
SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

2021/2022

FINAL



“TO INCLUSIVELY SERVE THE NEEDS OF OUR COMMUNITIES”

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1. SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN CONCEPT

DEFINITION

The definition of the Service Delivery & Budget Implementation Plan (SDBIP), explained in the Municipal Finance Management Act, Act 56 of 2003 (MFMA), reads as follows:

"Service Delivery and Budget Implementation Plan"

A detailed plan approved by the Executive Mayor in terms of Section 53(l)(c)(ii) of the Municipal Finance Management Act, Act 56 of 2003 (MFMA) for implementing the municipality's delivery of municipal services and its annual budget.

The Service Delivery & Budget Implementation Plan (SDBIP) provides the vital link between the Executive Mayor, Council (Executive) and the administration, and facilitates the process for holding management accountable for its performance.

The SDBIP is a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager, Senior Managers and Community.

A properly formulated SDBIP will ensure 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.

It enables the Municipal Manager to monitor the performance of Senior Managers, the Executive Mayor to monitor the performance of the Municipal Manager and for the community to monitor the performance of the municipality.

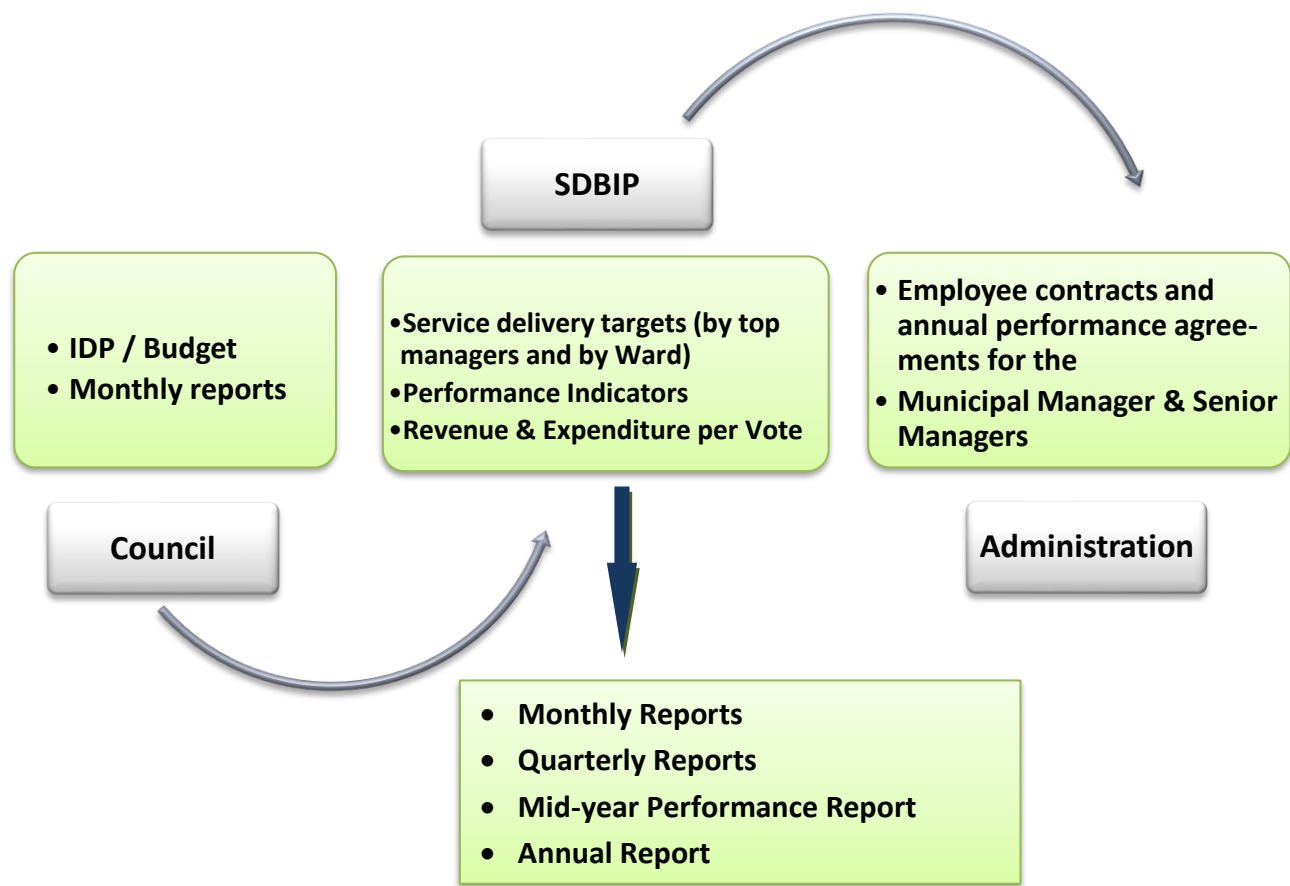
The following components must be indicated in the SDBIP:

Projections for each month of:

1. Revenue to be collected by Source
2. Operational and Capital Expenditure by Vote
3. Service delivery targets and performance indicators for each quarter
4. Capital budget broken down per ward
5. Any other matters that may be prescribed and includes any revisions of such plan by the Executive Mayor in terms of Section 54(1) of the MFMA

The SDBIP serves as a contract between Council and the Administration.

This diagram explains the Service Delivery & Budget Implementation Plan (SDBIP) Concept.



The SDBIP concept is further explained in the following sequence:

1. Top Management sets the targets	Published SDBIP The Strategic Level SDBIP Supporting Documentation Operational Level
2. Top Management develops the detail on the operational level	
3. SDBIP tabled in Council and made public	
4. Municipal Manager is responsible for submitting the SDBIP to the Executive Mayor	
5. Executive Mayor to approve SDBIP within 28 days after the budget approval	
6. Performance Agreements reviewed by the Executive Mayor to ensure compliance	
7. Monthly monitoring by Executive Mayor – any revisions to the top layer must be approved by Council	
8. Council should reserve oversight role over performance end of year – Annual Report tabled by the Executive Mayor	

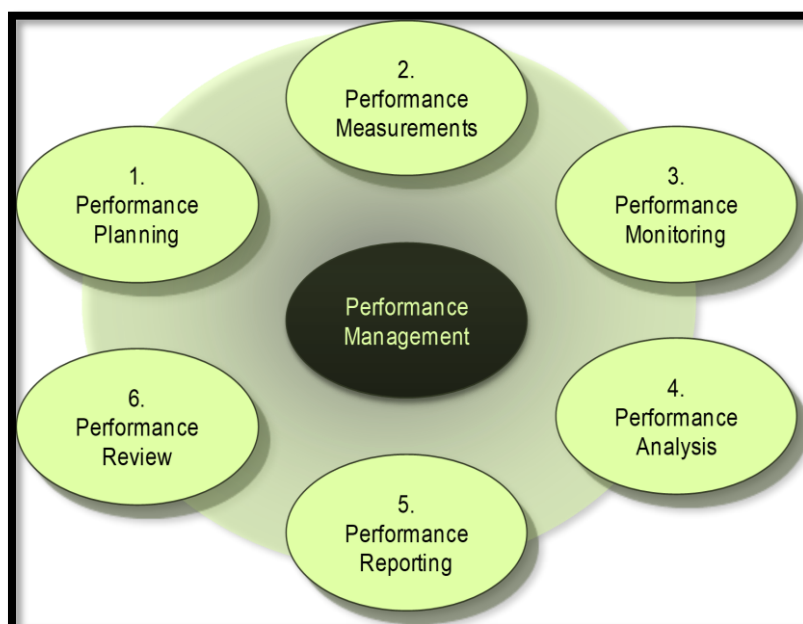
2. PERFORMANCE MANAGEMENT FRAMEWORK

The Performance Management System (PMS) entails a framework that describes and represents how the municipality's process of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organised and managed, including determining the different role-players.

