Manager	25	25	25	25	25	25	25	25	25	25	25	25	300	-	-
Vote 8 - Protection Services	1 999	2 046	2 063	2 041	1 987	1 927	1 711	1 887	1 934	1 955	2 101	44 866	66 517	71 676	77 683
Total Revenue by Vote	175 657	118 924	121 994	117 699	127 817	181 872	120 032	130 468	181 761	135 094	132 962	238 697	1 782 976	1 785 672	1 988 667
Expenditure by Vote to be appropriated															
Vote 1 - Corporate Services	3 781	4 021	4 046	4 110	5 720	4 133	3 871	4 110	3 871	4 140	3 871	7 200	52 875	55 508	58 776
Vote 2 - Civil Services	17 962	19 197	41 714	26 827	33 209	29 683	27 020	34 232	26 864	26 892	26 820	116 486	426 905	449 915	491 638
Vote 3 - Council	1 657	1 656	5 548	2 080	3 416	1 987	1 580	1 978	1 580	2 530	1 580	969	26 563	27 563	28 589
Vote 4 - Electricity Services	12 182	104 796	69 859	55 341	57 384	52 374	54 410	58 602	57 440	57 944	58 451	71 227	710 009	676 879	750 134
Vote 5 - Financial Services	6 611	6 655	6 801	6 703	9 510	6 707	6 705	8 014	6 704	6 705	6 702	17 002	94 818	100 835	107 583
Vote 6 - Development Services	2 980	19 006	19 157	19 057	20 363	19 131	19 058	19 088	19 058	19 058	19 058	21 447	216 463	103 049	156 644
Vote 7 - Municipal Manager	909	909	913	910	1 296	910	910	910	910	910	910	1 763	12 160	12 574	13 392
Vote 8 - Protection Services	6 501	7 087	8 009	7 733	11 762	7 785	7 743	11 716	7 738	7 971	7 729	49 510	141 283	152 076	163 449
Total Expenditure by Vote	52 585	163 327	156 047	122 762	142 659	122 710	121 297	138 650	124 165	126 150	125 121	285 604	1 681 076	1 578 399	1 770 206
Surplus/(Deficit) before assoc.	123 072	(44 403)	(34 053)	(5 062)	(14 843)	59 162	(1 265)	(8 182)	57 597	8 944	7 841	(46 907)	101 900	207 274	218 461
Income Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	123 072	(44 403)	(34 053)	(5 062)	(14 843)	59 162	(1 265)	(8 182)	57 597	8 944	7 841	(46 907)	101 900	207 274	218 461

Description	Budget Year 2026/27												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Multi-year expenditure to be appropriated															
Vote 1 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Civil Services	3 000	3 500	4 500	9 128	10 100	4 367	4 650	10 600	13 815	14 900	12 759	6 052	97 371	127 309	161 131
Vote 3 - Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity Services	3 000	6 200	2 700	3 700	3 950	3 700	3 200	4 907	3 890	2 793	966	-	39 006	48 093	49 118
Vote 5 - Financial Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Development Services	5 313	5 038	3 608	4 108	3 608	3 608	3 608	4 108	3 608	3 608	3 608	3 608	47 434	63 000	71 785
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	11 313	14 738	10 808	16 936	17 658	11 675	11 458	19 615	21 314	21 301	17 333	9 660	183 811	238 403	282 034
Single-year expenditure to be appropriated															
Vote 1 - Corporate Services	-	26	79	-	38	10	30	72	-	-	-	100	354	277	229
Vote 2 - Civil Services	-	51	1 051	1 141	2 395	2 550	1 131	9 353	2 874	4 571	5 083	1 670	31 869	28 414	39 227
Vote 3 - Council	-	4	36	88	4	-	-	-	-	-	-	-	132	12	12
Vote 4 - Electricity Services	102	195	510	3 579	2 986	7 195	810	2 015	1 702	1 624	731	200	21 652	24 373	21 874
Vote 5 - Financial Services	-	-	846	50	90	-	-	-	-	-	-	-	986	434	525
Vote 6 - Development Services	90	660	4	315	90	200	11	590	-	-	500	-	2 461	94	98
Vote 7 - Municipal Manager	-	3	2	3	4	-	-	-	-	-	-	-	12	12	12
Vote 8 - Protection Services	-	-	6 400	-	-	-	1 950	100	290	462	-	-	9 202	627	1 240
Capital single-year expenditure sub-total	192	938	8 928	5 176	5 607	9 955	3 932	12 131	4 866	6 658	6 314	1 970	66 668	54 242	63 218
Total Capital Expenditure	11 505	15 676	19 737	22 112	23 266	21 631	15 390	31 746	26 180	27 959	23 647	11 630	250 479	292 645	345 252