The policy document guides the development of a PMS. It also forms the basis of aligning the IDP with the operational SDBIPs, performance areas and performance indicators of the various departments.

The Performance Management Framework is the way the Municipality collects, presents and uses its performance information. It is a practical plan, made up of mechanisms and processes, to collect, process, arrange and classify, examine and evaluate, audit, reflect on and report performance information. These mechanisms and processes work in a cycle which must be linked to the normal planning (IDP and otherwise) and the annual budgeting cycle.

The annual process of managing performance at organisational level involves the steps set out in the diagram below and explained/defined below:



2.1 Performance Planning

The performance of Midvaal is to be managed in terms of its IDP. The process of compiling an IDP and the SDBIP and the annual review of the IDP thereof, constitutes the process of planning for performance.

It should be noted that the last component of the process is that of performance review and the outcome of such review process inform the next cycle of the IDP compilation/review by focusing the planning processes on those areas in which Midvaal has underperformed.

2.2 Performance Measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each Key Performance Indicator and against the target set for such indicator.

The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the municipality.

To ensure the integrity of the indicators and targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures/indicators and targets. Performance measurement allows Midvaal to compare their actual performance in relation to backlog and current (baseline) performance.

2.3 Performance Monitoring

The purpose of performance monitoring is to ensure:

1. Performance is monitored against the information available
2. The MFMA requires the Accounting Officer to regularly monitor and report on performances
3. The Act stresses the need for regular monitoring reports to be submitted to National Treasury, so serve as early warning
4. Performance against the budget and service delivery plans
5. Council is alerted and managers are taking appropriate remedial actions

It is important to understand the duties, roles and responsibilities of the different stakeholders and role-players in the various processes that together constitute the framework of the PMS. It is important that the accountabilities and relationships and priorities of the various stakeholders are set to ensure that there is a complete understanding of the participation, consultation and involvement of all stakeholders for maximum inputs into, and success of the PMS.

Performance monitoring and reporting are very important. It ensures timeous identification of non-performance.

Performance monitoring is an ongoing process by which the Manager accountable for a specific indicator and target, as set out in the SDBIP, continuously monitors current performance against predetermined objectives (PDOs). The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be

achieved by the time that the formal process of performance measurement, analysis, reporting and review is due.

2.4 Performance Analysis

Performance analysis involves the process of making sense of measurements/indicators. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been achieved and exceeded and to project whether future targets will be achieved or not. Where targets have not been achieved, performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been achieved or exceeded, the key factors that resulted in such success, should be documented and shared, to ensure organisational learning.

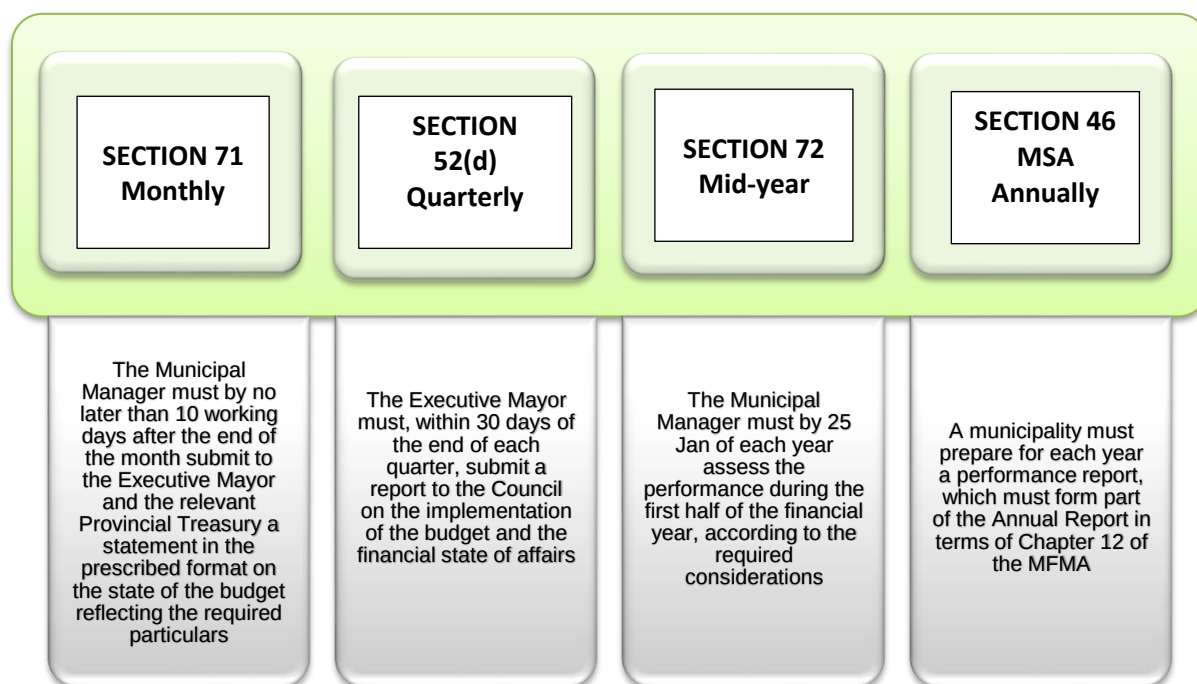
2.5 Performance Reporting

The purpose of performance reporting is to:

1. Monitor the financial position, performance and cash flows
2. Review ongoing progress towards achieving performance objectives
3. Early Warning System for budget overspending
4. Highlight performance shortcomings: Under expenditure
5. Integral part of ongoing management
6. Budget holders accountable through regular reporting
7. Integrated financial and performance management determine cost effectiveness

The executive management should also ensure that quality performance reports are submitted to the Mayoral Committee and that adequate response strategies are proposed in cases of poor performance.

Performance reporting is done according to the following sections regulated by the MFMA:



3. ROLES & RESPONSIBILITIES

The roles and responsibilities of all relevant stakeholder/role-player are explained in the table below:

STAKEHOLDERS / ROLE-PLAYERS	ROLES AND RESPONSIBILITIES
1. Developing and sanctioning the performance management process	
Mayoral Committee	Ratify and adopt the PMS Policy
2. Developing measures / indicators	
Officials	1. Provide the IDP documentation and (when appropriate) the PMS documentation of the previous reporting period
	2. Provide inputs into the process with reference to the available resources within their respective departments
	3. Document the measures/indicators
	4. Provide the schedule of measures/indicators to relevant stakeholders
Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
3. Setting targets	
Officials	1. Provide inputs into the process with reference to the available resources within their respective departments
	2. Document the targets
	3. Provide and publicise the schedule of targets to the relevant stakeholders
Councillors	1. Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	2. Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations

Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
4. Linking measures/indicators and targets to performance commitments of staff	
Municipal Manager	1. Prepare performance agreements with agreed and approved measures/indicators and targets
	2. Ensure that the measures/indicators and targets in the performance agreements of senior managers are linked with his/her agreement
	3. Ensure that all senior managers performance agreements are published
	4. Provide inputs into senior managers performance agreements
	5. Ensure that the measures/indicators and targets of the departments and sub-ordinates are linked with the senior managers agreements
Mayoral Committee	Ratify and adopt the performance agreements
5. Monitoring and Evaluation	
Executive Mayor	Monitor and evaluate (according to agreed schedule) the measures/ indicators and targets of the Municipal Manager
Municipal Manager	1. Monitor and evaluate (according to the agreed schedule) the measures/indicators and targets of senior managers
	2. Ensure that the results are documented and publicised to the relevant stakeholders
6. Information collection, processing and analysis	
Councillors	1. Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	2. Ensure with the council officials that all information is made available
	3. Examination, scrutiny and critical analysis of measures/indicators, targets, outputs and outcomes
Officials	Collect, process and provide the relevant and appropriate information from their respective departments/Sections
Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
7. Auditing of information	
Performance Management Manager	1. Collect and process relevant and appropriate information from departments

	2. Examination, scrutiny and critical analysis of information from departments
Performance & Audit Committee	Examination, scrutiny and critical analysis of information from departments
Auditor-General	1. Collect and process the relevant and appropriate information from the Municipality
	2. Examination, scrutiny and critical analysis of information from the Municipality
8. Audit reporting	
Internal Auditor	Provide an independent audit report to the Performance & Audit Committee
Performance & Audit Committee	Provide an independent audit report to the Municipal Manager and Mayoral Committee
9. Reporting	
Municipal Manager	Provide approved, relevant and appropriate information and reports to National- and Provincial Government; and the Auditor-General.
10. Report to Community	
Municipal Manager	Ensure that the results are documented and publicised to the relevant stakeholders
11. Review of performance management and setting of new measures/indicators and targets	
Officials	1. Provide inputs into the process with reference to the available resources within their respective departments
	2. Document the measures/indicators and targets
	3. Provide and publicise the schedule of revised measures/indicators and targets to relevant stakeholders
Councillors	1. Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
	2. Engage with the officials to ensure maximum utilisation of the resources considering the budgetary guidelines and possible limitations in the light of the revised measures/indicators and targets
Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements in the light of the revised measures/indicators and targets

4. PROCESS PLAN

Section 28 of the Municipal Systems Act, Act 32 of 2000, states that:

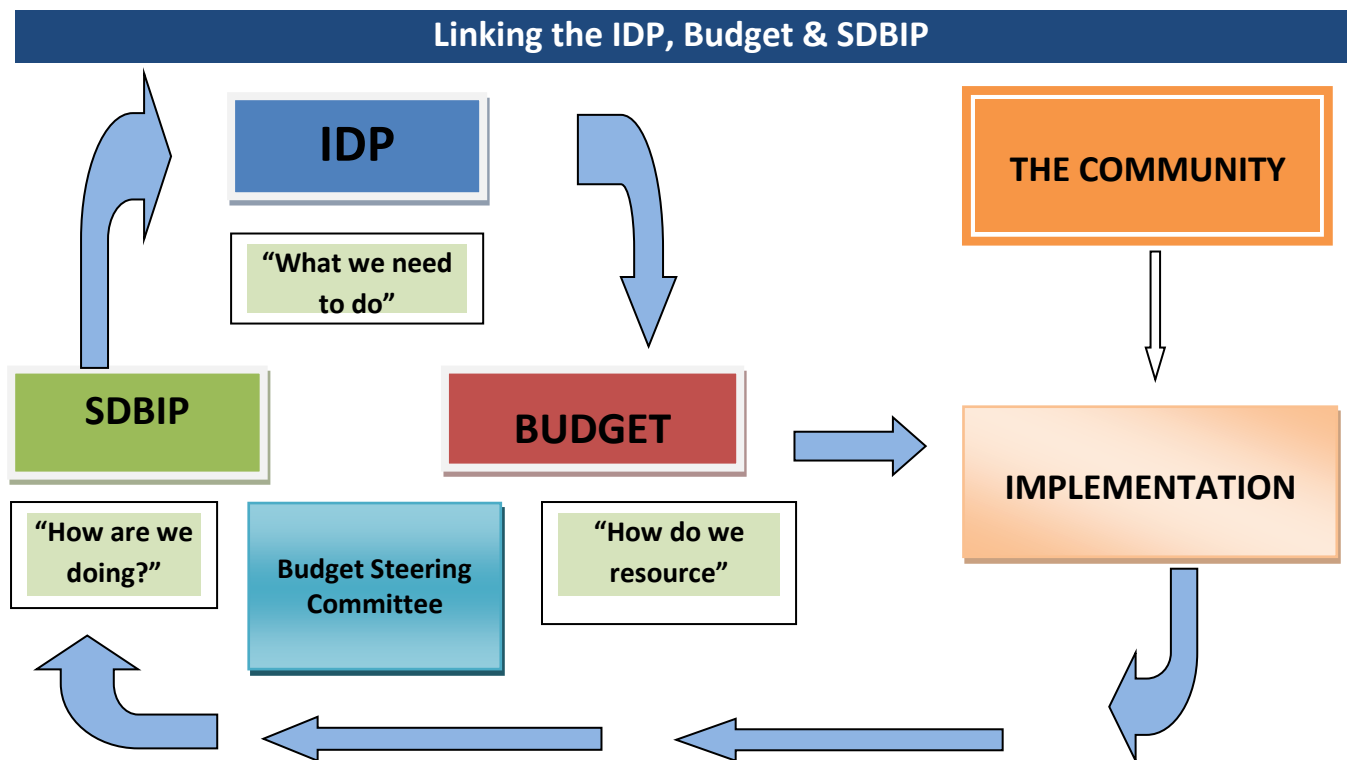
Each Municipal Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan.

The Process Plan will amongst other, include the following:

- ☐ Institutional arrangements (internal and external role-players)
- ☐ Mechanisms and procedures for public participation
- ☐ The IDP year planner
- ☐ Alignment of the IDP
- ☐ Conclusion

The complete process plan is contained in the IDP.

The full process is simplified in the following diagram:



5. FIVE NECESSARY COMPONENTS OF THE TOP-LAYER OF THE SDBIP

The next section (funding/budget) of the SDBIP must be read with the afore-mentioned requirements to be able to give effective implementation of the full process, linked to the Performance Management System.