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

Annexure 3B: KPIs and targets from the 2026 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 2025/26		2026/27 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
<u>Borrowing Management</u>						
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1.1%	2.8%	0.4%	0.5%	0.5%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	1.1%	2.7%	0.4%	0.5%	0.5%
Borrowed funding of 'own' capital	Borrowing/Capital expenditure excl. transfers and grants and contributions	20.9%	0.0%	0.0%	0.0%	0.0%
<u>Safety of Capital</u>						
Gearing	Long Term Borrowing/ Funds & Reserves	10.7%	0.0%	0.0%	0.0%	0.0%
<u>Liquidity</u>						
Current Ratio	Current assets/current liabilities	7:1	7:1	4:1	4:1	6:1
<u>Revenue Management</u>						
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	95.0%	95.0%	95.0%	95.0%	95.0%
<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	10 745	8 792	9 231	9 693	10 178
	Total Cost of Losses (Rand '000)	23 104	18 905	21 489	21 907	29 475
	% Volume (units purchased and generated less units sold)/units purchased and generated	6.00%	5.00%	6.00%	6.00%	6.00%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	1 127	1 260	1 323	1 389	1 458
	Total Cost of Losses (Rand '000)	8 319	9 297	10 066	10 458	10 866
	% 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)	24.8%	23.7%	23.5%	25.3%	24.3%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	25.7%	24.5%	24.3%	26.1%	25.1%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	5.9%	5.6%	5.6%	5.5%	6.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	9.7%	8.5%	7.4%	8.1%	7.7%
<u>IDP regulation financial viability</u>						
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial	13.1	10.0	15.7	14.5	15.7
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	9.2	9.0	5.7	6.9	9.7

ANNEXURE 3B
KPIs and targets from the 2026 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	✓					
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 KPI removed due to duplication.

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
1.10 Strategic establishment and placement	Study on the issue of structural fires and veld fires finalised and reported to Council by June 2024	✓					
1.12. 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 a 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		✓				
2.4 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		✓				
2.3 Improving the ease of doing business	Create an automated one stop shop for all business enquiries by June 2027				✓		

Strategic Goal 3: Quality and Reliable Services

Strategic Initiatives	KPI's	Targets					Longer term
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
3.1 Water resource augmentation	(1) Berg River Voëlvlei 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	✓	✓	✓	✓	✓	

Strategic Initiatives	KPI's	Targets					
		2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Longer term
	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) Investigate the appointment of a credible social housing institution 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			✓			
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 2027			✓			
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 2027			✓			
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 2027				✓		
	(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

MUNICIPAL MANAGER

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

Strategic Initiative / Perf Objectives	Key Performance Indicators	Target
Liaison with business role-players	Hold an annual event with local business before 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%
Training	Submit training needs of staff to HR at meetings held with all departments during November annually	1

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	Spent/achieved 95% of capital budget by the end of June	95%
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

ALL DIRECTORS

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

Strategic Initiative / 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 a 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
Spending of grants	Spend 100% of operational and capital grants by the end of June	100%
Training	Submit training needs of staff to HR at meetings held with all departments during November annually	1
Safe guarding of critical infrastructure assets	Ensure that all newly acquired immovable assets are reported to the Asset Management Department within five working days of receipt	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

Strategic Initiative / Perf Objectives	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%
Reg 10 (g): Ensure general financial viability	Measure the % of outstanding the service debtors	20%
	Measure financial viability in terms of cost coverage ratio for the current financial year	3 months
	Measure the % of debt coverage ratio for the current financial year	45%

DIRECTOR CORPORATE SERVICES

Strategic Initiative / Perf Objectives	Key Performance Indicators	Target
External funding	Submit funding applications/requests 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	70%
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

Strategic Initiative / Perf Objectives	Key Performance Indicators	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	292 for the whole organisation
Ensure that accurate revenue estimates are prepared in relation to operating requirements	Submit projected tariff increases determined for the new budget annually by end of October	1
Ensure timeous submission of capital payment invoices and payment certificates to the financial department	Submit all capital unbundling packs with all outstanding invoices annually to the Finance Department by 10 July	100%
External funding	Submit funding applications / requests 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 at 30 June	24 412
	Supplying of sanitation services to municipal residential account holders as at 30 June	23 161
	Number of residential account holders receiving refuse removal services as at 30 June	23 428

DIRECTOR ELECTRICAL ENGINEERING SERVICES

Strategic Initiative / Perf Objectives	Key Performance Indicators	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	292 for the whole organisation
Ensure that accurate revenue estimates are prepared in relation to operating requirements	Submit projected tariff increases determined for the new budget annually by end of October	1
Ensure timeous submission of capital payment invoices and payment certificates to the financial department	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 / requests 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 as at 30 June	17 962

DIRECTOR PROTECTION SERVICES

Strategic Initiative / Perf Objectives	Key Performance Indicators	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	292 for the whole organisation
Ensure that accurate revenue estimates are prepared in relation to operating requirements	Submit projected tariff increases determined for the new budget annually by end of October	1
Effective monitoring of informal settlements	Report monthly to the Portfolio Committee on any new informal dwellings / structures erected	12
External funding	Submit funding applications / requests to raise external funding augment income and to fund capital and/or operational initiatives	2

DIRECTOR DEVELOPMENT SERVICES

Strategic Initiative / Perf Objectives	Key Performance Indicators	Target
EPWP monitoring	Monitor the number of EPWP work opportunities created by 30 June	292 for the whole organisation
Ensure that accurate revenue estimates are prepared in relation to operating requirements	Submit projected tariff increases determined for the new budget annually by end of October	1
Ensure timeous submission of capital payment invoices and payment certificates to the financial department	Submit all capital unbundling packs with all outstanding invoices annually to the Finance Department by 10 July	100%
External funding	Submit funding applications / requests 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