Table 1 Consolidated Overview of the 2021/22– 2022/2023 MTREF

Key Financial Ratios	Adjusted Budget	2021/2022	2022/2023	2023/2024
Financial Overview				
Total Operating Revenue	1,425,849,322	1,443,127,802	1,538,046,097	1,640,041,951
Total Operating Expenditure	1,309,790,082	1,419,373,702	1,502,912,196	1,595,846,338
Total Capital Expenditure	255,868,244	144,993,658	120,554,957	116,853,305
Total Expenditure	1,565,658,326	1,564,367,360	1,623,467,153	1,712,699,643
Employee Cost	336,271,646	367,974,946	385,260,750	404,129,124
Employee Cost as a % of Opex	25.67%	25.93%	25.63%	25.32%

5.1 Operating Revenue per Funding Source – 2021/2022

Summary of revenue classified by main revenue source

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	194,658	213,758	242,117	259,585	253,618	253,618	210,512	271,371	290,367	310,692
Service charges - electricity revenue	2	326,502	347,196	357,488	418,838	404,123	404,123	344,624	468,601	510,233	555,571
Service charges - water revenue	2	183,111	228,957	221,761	249,286	238,538	238,538	200,630	252,846	272,813	294,358
Service charges - sanitation revenue	2	38,450	42,105	45,601	45,004	49,101	49,101	41,303	52,047	55,169	59,031
Service charges - refuse revenue	2	36,023	39,008	41,920	44,560	49,465	49,465	39,050	52,433	55,579	59,470
Rental of facilities and equipment		1,345	1,324	1,214	1,461	1,125	1,125	933	1,193	1,264	1,340
Interest earned - external investments		14,725	18,751	21,721	18,583	18,583	18,583	9,636	19,307	20,118	21,003
Interest earned - outstanding debtors		9,181	12,404	18,964	16,874	18,890	18,890	17,044	19,375	19,918	20,511
Dividends received											
Fines, penalties and forfeits		34,362	44,425	40,839	46,956	47,113	47,113	48,280	49,940	52,936	56,112
Licences and permits		1	–	–	45	–	–	–	–	–	–
Agency services											
Transfers and subsidies		105,174	121,603	130,237	147,307	166,718	166,718	149,694	152,018	162,926	168,081
Other revenue	2	8,854	9,272	11,147	11,083	11,387	11,387	7,594	11,993	12,644	13,339
Gains		998	(413)	(1,158)	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		953,385	1,078,388	1,131,851	1,259,581	1,258,659	1,258,659	1,069,301	1,351,123	1,453,969	1,559,509

5.1 Monthly projections of Revenue to be collected for each source

GT422 Midvaal - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand																
Revenue By Source																
Property rates		22,614	22,614	22,614	22,614	22,614	22,614	22,614	22,614	22,614	22,614	22,614	22,614	271,371	290,367	310,692
Service charges - electricity revenue		39,050	39,050	39,050	39,050	39,050	39,050	39,050	39,050	39,050	39,050	39,050	39,050	468,601	510,233	555,571
Service charges - water revenue		21,070	21,070	21,070	21,070	21,070	21,070	21,070	21,070	21,070	21,070	21,070	21,071	252,846	272,813	294,358
Service charges - sanitation revenue		4,337	4,337	4,337	4,337	4,337	4,337	4,337	4,337	4,337	4,337	4,337	4,337	52,047	55,169	59,031
Service charges - refuse revenue		4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	4,369	52,433	55,579	59,470
Rental of facilities and equipment		99	99	99	99	99	99	99	99	99	99	99	99	1,193	1,264	1,340
Interest earned - external investments		1,609	1,609	1,609	1,609	1,609	1,609	1,609	1,609	1,609	1,609	1,609	1,609	19,307	20,118	21,003
Interest earned - outstanding debtors		1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	19,375	19,918	20,511
Dividends received														-	-	-
Fines, penalties and forfeits		4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	4,162	49,940	52,936	56,112
Licences and permits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services														-	-	-
Transfers and subsidies		12,668	12,668	12,668	12,668	12,668	12,668	12,668	12,668	12,668	12,668	12,668	12,668	152,018	162,926	168,081
Other revenue		999	999	999	999	999	999	999	999	999	999	999	1,000	11,993	12,644	13,339
Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contribution)		112,594	112,594	112,594	112,594	112,594	112,594	112,594	112,594	112,594	112,594	112,594	112,594	1,351,123	1,453,969	1,559,509
Expenditure By Type																
Employee related costs		30,665	30,665	30,665	30,665	30,665	30,665	30,665	30,665	30,665	30,665	30,665	30,662	367,975	385,261	404,129
Remuneration of councillors		1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	13,656	14,298	14,999
Debt impairment		8,586	8,586	8,586	8,586	8,586	8,586	8,586	8,586	8,586	8,586	8,586	8,586	103,037	109,150	115,447
Depreciation & asset impairment		11,146	11,146	11,146	11,146	11,146	11,146	11,146	11,146	11,146	11,146	11,146	11,144	133,748	138,982	144,479
Finance charges		1,449	1,449	1,449	1,449	1,449	1,449	1,449	1,449	1,449	1,449	1,449	1,449	17,391	15,411	14,802
Bulk purchases - electricity		32,696	32,696	32,696	32,696	32,696	32,696	32,696	32,696	32,696	32,696	32,696	32,696	392,353	427,272	465,300
Inventory consumed		10,741	10,741	10,741	10,741	10,741	10,741	10,741	10,741	10,741	10,741	10,741	10,740	128,890	138,598	149,025
Contracted services		11,919	11,919	11,919	11,919	11,919	11,919	11,919	11,919	11,919	11,919	11,919	11,917	143,026	148,359	155,265
Transfers and subsidies		125	125	125	125	125	125	125	125	125	125	125	125	1,500	1,500	1,500
Other expenditure		6,057	6,057	6,057	6,057	6,057	6,057	6,057	6,057	6,057	6,057	6,057	6,054	72,679	75,398	78,373
Losses		3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	45,119	48,683	52,529
Total Expenditure		118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,273	1,419,374	1,502,912	1,595,846
Surplus/(Deficit)		(5,688)	(5,688)	(5,688)	(5,688)	(5,688)	(5,688)	(5,688)	(5,688)	(5,688)	(5,688)	(5,688)	(5,679)	(68,251)	(48,944)	(36,337)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,005	82,578	80,533
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)													2,000	2,000	1,500	-
Transfers and subsidies - capital (in-kind - all)													-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	3,822	23,754	35,134	44,196
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	1,812	3,822	23,754	35,134	44,196

5.2 Monthly projections of Expenditure for each Vote Operating Expenditure per Category

GT422 Midvaal - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

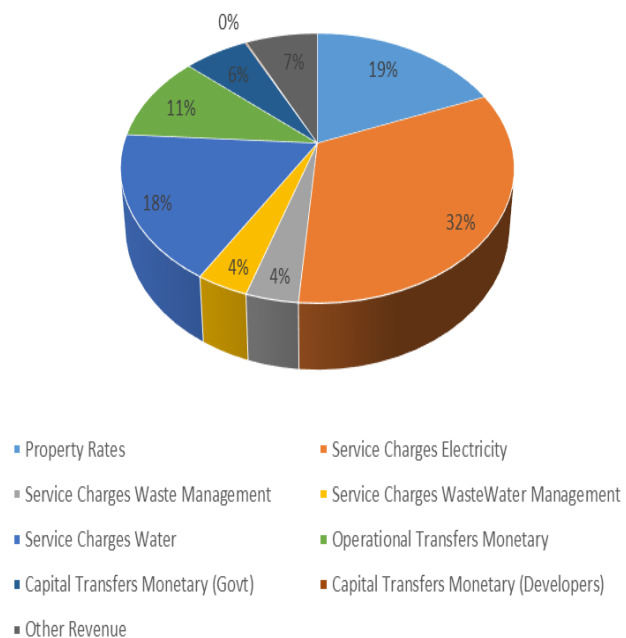
Description		Ref	Budget Year 2021/22											Medium Term Revenue and Expenditure Framework			
R thousand			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote																	
Vote 01 - Executive & Council			539	539	539	539	539	539	539	539	539	539	539	539	6,473	6,674	6,933
Vote 02 - Corporate Services			150	150	150	150	150	150	150	150	150	150	150	150	1,796	1,904	2,018
Vote 03 - Financial Services			31,042	31,042	31,042	31,042	31,042	31,042	31,042	31,042	31,042	31,042	31,042	31,042	372,503	403,631	429,348
Vote 04 - Development & Planning			1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	13,136	3,324	3,523
Vote 05 - Health			496	496	496	496	496	496	496	496	496	496	496	496	5,952	5,952	5,952
Vote 06 - Community And Social Services			2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	2,921	35,056	29,749	25,682
Vote 07 - Public Safety			255	255	255	255	255	255	255	255	255	255	255	255	3,060	1,124	1,191
Vote 08 - Sport And Recreation			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 - Environmental Protection			257	257	257	257	257	257	257	257	257	257	257	257	3,081	3,081	3,081
Vote 10 - Waste Water Management			7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	86,158	74,841	78,756
Vote 11 - Solid Waste Management			5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	61,463	67,060	76,113
Vote 12 - Roads And Transport			3,258	3,258	3,258	3,258	3,258	3,258	3,258	3,258	3,258	3,258	3,258	3,258	39,096	47,442	53,428
Vote 13 - Water Services			26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	313,434	342,809	360,275
Vote 14 - Electrical Services			41,827	41,827	41,827	41,827	41,827	41,827	41,827	41,827	41,827	41,827	41,827	41,827	501,919	550,456	593,740
Vote 15 - Other			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote			120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	1,443,128	1,538,046	1,640,042
Expenditure by Vote to be appropriated																	
Vote 01 - Executive & Council			3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,226	38,727	40,384	42,195
Vote 02 - Corporate Services			6,272	6,272	6,272	6,272	6,272	6,272	6,272	6,272	6,272	6,272	6,272	6,271	75,260	78,649	82,144
Vote 03 - Financial Services			7,476	7,476	7,476	7,476	7,476	7,476	7,476	7,476	7,476	7,476	7,476	7,476	89,716	93,075	96,104
Vote 04 - Development & Planning			3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	43,539	45,528	47,697
Vote 05 - Health			490	490	490	490	490	490	490	490	490	490	490	489	5,876	6,147	6,442
Vote 06 - Community And Social Services			5,572	5,572	5,572	5,572	5,572	5,572	5,572	5,572	5,572	5,572	5,572	5,570	66,864	68,763	72,431
Vote 07 - Public Safety			3,173	3,173	3,173	3,173	3,173	3,173	3,173	3,173	3,173	3,173	3,173	3,172	38,073	39,800	41,649
Vote 08 - Sport And Recreation			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 - Environmental Protection			369	369	369	369	369	369	369	369	369	369	369	368	4,424	4,632	4,858
Vote 10 - Waste Water Management			5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	63,168	65,970	68,995
Vote 11 - Solid Waste Management			5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,743	68,924	70,994	73,808
Vote 12 - Roads And Transport			14,369	14,369	14,369	14,369	14,369	14,369	14,369	14,369	14,369	14,369	14,369	14,368	172,428	179,556	188,492
Vote 13 - Water Services			19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	229,201	246,984	264,869
Vote 14 - Electrical Services			43,598	43,598	43,598	43,598	43,598	43,598	43,598	43,598	43,598	43,598	43,598	43,597	523,174	562,430	606,164
Vote 15 - Other			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote			118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,273	1,419,374	1,502,912	1,595,846
Surplus/(Deficit) before assoc.			1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,988	23,754	35,134	44,196
Taxation														-	-	-	-
Attributable to minorities														-	-	-	-
Share of surplus/ (deficit) of associate														-	-	-	-
Surplus/(Deficit)			1	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,988	23,754	35,134	44,196

5.3 Monthly projections for revenue and operating expenditure for each Vote

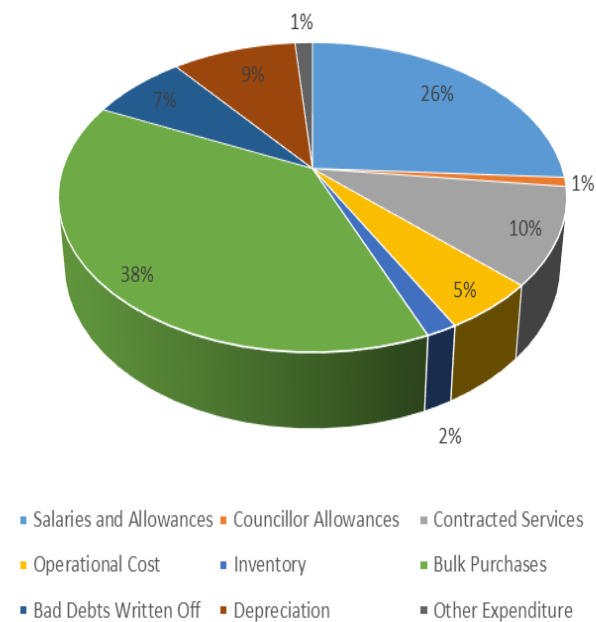
GT422 Midvaal - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description		Ref	Budget Year 2021/22											Medium Term Revenue and Expenditure Framework			
R thousand			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional																	
Governance and administration			31,870	31,870	31,870	31,870	31,870	31,870	31,870	31,870	31,870	31,870	31,870	31,870	382,443	414,004	440,169
Executive and council			539	539	539	539	539	539	539	539	539	539	539	539	6,473	6,674	6,933
Finance and administration			31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331	31,331	375,970	407,330	433,236
Internal audit															-	-	-
Community and public safety			6,930	6,930	6,930	6,930	6,930	6,930	6,930	6,930	6,930	6,930	6,930	6,930	83,164	78,267	76,754
Community and social services			1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	1,696	20,356	20,408	21,320
Sport and recreation			1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	14,699	9,341	4,362
Public safety			3,513	3,513	3,513	3,513	3,513	3,513	3,513	3,513	3,513	3,513	3,513	3,513	42,156	42,565	45,119
Housing															-	-	-
Health			496	496	496	496	496	496	496	496	496	496	496	496	5,952	5,952	5,952
Economic and environmental services			1,351	1,351	1,351	1,351	1,351	1,351	1,351	1,351	1,351	1,351	1,351	1,351	16,217	12,405	16,104
Planning and development			1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	13,136	3,324	3,523
Road transport			-	-	-	-	-	-	-	-	-	-	-	-	-	6,000	9,500
Environmental protection			257	257	257	257	257	257	257	257	257	257	257	257	3,081	3,081	3,081
Trading services			80,109	80,109	80,109	80,109	80,109	80,109	80,109	80,109	80,109	80,109	80,109	80,109	961,303	1,033,371	1,107,015
Energy sources			41,687	41,687	41,687	41,687	41,687	41,687	41,687	41,687	41,687	41,687	41,687	41,687	500,248	548,661	591,870
Water management			26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	26,120	313,434	342,809	360,275
Waste water management			7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	7,180	86,158	74,841	78,756
Waste management			5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	5,122	61,463	67,060	76,113
Other															-	-	-
Total Revenue - Functional			120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	120,261	1,443,128	1,538,046	1,640,042
Expenditure - Functional																	
Governance and administration			19,946	19,946	19,946	19,946	19,946	19,946	19,946	19,946	19,946	19,946	19,946	19,942	239,351	248,934	258,988
Executive and council			3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,227	3,226	38,727	40,384	42,195
Finance and administration			16,719	16,719	16,719	16,719	16,719	16,719	16,719	16,719	16,719	16,719	16,719	16,716	200,625	208,550	216,794
Internal audit															-	-	-
Community and public safety			15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,809	15,807	189,710	198,388	208,733
Community and social services			1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,973	23,682	24,652	26,292
Sport and recreation			2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	31,787	32,725	34,211
Public safety			10,697	10,697	10,697	10,697	10,697	10,697	10,697	10,697	10,697	10,697	10,697	10,697	128,364	134,864	141,788
Housing															-	-	-
Health			490	490	490	490	490	490	490	490	490	490	490	489	5,876	6,147	6,442
Economic and environmental services			10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,381	10,380	124,565	128,880	134,879
Planning and development			3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	3,628	43,539	45,528	47,697
Road transport			6,384	6,384	6,384	6,384	6,384	6,384	6,384	6,384	6,384	6,384	6,384	6,383	76,602	78,720	82,324
Environmental protection			369	369	369	369	369	369	369	369	369	369	369	368	4,424	4,632	4,858
Trading services			72,146	72,146	72,146	72,146	72,146	72,146	72,146	72,146	72,146	72,146	72,146	72,144	865,748	926,710	993,247
Energy sources			42,038	42,038	42,038	42,038	42,038	42,038	42,038	42,038	42,038	42,038	42,038	42,038	504,455	542,761	585,575
Water management			19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	19,100	229,201	246,984	264,869
Waste water management			5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	5,264	63,168	65,970	68,995
Waste management			5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,744	5,743	68,924	70,994	73,808
Other															-	-	-
Total Expenditure - Functional			118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,282	118,273	1,419,374	1,502,912	1,595,846
Surplus/(Deficit) before assoc.			1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,988	23,754	35,134	44,196
Share of surplus/ (deficit) of associate															-	-	-
Surplus/(Deficit)	1		1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,988	23,754	35,134	44,196