Project Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	BUDGET 2026-2027
Furniture and Office Equipment: Civil	-	-	-	20,000	20,000	10,000	10,000	-	-	-	-	-	60,000
Sewerage Works: Darling (CRR)	-	-	-	-	-	-	-	500,000	500,000	500,000	-	-	1,500,000
Malmesbury WWTW: Replace Membranes	-	-	-	-	-	-	-	-	-	-	500,000	-	500,000
Pipe Replacement: Obsolete Infrastructure	-	-	-	-	500,000	500,000	500,000	1,000,000	2,000,000	1,000,000	500,000	-	6,000,000
Equipment : Sewerage Telemetry	-	-	-	-	-	-	-	-	200,000	-	-	-	200,000
Sewerage: Furniture and Office Equipment	-	-	-	-	20,000	18,000	-	-	-	-	-	-	38,000
Buildings & Maintenance: Machinery and Equipment	-	-	-	10,000	14,000	10,000	-	-	-	-	-	-	34,000
Perimeter Protection at Panorama Erven	-	-	-	-	-	-	-	100,000	100,000	140,000	-	-	340,000
Ward Committee Projects: Parks (Acquisitions:Outsourced)	-	-	-	-	-	-	-	200,000	200,000	200,000	79,000	-	679,000
Ward Committee Projects: Parks (Materials and Supplies)	-	-	-	-	-	-	-	100,000	-	-	-	-	100,000
Parks: Machinery and Equipment	-	-	-	50,000	50,000	20,000	50,000	-	-	-	-	-	170,000
Parks: CK28370 John Deere Tractor	-	-	-	-	-	690,498	-	-	-	-	-	-	690,498
Park equipment: Koringberg (Ward 1)	-	-	-	-	-	-	-	50,000	55,000	-	-	-	105,000
Park equipment: Moorreesburg (Ward 1)	-	-	-	-	-	-	-	50,000	55,000	-	-	-	105,000
Upgrading Van Riebeeck Garden: Riebeeck Wes (Ward 3)	-	-	-	-	-	-	-	-	-	100,000	82,000	-	182,000
Roads Swartland: Resealing of Roads (CRR)	-	-	-	-	2,000,000	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	1,758,915	-	11,758,915
Roads Swartland: Resealing of Roads (MIG)	-	-	-	1,628,085	-	-	-	-	-	-	-	-	1,628,085
Roads Swartland: Construction of New Roads (CRR)	2,000,000	2,000,000	3,000,000	3,000,000	3,000,000	100,000	100,000	3,000,000	3,815,314	3,000,000	3,000,000	1,000,000	27,015,314
Roads Swartland: Construction of New Roads (MIG)	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	297,933	13,297,933
Ward Committee Projects: Roads (Acquisitions:Outsourced)	-	-	-	-	-	-	-	500,000	500,000	-	-	-	1,000,000
Ward Committee Projects: Roads (Materials and Supplies)	-	-	-	-	-	-	-	-	100,000	-	-	-	100,000
Roads: CK14865 Nissan UD85	-	-	-	-	-	-	-	1,428,998	-	-	-	-	1,428,998

Project Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	BUDGET 2026-2027
New Parking Area: Yzerfontein (Erf 495)	-	-	-	-	-	-	-	-	-	500,000	1,000,000	-	1,500,000
Upgrading of Parking Area: YZF Community Hall	-	-	-	-	400,000	200,000	-	-	-	200,000	-	-	800,000
Partial Upgrading of Walkway: Yzerfontein Harbour	-	-	-	-	-	-	-	-	-	100,000	550,000	-	650,000
Resurface Cement Walkway and Slipway: Main Beach YZF	-	-	-	-	-	-	-	-	-	-	150,000	-	150,000
Permanent Walkway: Lutie Katz (Schaap Eiland YZF)	-	-	-	-	-	-	-	-	-	100,000	380,000	-	480,000
New Sidewalks and Speedbumps: Darling (Ward 6)	-	-	-	-	50,000	50,000	-	50,000	20,000	-	-	-	170,000
New Sidewalks and Speedbumps: Kalbaskraal (Ward 7)	-	-	-	-	-	-	-	30,000	30,000	36,500	-	-	96,500
New Sidewalks and Speedbumps: Abbotsdale (Ward 7)	-	-	-	-	-	-	-	30,000	30,000	36,500	-	-	96,500
New Sidewalks and Speedbumps: Ilingu Lethu (Ward 9)	-	-	-	-	-	-	-	30,000	30,000	30,000	21,000	-	111,000
Sportgrounds: Blower Mower: sn 19346-7845 (replace)	-	-	-	-	-	-	-	-	-	93,735	-	-	93,735
Sportgrounds: Blower Mower: sn 43409-1653 (replace)	-	-	-	-	-	-	-	-	-	93,735	-	-	93,735
Sportgrounds: Water Canon: sn 9955 (replace)	-	-	-	-	-	-	-	-	-	55,000	-	-	55,000
Sportgrounds: Water Canon: sn 17941 (replace)	-	-	-	-	-	-	-	-	-	55,000	-	-	55,000
Concrete Safety Wall between Moorreesburg Sportsgrounds and Railway line	-	-	-	-	200,000	-	-	300,000	400,000	400,000	400,000	140,000	1,840,000
Installation of Pipeline between R/Kasteel Rugby Field and WWTW for treated effluent	-	-	-	-	300,000	-	-	-	-	1,000,000	1,000,000	1,150,000	3,450,000
Boxed Seating Pavillions: Kalbaskraal Sportgrounds	-	-	-	-	-	-	-	-	-	440,000	-	-	440,000
Boxed Seating Pavillions: Riverlands Sportgrounds	-	-	-	-	-	-	-	-	-	440,000	440,000	-	880,000
Boxed Seating Pavillions: Koringberg Sportgrounds	-	-	-	-	-	-	-	-	-	-	440,000	-	440,000
Boxed Seating Pavillions: Riebeek-Wes Sportgrounds	-	-	-	-	-	-	-	-	-	-	440,000	-	440,000
Stormwater Network (Acquisitions:Outsourced)	-	-	-	-	-	-	-	250,000	250,000	-	-	-	500,000
Stormwater Network (Materials and Supplies)	-	-	-	-	-	-	-	-	-	20,000	-	-	20,000
Stormwater Network (Compensation of Employees)	-	-	-	-	-	-	-	-	-	30,000	-	-	30,000
Stormwater: Machinery and Equipment	-	-	-	10,000	20,000	20,000	20,000	-	-	-	-	-	70,000
Water networks: Upgrades and Replacement (CRR)	-	-	1,000,000	1,000,000	1,000,000	-	-	1,000,000	-	-	-	-	4,000,000
Water: Upgrading water reticulation network: PRV's, flow control, zone metering and water augmentation	-	-	-	-	-	-	-	400,000	400,000	-	-	-	800,000