Operating Revenue per Funding source - 2021/2022



Operating Expenditure per Category - 2021/2022



5.4 Quarterly projections of service delivery targets and performance indicators for each Vote

Annexure F: Table A10 Consolidated basic service delivery measurement

GT422 Midvaal - Table A10 Basic service delivery measurement

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	19 461	-	-	-	19 850	19 850	19 850
Piped water inside yard (but not in dwelling)		-	-	5 376	-	-	-	5 484	5 484	5 484
Using public tap (at least min.service level)	2	-	-	1 467	-	-	-	1 496	1 496	1 496
Other water supply (at least min.service level)	4	-	-	26 304	-	-	-	26 830	26 830	26 830
<i>Minimum Service Level and Above sub-total</i>				52 608	-	-	-	53 660	53 660	54 024
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	1 266	-	-	-	1 291	1 291	1 291
No water supply		-	-	3 660	-	-	-	3 733	3 733	3 733
<i>Below Minimum Service Level sub-total</i>				4 926	-	-	-	5 024	5 024	5 024
Total number of households	5	-	-	57 534	-	-	-	58 684	58 684	59 048
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	17 370	-	-	-	17 717	17 717	17 717
Flush toilet (with septic tank)		-	-	5 505	-	-	-	5 615	5 615	5 615
Chemical toilet		-	-	1 842	-	-	-	1 879	1 879	1 879
Pit toilet (ventilated)		-	-	477	-	-	-	487	487	487
Other toilet provisions (> min.service level)		-	-	3 519	-	-	-	3 589	3 589	3 589
<i>Minimum Service Level and Above sub-total</i>				28 713	-	-	-	29 287	29 287	29 287
Bucket toilet		-	-	648	-	-	-	658	658	658
Other toilet provisions (< min.service level)		-	-	606	-	-	-	618	618	618
No toilet provisions		-	-	1 251	-	-	-	1 276	1 276	1 276
<i>Below Minimum Service Level sub-total</i>				2 505	-	-	-	2 552	2 552	2 552
Total number of households	5	-	-	31 218	-	-	-	31 839	31 839	31 839
Energy:										
Electricity (at least min.service level)		-	-	15 906	-	-	-	16 224	16 224	16 224
Electricity - prepaid (min.service level)		-	-	7 500	-	-	-	7 650	7 650	7 650
<i>Minimum Service Level and Above sub-total</i>				23 406	-	-	-	23 874	23 874	23 874
Electricity (< min.service level)		-	-	363	-	-	-	370	370	370
Electricity - prepaid (< min. service level)		-	-	6 195	-	-	-	6 319	6 319	6 319
Other energy sources		-	-	6 558	-	-	-	6 689	6 689	6 689
<i>Below Minimum Service Level sub-total</i>				13 116	-	-	-	13 378	13 378	13 378
Total number of households	5	-	-	36 522	-	-	-	37 252	37 252	37 252
Refuse:										
Removed at least once a week		-	-	24 594	-	-	-	25 086	25 086	25 086
<i>Minimum Service Level and Above sub-total</i>				24 594	-	-	-	25 086	25 086	25 086
Removed less frequently than once a week		-	-	579	-	-	-	591	591	591
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	363	-	-	-	370	370	370
Other rubbish disposal		-	-	948	-	-	-	967	967	967
No rubbish disposal		-	-	5 370	-	-	-	5 478	5 478	5 478
<i>Below Minimum Service Level sub-total</i>				7 260	-	-	-	7 406	7 406	7 406
Total number of households	5	-	-	31 854	-	-	-	32 492	32 492	32 492
Households receiving Free Basic Service	7									
Water (6 kilolitre per household per month)		-	-	9 553 349	-	-	-	10 628 891	11 468 574	12 374 591
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	602 045	-	-	-	603 200	656 885	715 348
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitre per indigent household per month)		21 956	7 996	9 553	10 027	10 027	10 027	10 629	11 469	12 375
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		386	331	602	520	520	520	603	657	715
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)				10	-	-	-	11	12	13
Total cost of FBS provided		22 342	8 327	10 166	10 547	10 547	10 547	11 243	12 138	13 103
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitre per household per month)										
Sanitation (kilolitre per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		161 505	7 828	4 574	24 856	43 660	43 660	47 153	50 453	53 985
Water (in excess of 6 kilolitre per indigent household per month)		-	13 710	7 776	8 280	235	235	250	269	291
Sanitation (in excess of free sanitation service to indigent households)		7 465	11 735	14 173	15 198	15 198	15 198	16 110	17 077	18 272
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		4 418	7 231	7 916	7 653	5 143	5 143	5 452	5 779	6 183
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided	6	173 388	40 504	34 439	55 988	64 237	64 237	68 964	73 578	78 731

The detailed indicators and targets are included under Section 8

A copy of the Comprehensive SDBIP is attached here-after.

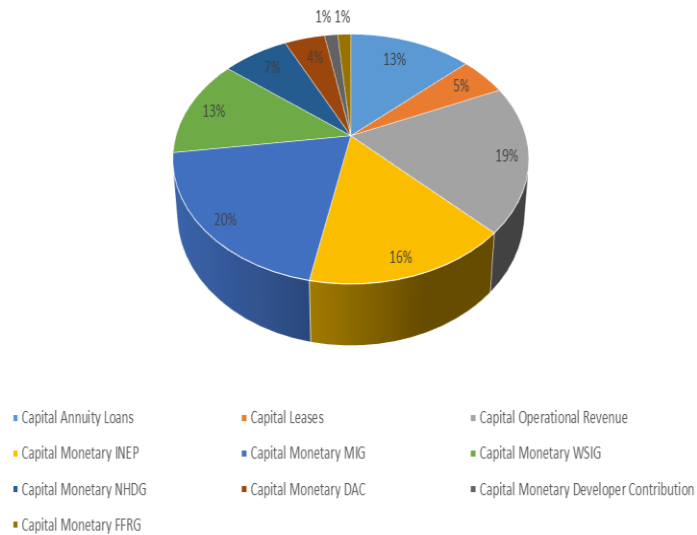
5.5 Ward Information for expenditure and service delivery

CAPEX PER WARD	2018/2019	2019/2020	2021/2022
	ADJUSTMENTS BUDGET		
Ward 1 Vaal Marina Koolfontein Mooilande Koppiesfontein	7 719 649	14 740 524	700 000
Ward 2 Glen Donald Risiville Duncanville	3 917 976	2 600 000	8 100 000
Ward 3 Meyerton-Suid Kookfontein Rothdene	-	500 000	-
Ward 4 Boschhoek Schoongezicht Henley-on-Klip Slangfontein	150 000	400 000	200 000
Ward 5 Drumblade Pendale Valley Settlements Highbury Ophir Estates Walkers Fruit Farms	-	-	2 000 000
Ward 6 Doornkuil Schapenvreugd	6 119 722	2 900 000	11 463 959
Ward 7 Alewynspoort Eye of Africa Nooitgedacht Elandsfontein Walkerville	-	-	-
Ward 8 Meyerton Farms Klipriviersval	12 573 000	26 458 000	15 000 000
Ward 9 Meyerton Ext 2	-	-	4 300 000
Ward 10 Noldick Meyerton Ext 1& 3 Sybrand van Niekerk Park	1 050 000	1 800 000	750 000
Ward 11 Golfview Homestead Apple Orchard Small Holdings De Deur Ophir Estates	4 653 000	5 850 000	10 372 000
Ward 12 Garthdale Gardenvale Klipwater Rietspruit	-	-	-
Ward 13 Henley-on-Klip Vorsterpark Riversdale Buyscelia Homelands	1 873 997	700 000	-
Ward 14 Golf Park Meyerton X6	-	-	-
Ward 15	807 372	2 400 000	14 299 700
Head Office	3 969 000	2 372 000	25 130 309
Whole of Municipality	101 926 924	74 463 307	52 677 690
TOTAL	144 760 640	135 183 831	144 993 658

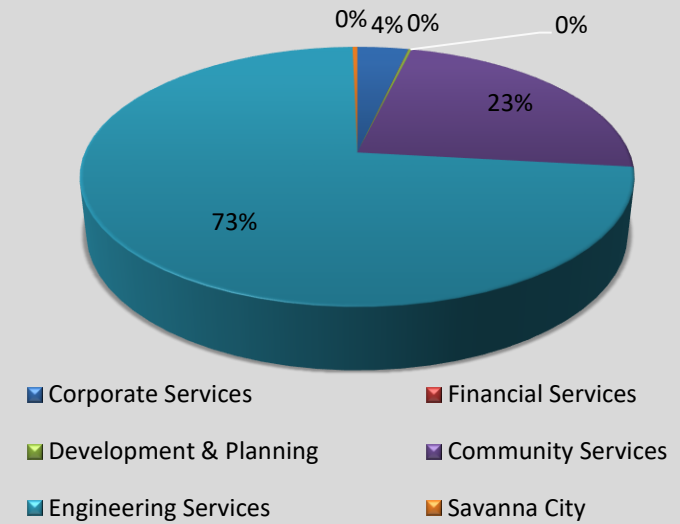
Table 15 MBRR Table A5 – Budgeted Capital Expenditure by vote, standard classification and funding source.

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 01 - Executive & Council		12,661	2,876	8,234	400	400	400	-	30	-	-
Vote 02 - Corporate Services		1,511	1,342	974	7,260	13,728	13,728	7,410	3,104	1,680	1,795
Vote 03 - Financial Services		23	123	87	32	132	132	24	680	1,537	2,600
Vote 04 - Development & Planning		208	19	163	1,550	50	50	49	10,180	20	25
Vote 05 - Health		-	-	-	-	-	-	-	-	-	-
Vote 06 - Community And Social Services		7,986	6,013	9,244	14,819	26,988	26,988	15,756	18,444	20,026	23,788
Vote 07 - Public Safety		6,541	4,200	591	4,165	4,355	4,355	1,365	3,450	100	2,115
Vote 08 - Sport And Recreation		-	-	-	-	-	-	-	-	-	-
Vote 09 - Environmental Protection		-	-	-	-	-	-	-	-	-	-
Vote 10 - Waste Water Management		25,046	12,858	12,397	10,520	23,377	23,377	12,088	17,100	-	2,000
Vote 11 - Solid Waste Management		7,717	16,470	545	17,700	21,962	21,962	9,922	11,720	19,711	12,420
Vote 12 - Roads And Transport		36,617	24,867	12,632	12,128	18,084	18,084	10,705	4,580	8,217	12,896
Vote 13 - Water Services		26,480	48,226	38,215	36,371	45,443	45,443	29,990	32,052	28,876	25,153
Vote 14 - Electrical Services		25,862	16,044	42,562	31,510	27,409	27,409	13,676	26,997	34,478	30,087
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	150,652	133,039	125,643	136,455	181,930	181,930	100,986	128,336	114,645	112,879
Single-year expenditure to be appropriated	2										
Vote 01 - Executive & Council		-	-	-	-	78,126	78,126	77,104	-	-	-
Vote 02 - Corporate Services		-	597	-	-	22	22	19	1,245	210	-
Vote 03 - Financial Services		-	-	-	-	-	-	-	280	-	-
Vote 04 - Development & Planning		-	-	-	-	-	-	-	-	-	-
Vote 05 - Health		-	-	-	-	-	-	-	-	-	-
Vote 06 - Community And Social Services		-	-	-	-	114	114	17	995	200	2,474
Vote 07 - Public Safety		-	-	-	-	2,700	2,700	-	4,500	-	-
Vote 08 - Sport And Recreation		-	-	-	-	-	-	-	-	-	-
Vote 09 - Environmental Protection		-	-	-	-	-	-	-	-	-	-
Vote 10 - Waste Water Management		-	-	-	-	-	-	-	-	-	-
Vote 11 - Solid Waste Management		-	-	-	-	-	-	-	3,120	-	-
Vote 12 - Roads And Transport		-	-	-	-	5,000	5,000	-	5,617	-	1,500
Vote 13 - Water Services		-	-	-	-	5,000	5,000	1,970	-	-	-
Vote 14 - Electrical Services		-	-	-	-	67	67	51	900	5,500	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	597	-	-	91,029	91,029	79,160	16,657	5,910	3,874
Total Capital Expenditure - Vote		150,652	133,636	125,643	136,455	272,959	272,959	180,147	144,994	120,555	116,853
Capital Expenditure - Functional											
Governance and administration		14,726	5,282	9,596	7,852	92,745	92,745	84,756	5,834	3,427	6,569
Executive and council		67	670	373	400	400	400	-	30	-	-
Finance and administration		14,658	4,612	9,224	7,452	92,345	92,345	84,756	5,804	3,427	6,569
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		14,129	9,930	11,186	20,389	35,895	35,895	18,224	30,149	20,826	26,838
Community and social services		1,550	4,079	2,738	7,550	9,875	9,875	4,145	6,125	7,100	6,300
Sport and recreation		6,038	1,651	6,377	7,169	17,018	17,018	11,536	12,894	13,126	17,788
Public safety		6,541	4,200	2,071	5,670	9,002	9,002	2,543	11,130	600	2,750
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		36,825	24,885	11,314	12,173	21,187	21,187	9,576	17,197	7,737	13,786
Planning and development		208	19	163	1,550	50	50	49	10,180	20	25
Road transport		36,617	24,867	11,152	10,623	21,137	21,137	9,527	7,017	7,717	13,761
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		84,972	93,539	93,547	96,041	123,132	123,132	67,591	91,813	88,564	69,660
Energy sources		25,730	15,984	42,390	31,450	27,349	27,349	13,621	27,822	39,978	30,087
Water management		26,480	48,226	38,215	36,371	50,443	50,443	31,960	32,052	28,876	25,153
Waste water management		25,046	12,858	12,397	10,520	23,377	23,377	12,088	17,100	-	2,000
Waste management		7,717	16,470	545	17,700	21,962	21,962	9,922	14,840	19,711	12,420
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	150,652	133,636	125,643	136,455	272,959	272,959	180,147	144,994	120,555	116,853
Funded by:											
National Government		57,231	47,620	82,100	67,523	84,838	84,838	54,203	77,738	72,528	70,599
Provincial Government		1,550	4,053	2,714	7,550	12,499	12,499	4,073	8,125	5,600	5,300
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		13,495	24,710	10,642	1,500	81,933	81,933	79,378	2,000	1,500	-
Transfers recognised - capital	4	72,277	76,384	95,455	76,573	179,270	179,270	137,653	87,863	79,628	75,899
Borrowing	6	54,637	30,981	23,099	33,365	43,223	43,223	15,141	23,725	27,400	17,550
Internally generated funds		23,738	26,271	7,089	26,517	50,467	50,467	27,353	31,406	13,527	23,404
Total Capital Funding	7	150,652	133,636	125,643	136,455	272,959	272,959	180,147	144,994	120,555	116,853