Project Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	BUDGET 2026-2027
Upgrading: Ongegend Water Supply System (Reservoir and Pumpstation)	-	500,000	-	-	-	-	500,000	1,000,000	1,000,000	1,000,000	500,000	-	4,500,000
Bulk water infrastructure (emergency spending)	-	-	-	-	-	-	-	-	400,000	400,000	-	-	800,000
Connections: Water Meters (New/Replacements) (Acquisitions:Outsourced)	-	500	1,000	1,000	1,000	500	500	1,000	1,500	1,000	1,000	1,000	10,000
Connections: Water Meters (New/Replacements) (Materials and Supplies)	-	50,000	50,000	50,000	100,000	50,000	50,000	100,000	100,000	100,000	100,000	378,602	1,128,602
Water: Machinery and Equipment	-	-	-	-	10,000	10,000	10,000	20,000	2,500	-	-	-	52,500
Water: Furniture and Office Equipment	-	-	-	-	-	-	-	4,500	-	-	-	-	4,500
Malmesbury SMW1.3 Wesbank Reservoir to Malm/Abb pipeline	-	-	-	-	1,000,000	717,145	-	-	-	-	-	-	1,717,145
Malmesbury SMW1.3 Wesbank Reservoir to Malm/Abb pipeline	-	-	-	500,000	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	1,000,000	253,982	10,753,982
Swartland Bulk Water Conveyance: Upgrade and Capacity extension	-	-	-	500,000	-	-	500,000	-	1,000,000	1,000,000	-	-	3,000,000
Swartland Bulk Water Conveyance: Upgrade and Capacity extension	-	-	-	-	-	-	-	-	-	-	-	-	-
Swartland WTW Upgrade and Capacity extension	-	-	-	500,000	-	-	-	-	-	500,000	-	-	1,000,000
Swartland Bulk Water Supply System: S2.1 Kasteelberg to Riebeek (D-line) Phase 1	-	-	500,000	-	-	-	-	-	500,000	500,000	500,000	500,000	2,500,000
Riebeek Kasteel: New Reservoir	-	-	-	500,000	-	-	-	-	-	-	1,000,000	1,000,000	2,500,000
Chatsworth/Riverlands upgrade bulk water supply - CRR	-	-	-	-	-	-	-	-	-	400,000	1,000,000	1,000,000	2,400,000
Chatsworth/Riverlands upgrade bulk water supply - MIG	-	-	-	-	-	-	-	-	-	-	-	-	-
Water: CK10564 Replace with DC 4x4 Bakkie	-	-	-	-	-	638,803	-	-	-	-	-	-	638,803
Water: CK43172 Trailer	-	-	-	-	-	-	-	39,563	-	-	-	-	39,563
Water: New Crew Cab 2.3Ton Light Truck	-	-	-	-	-	-	990,000	-	-	-	-	-	990,000
Bokomo Road: Pipe replacement	-	-	-	500,000	500,000	-	-	-	-	2,000,000	2,000,000	2,000,000	7,000,000
Koringberg: New Transfer Station	-	-	-	-	200,000	110,000	-	-	-	-	-	-	310,000
Equipment : Refuse bins, traps, skips (Swartland)	-	-	-	-	-	700,000	-	-	-	-	-	-	700,000
Refuse Removal: Machinery and Equipment	-	-	-	-	10,000	10,000	-	-	-	-	-	-	20,000
Refuse Removal: Furniture and Office Equipment	-	-	-	-	-	12,000	-	-	-	-	-	-	12,000
Refuse: New compactor to extend capacity	-	-	-	-	-	-	-	3,680,895	-	-	-	-	3,680,895
Refuse: CK29021 Nissan UD35	-	-	-	-	-	-	-	988,535	-	-	-	-	988,535

Project Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	BUDGET 2026-2027
Landfill sites and Transfer stations: Gate house/Access Control	-	-	-	-	100,000	50,000	50,000	100,000	-	-	-	-	300,000
Development Services: Furniture and Office Equipment	-	48,000	4,000	-	-	-	-	-	-	-	-	-	52,000
LED Units/Trading Stalls: Moorreesburg	-	200,000	-	-	-	200,000	-	200,000	-	-	500,000	-	1,100,000
YZF Caravan Park: Machinery and Equipment	-	12,000	-	15,000	-	-	11,000	-	-	-	-	-	38,000
Refurbishment and Upgrading of YZF Caravan park Facilities	-	400,000	-	300,000	-	-	-	300,000	-	-	-	-	1,000,000
Riverlands SEF (Planning)	175,000	175,000	-	-	-	-	-	-	-	-	-	-	350,000
Social Economic Facility Kalbaskraal (Prof. Fees)	758,500	758,500	-	-	-	-	-	-	-	-	-	-	1,517,000
Social Economic Facility: Riverlands	124,000	124,000	-	-	-	-	-	-	-	-	-	-	248,000
Social Economic Facility: Darling	124,000	124,000	-	-	-	-	-	-	-	-	-	-	248,000
Social Economic Facility: Koringberg	124,000	124,000	-	-	-	-	-	-	-	-	-	-	248,000
Social Economic Facility: Malmesbury	124,000	124,000	-	-	-	-	-	-	-	-	-	-	248,000
Malmesbury De Hoop Serviced Sites (Prof Fees)	241,267	241,267	241,267	241,267	241,267	241,267	241,267	241,267	241,267	241,267	241,267	241,267	2,895,200
Malmesbury De Hoop Serviced Sites Phase 1 (Sewerage)	429,159	429,159	429,159	429,159	429,159	429,159	429,159	429,159	429,159	429,159	429,159	429,159	5,149,912
Malmesbury De Hoop Serviced Sites Phase 1 (Water)	361,397	361,397	361,397	361,397	361,397	361,397	361,397	361,397	361,397	361,397	361,397	361,397	4,336,768
Malmesbury De Hoop Serviced Sites Phase 1 (Streets & Stormwater)	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	1,434,843	17,218,120
Silvertown: Profesional Fees	176,500	176,500	176,500	176,500	176,500	176,500	176,500	176,500	176,500	176,500	176,500	176,500	2,118,000
Silver Town: Bulk Services (Prof Fees/ Constrction)	103,583	103,583	103,583	103,583	103,583	103,583	103,583	103,583	103,583	103,583	103,583	103,583	1,243,000
Darling Serviced Sites (327) Prof Fees Phase 2	140,000	-	-	-	-	-	-	-	-	-	-	-	140,000
De Hoop Bulk: Water - Wesbank (Phase 3)	-	-	-	500,000	-	-	-	500,000	-	-	-	-	1,000,000
De Hoop Bulk: Streets - Darling Link (Phase 4)	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,674	5,000,000
Dalsig: Internal Services (Prof Fees)	240,583	240,583	240,583	240,583	240,583	240,583	240,583	240,583	240,583	240,583	240,583	240,583	2,887,000
Dalsig: Bulk (Prof Fees)	204,333	204,333	204,333	204,333	204,333	204,333	204,333	204,333	204,333	204,333	204,333	204,333	2,452,000
Riverlands Serviced Sites (Prof Fees)	135,000	-	-	-	-	-	-	-	-	-	-	-	135,000
Chatsworth Serviced Sites (Prof Fees)	90,334	-	-	-	90,333	-	-	90,333	-	-	-	-	271,000
Malmesbury De Hoop Serviced Sites (2000)	2,500,000	4,000,000	1,000,000	1,500,000	2,000,000	1,000,000	1,000,000	2,000,000	2,000,000	1,093,000	-	-	18,093,000

Project Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	BUDGET 2026-2027
Malmesbury De Hoop Serviced Sites (2000)	-	500,000	500,000	500,000	500,000	500,000	500,000	207,000	-	-	-	-	3,207,000
Bulk upgrading from Eskom supply Point to Yzerfontein network	-	-	-	-	-	500,000	-	-	-	-	-	-	500,000
Replace oil insulated switchgear and equipment	-	-	-	-	-	4,500,000	-	-	300,000	200,000	-	-	5,000,000
Replace oil insulated switchgear and equipment	-	-	-	-	-	-	-	-	250,000	250,000	-	-	500,000
LV Upgrading: Swartland (Acquisitions:Outsourced)	-	-	-	-	-	-	-	-	25,000	25,000	25,000	25,000	100,000
LV Upgrading: Swartland (Materials and Supplies)	-	-	-	-	-	-	250,000	250,000	250,000	250,000	150,000	-	1,150,000
MV Upgrading: Swartland (Acquisitions:Outsourced)	-	-	-	-	-	-	-	-	25,000	25,000	25,000	25,000	100,000
MV Upgrading: Swartland (Materials and Supplies)	-	-	-	-	-	-	250,000	250,000	250,000	250,000	200,000	-	1,200,000
Streetlight, kiosk and polebox replacement: Swartland	-	-	50,000	50,000	100,000	50,000	-	100,000	100,000	100,000	50,000	50,000	650,000
Protection and Scada Upgrading: Swartland	-	-	230,000	-	-	150,000	-	-	-	-	-	-	380,000
Substation Fencing: Swartland	-	-	-	50,000	25,000	-	25,000	50,000	-	50,000	-	-	200,000
Substation Fencing: Swartland	-	-	-	-	5,000	-	5,000	5,000	-	5,000	-	-	20,000
Security Surveillance: Cameras, Monitoring and Related equipment	-	-	-	-	-	-	-	150,000	150,000	200,000	100,000	-	600,000
Moorreesburg Development 600 IRDP erven. Electrical infrastructure and connections (INEP)	-	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	500,000	160,000	-	6,660,000
Moorreesburg Development 600 IRDP erven. Electrical infrastructure and connections	-	-	-	-	-	-	500,000	500,000	190,000	-	-	-	1,190,000
Moorreesburg Bulk Infrastructure: Municipal network	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	-	2,000,000
Darling 394 IRDP erven (Phase 2). Electrical bulk supply, infrastructure and connections (INEP)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	106,000	-	5,106,000
Air conditioners: New and Replacement	-	-	-	-	150,000	100,000	-	-	-	-	-	-	250,000
Connections: Electricity Meters (New/Replacements) (Acquisitions:Outsourced)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,000	1,000	-	20,000
Connections: Electricity Meters (New/Replacements) (Materials and Supplies)	100,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	110,000	110,000	100,000	1,380,000
Emergency Power Supply and Energy Savings Initiatives	-	-	-	-	250,000	50,000	-	-	-	-	-	-	300,000
Electric: Machinery and Equipment	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	90,000	50,000	50,000	-	540,000
Upgrade of Traffic Light Controlling Equipment and infrastructure	-	-	-	50,000	50,000	-	-	-	50,000	50,000	-	-	200,000
De Hoop to Industrial Area: 11 kV Cable	-	-	-	-	-	-	-	500,000	500,000	500,000	500,000	-	2,000,000
Streetlights Eskom AOS	-	15,000	50,000	50,000	50,000	15,000	50,000	50,000	50,000	50,000	20,000	-	400,000

Project Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	BUDGET 2026-2027
Cherry Picker	-	-	-	-	-	1,900,000	-	-	-	-	-	-	1,900,000
Smart City Connectivity	-	-	-	-	250,000	-	-	-	-	-	-	-	250,000
Trailer mounted Mobile Cherry Picker	-	-	-	-	-	-	-	980,000	-	-	-	-	980,000
1 Ton Light Delivery Vehicle: Malmesbury Depot	-	-	-	500,000	-	-	-	-	-	-	-	-	500,000
Infill Connections: Phola Park	-	-	-	150,000	250,000	250,000	50,000	-	-	-	-	-	700,000
Information Technology: Computer Equipment	-	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,336	-	-	75,000
Printers	-	-	-	-	33,000	-	-	-	32,000	-	-	-	65,000
DeskTops	-	-	-	-	351,000	-	-	-	-	-	-	-	351,000
Notebooks	-	-	-	-	1,482,080	-	-	-	-	-	-	-	1,482,080
Storage Area Network (SAN)	-	-	-	2,549,084	-	-	-	-	-	-	-	-	2,549,084
Notebooks: FMG Interns	-	-	-	-	60,000	-	-	-	-	-	-	-	60,000
Financial: Furniture and Office Equipment	-	-	16,000	10,000	10,000	-	-	-	-	-	-	-	36,000
Meterreading Handhelds	-	-	-	-	80,000	-	-	-	-	-	-	-	80,000
Meter Installation Handheld Devices	-	-	-	39,600	-	-	-	-	-	-	-	-	39,600
Finance: New Passenger Vehicle 1.5	-	-	265,000	-	-	-	-	-	-	-	-	-	265,000
Finance: New S/C Bakkie 4x4	-	-	565,000	-	-	-	-	-	-	-	-	-	565,000
Traffic and Law: New D/C Bakkie 4x4	-	-	-	-	-	-	500,000	50,000	25,000	73,803	-	-	648,803
Traffic and Law: CK32531 (Replace with D/C Bakkie 4x2)	-	-	-	-	-	-	450,000	50,000	-	58,000	-	-	558,000
Protection: Machinery and Equipment	-	-	-	-	-	-	-	-	65,000	-	-	-	65,000
Fire Fighting: Machinery and Equipment	-	-	-	-	-	-	-	-	-	300,000	-	-	300,000
Purchase of Fire Station from WCDM (Wesbank)	-	-	6,400,000	-	-	-	-	-	-	-	-	-	6,400,000
Fire Fighting: New S/C Bakkie 4x4 Longwheel base (x2)	-	-	-	-	-	-	1,000,000	-	200,000	30,000	-	-	1,230,000
MM: Furniture and Office Equipment	-	3,000	2,000	3,000	4,000	-	-	-	-	-	-	-	12,000
Council: Furniture and Office Equipment	-	4,000	1,000	3,000	4,000	-	-	-	-	-	-	-	12,000
Council Chambers: Additional Chairs	-	-	-	85,000	-	-	-	-	-	-	-	-	85,000

Project Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	BUDGET 2026-2027
Council Chambers: Shelving	-	-	35,000	-	-	-	-	-	-	-	-	-	35,000
Corporate: Furniture and Office Equipment	-	-	25,000	-	7,000	-	-	-	-	-	-	-	32,000
Libraries: Furniture and Office Equipment	-	-	-	-	10,000	10,000	10,000	13,478	-	-	-	-	43,478
Abbotsdale Library: Shelving	-	-	-	-	-	-	10,000	21,304	-	-	-	-	31,304
Moorreesburg Library: Shelving	-	-	-	-	-	-	10,000	36,957	-	-	-	-	46,957
Buildings & Swartland Halls: Furniture and Office Equipment	-	25,500	54,000	-	20,500	-	-	-	-	-	-	-	100,000
Expropriation of splays	-	-	-	-	-	-	-	-	-	-	-	100,000	100,000
Grand Total													250 479 044

ANNEXURE 4
Ward information for expenditure and service delivery

Project Description	Budget for 2026/2027
WARDS 1 & 2	
Koringberg: New Transfer Station	310 000
LED Units/Trading Stalls: Moorreesburg	1 100 000
Moorreesburg Development 600 IRDP erven. Electrical infrastructure and connections (CRR + INEP)	7 850 000
Moorreesburg Bulk Infrastructure: Municipal network	2 000 000
Moorreesburg Library: Shelving (Dept. CA and Sport)	46 957
Concrete Safety Wall between Moorreesburg Sportsgrounds and Railway line	1 840 000
Social Economic Facility: Koringberg (Human Settlements)	248 000
Boxed Seating Pavilions: Koringberg Sportgrounds	440 000
Park equipment: Koringberg (Ward 1)	105 000
Park equipment: Moorreesburg (Ward 1)	105 000
WARDS 3 & 12	
Upgrading: Ongegend Water Supply System (Reservoir and Pumpstation)	4 500 000
Riebeek Kasteel: New Reservoir	2 500 000
Upgrading Van Riebeek Garden: Riebeek Wes (Ward 3)	182 000
Boxed Seating Pavilions: Riebeek-Wes Sportgrounds	440 000
WARD 4	
Chatsworth/Riverlands upgrade bulk water supply	2 400 000
Riverlands SEF (Planning)	350 000
Silvertown: Professional Fees (Human Settlements)	2 118 000
Silver Town: Bulk Services (Prof Fees / Construction) (Human Settlements)	1 243 000
Social Economic Facility: Riverlands (Human Settlements)	248 000
Riverlands Serviced Sites (Prof Fees) (Human Settlements)	135 000
Chatsworth Serviced Sites (Prof Fees) (Human Settlements)	271 000
Boxed Seating Pavilions: Riverlands Sportgrounds	880 000
WARDS 5 & 6	
Sewerage Works: Darling	1 500 000
Refurbishment and Upgrading of YZF Caravan park Facilities	1 000 000
Bulk upgrading from Eskom supply Point to Yzerfontein network	500 000
Social Economic Facility: Darling (Human Settlements)	248 000
Darling Serviced Sites (327) Prof Fees Phase 2 (Human Settlements)	140 000
Darling 394 IRDP erven (Phase 2). Electrical bulk supply, infrastructure and connections (INEP)	5 106 000
New Parking Area: Yzerfontein (Erf 495)	1 500 000
Upgrading of Parking Area: YZF Community Hall	800 000

Project Description	Budget for 2026/2027
Partial Upgrading of Walkway: Yzerfontein Harbour	650 000
Resurface Cement Walkway and Slipway: Main Beach YZF	150 000
Permanent Walkway: Lutie Katz (Schaap Eiland YZF)	480 000
New Sidewalks and Speedbumps Darling (Ward 6)	170 000
WARD 7	
Dalsig: Internal Services (Prof Fees) (DHS)	2 887 000
Dalsig: Bulk (Prof Fees) (DHS)	2 452 000
Abbotsdale Library: Shelving (Dept. CA and Sport)	31 304
Social Economic Facility Kalbaskraal (Prof. Fees) (Human Settlements)	1 517 000
New Sidewalks and Speedbumps: Kalbaskraal (Ward 7)	96 500
New Sidewalks and Speedbumps: Abbotsdale (Ward 7)	96 500
Boxed Seating Pavillions: Kalbaskraal Sportgrounds	440 000
WARDS 8, 9, 10 & 11	
Malmesbury De Hoop Serviced Sites (Prof Fees) (Human Settlements)	2 895 200
Malmesbury De Hoop Serviced Sites Phase 1 (Sewerage) (Human Settlements)	5 149 912
Malmesbury De Hoop Serviced Sites Phase 1 (Water) (Human Settlements)	4 336 768
Malmesbury De Hoop Serviced Sites Phase 1 (Streets & Stormwater) (Human Settlements)	17 618 120
Malmesbury De Hoop Serviced Sites (2000) (Electrical Services) (CRR + INEP)	21 300 000
Bokomo Road: Pipe replacement	7 000 000
Infill Connections: Phola Park	700 000
Social Economic Facility: Malmesbury (Human Settlements)	248 000
Perimeter Protection at Panorama Erven	340 000
New Sidewalks and Speedbumps: Ilinge Lethu (Ward 9)	111 000
VARIOUS WARDS	
Malmesbury WWTW: Replace Membranes	500 000
Malmesbury SMW1.3 Wesbank Reservoir to Malm/Abb pipeline (CRR + MIG)	12 471 127
Swartland Bulk Water Conveyance: Upgrade and Capacity extension	3 000 000
Swartland WTW Upgrade and Capacity extension	1 000 000
Swartland Bulk Water Supply System: S2.1 Kasteelberg to Riebeek (D-line) Phase 1	2 500 000
De Hoop Bulk: Water - Wesbank (Phase 3)	1 000 000
De Hoop Bulk: Streets - Darling Link (Phase 4)	5 000 000
De Hoop to Industrial Area: 11 kV Cable	2 000 000
Installation of Pipeline between R/Kasteel Rugby Field and WWTW for treated effluent	3 450 000
ALL WARDS	
Electricity Service	
Replace oil insulated switchgear and equipment	5 500 000
LV Upgrading: Swartland	1 250 000
MV Upgrading: Swartland	1 300 000

Project Description	Budget for 2026/2027
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)	1 400 000
Emergency Power Supply and Energy Savings Initiatives	300 000
Security Surveillance: Cameras, Monitoring and Related equipment	600 000
Air conditioners: New and Replacement	250 000
Upgrade of Traffic Light Controlling Equipment and infrastructure	200 000
Smart City Connectivity	250 000
Sewerage Service	
Pipe Replacement: Obsolete Infrastructure	6 000 000
Refuse Removal	
Landfill sites and Transfer stations: Gate house/Access Control	300 000
ICT Services	
Printers	65 000
Desktops	351 000
Notebooks	1 482 080
Notebooks: FMG Interns	60 000
Storage Area Network (SAN)	2 549 084
Parks and recreation	
Ward Committee Projects: Parks	779 000
Sports Grounds	
Sportgrounds: Blower Mower: sn 19346-7845 (replace)	93 735
Sportgrounds: Blower Mower: sn 43409-1653 (replace)	93 735
Sportgrounds: Water Canon: sn 9955 (replace)	55 000
Sportgrounds: Water Canon: sn 17941 (replace)	55 000
Roads and Storm Water	
Roads Swartland: Resealing of Roads (CRR + MIG)	13 387 000
Roads Swartland: Construction of New Roads (CRR + MIG)	40 313 247
Ward Committee Projects: Roads	1 100 000
Stormwater Network	550 000
Water Distribution	
Water networks: Upgrades and Replacement	4 000 000
Water: Upgrading water reticulation network: PRVs, flow control, zone metering and water augmentation	800 000
Bulk water infrastructure (emergency spending)	800 000
Connections: Water Meters (New/Replacements)	1 138 602

Project Description	Budget for 2026/2027
Financial Services	
Meterreading Handhelds	80 000
Meter Installation Handheld Devices	39 600
Protection Services	
Purchase of Fire Station from WCDM (Wesbank)	6 400 000
Corporate Services	
Expropriation of splays	100 000
MM and Council	
Council Chambers: Additional Chairs	85 000
Council Chambers: Shelving	35 000
Equipment	
Civil: Furniture and Office Equipment	60 000
Sewerage Telemetry: Equipment	200 000
Sewerage: Furniture and Office Equipment	38 000
Buildings & Maintenance: Machinery and Equipment	34 000
Parks: Machinery and Equipment	170 000
Stormwater: Machinery and Equipment	70 000
Water: Machinery and Equipment	52 500
Water: Furniture and Office Equipment	4 500
Refuse bins, traps, skips (Swartland): Equipment	700 000
Refuse Removal: Machinery and Equipment	20 000
Refuse Removal: Furniture and Office Equipment	12 000
Development Services: Furniture and Office Equipment	52 000
YZF Caravan Park: Machinery and Equipment	38 000
Electric: Machinery and Equipment	540 000
Information Technology: Computer Equipment	75 000
Financial: Furniture and Office Equipment	36 000
Protection: Machinery and Equipment	65 000
Fire Fighting: Machinery and Equipment	300 000
MM: Furniture and Office Equipment	12 000
Council: Furniture and Office Equipment	12 000
Corporate: Furniture and Office Equipment	32 000
Libraries: Furniture and Office Equipment (Dept. CA and Sport)	43 478
Buildings & Swartland Halls: Furniture and Office Equipment	100 000
Vehicles	
Parks Vehicles	690 498
Roads Vehicles	1 428 998
Water Vehicles	1 668 366

Project Description	Budget for 2026/2027
Refuse Vehicles	4 669 430
Electrical Services Vehicles	3 380 000
Financial Services Vehicles	830 000
Traffic and Law Enforcement Vehicle	1 206 803
Fire Fighting Vehicles	1 230 000
Total	250 479 044

ANNEXURE 5
DCoG MFMA Circular No 88 indicators applicable to local municipalities for 2026/27 (pilot)

The following indicators are being reported on as a **pilot** during the 2026/2027 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
- ENV3.11 Percentage of recognised informal settlements receiving basic waste removal services
- 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 48 hours (sanitation/wastewater)
- WS3.21 Percentage of callouts responded to within 48 hours (water)
- 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
- 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
- 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
- GG1.21 Staff vacancy rate
- GG1.22 Percentage of vacant posts filled within 6 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 a quarterly 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
- 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
- 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

COMPLIANCE INDICATORS FOR QUARTERLY REPORTING

- C1 Number of signed performance agreements by the MM and section 56 managers:
- C2 Number of ExCo or 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 concluded:
- C15 Number of days of sick leave taken by employees:
- 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 an embedded generation system
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
C84	Number of building plans submitted for review
C86	Number of households in the municipal area registered as indigent
C89	Number of meetings of the Executive or 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
C98	Number of building plan applications approved
C100	Quarterly salary bill of suspended officials
C102	Number of incidents of improper disposal of medical waste responded to by the municipality
C103	Number of notifiable medical condition investigations following the prescribed protocols
C104	Number of foodborne disease outbreak investigations following the prescribed protocols

OUTPUT INDICATORS FOR ANNUAL REPORTING

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
- 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
- FD2.2 Fire Services function in accordance with prescribed requirements
- 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)
- 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

COMPLIANCE INDICATORS FOR ANNUAL REPORTING

- 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 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
C101 Number of dismissals for fraud and corruption

COMPLIANCE QUESTIONS FOR ANNUAL REPORTING

- 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 roleplayer?
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?