Capital Budget per Funding Source - 2021/2022



Capital Budget per Department - 2019/2020



Capital Budget per Funding Source	R	%
Capital Annuity Loans	18,600,000.00	12.83%
Capital Leases	6,725,000.00	4.64%
Capital Operational Revenue	31,806,088.00	21.94%
Capital Monetary INEP	22,072,000.00	15.22%
Capital Monetary MIG	27,665,570.00	19.08%
Capital Monetary WSIG	18,000,000.00	12.41%
Capital Monetary NHDG	10,000,000.00	6.90%
Capital Monetary Developer Contribution	2,000,000.00	1.38%
Capital Monetary DAC	6,125,000.00	4.22%
Capital Monetary FFRG	2,000,000.00	1.38%
TOTAL CAPITAL	144,993,658.00	100%

	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	05356473520GBH58ZZ01	BANTU BONKE LIBRARY – BOOKS	200 000.00	1
2	12056444420F5H22ZZWM	VAAL MARINA - RESERVIOIR REFURBISHMENT - W/L PROGRAMME	500 000.00	1
			700 000.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	17056450020F5H19ZZ02	BLACKWOOD TRANSFER STATION - REFURBISHMENT	600 000.00	2
2	12056444420FPH89ZZ02	RISIVILLE WATER NETWORK (NEW)	7 500 000.00	2
			8 100 000.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	05206473520GBH63ZZ04	RANDVAAL LIBRARY – BOOKS	200 000.00	4
			200 000.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	14056450020F5G98ZZ05	WALKERVILLE LANDFILL SITE - REHABILITATION (CLOSING JUNE 2022)	2 000 000.00	5
			2 000 000.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	05306473520GBH61ZZ06	LAKESIDE LIBRARY – BOOKS	300 000.00	6
2	08156473520FGJ42ZZ06	LAKESIDE SPORT CENTRE	11 163 959.00	6
			11 463 959.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	13056430020FTJ30ZZ08	SICELO ELECTRIFICATION NETWORK	15 000 000.00	8
			15 000 000.00	

	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	05056460020GBC11ZZ09	AIR CONDITIONERS	500 000.00	9
2	05056470020GBH68ZZ09	MEYERTON LIBRARY - ICT HARDWARE (COMPUTORS)	1 100 000.00	9
3	05056460020GBH70ZZ09	MEYERTON LIBRARY – FURNITURE	700 000.00	9
4	05056473520GBH62ZZ14	MEYERTON LIBRARY – BOOKS	500 000.00	9
5	05056151020GBH74ZZ09	MEYERTON LIBRARY - RFID SECURITY SYSTEM	1 500 000.00	9
			4 300 000.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	05256460020GBH72ZZ10	SICELO LIBRARY – FURNITURE	300 000.00	10
2	05406473520F5K45ZZ10	SICELO ECD - PARK FENCING & JUNGLE GYM	150 000.00	10
3	05256473520GBH64ZZ10	SICELO LIBRARY – BOOKS	300 000.00	10
			750 000.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	05156473520GBH59ZZ11	DE DEUR LIBRARY – BOOKS	300 000.00	11
2	14056456020F5J05ZZ11	LANDFILL COMPACTOR NEW	3 000 000.00	11
3	13056430020FTJ29ZZ11	SAVANNA CITY ELECTRIFICATION NETWORK	7 072 000.00	11
			10 372 000.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	10056449420FGJ38ZZ15	HENLEY ON KLIP SEWER – EXTENSION	12 599 700.00	15
2	05106473520GBH60ZZ15	HENLEY ON KLIP LIBRARY – BOOKS	200 000.00	15
3	14056450020F5G97ZZ15	HENLEY ON KLIP LANDFILL SITE - REHABILITATION (CLOSING JUNE 2021)	1 500 000.00	15
			14 299 700.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	REGION
1	12056444420FNJ44ZZWM	AGED BULK WATER PIPE REPLACEMENT	13 000 000.00	WM
2	12056446020FNR25ZZWM	BULK WATER METERS	2 000 000.00	WM

3	03056474020NDJ43ZZWM	ECONOMIC INFRASTR / URBAN REGENERATION	10 000 000.00	WM
4	13056433020FQC38ZZWM	ELECTRICITY METERING	1 000 000.00	WM
5	10056449420FQH79ZZWM	EXTEND SEWER NETWORK	500 000.00	WM
6	11056472420FPH95ZZWM	GRAVEL TO TAR (BRONK LANE)	1 000 000.00	WM
7	13056430020F5H23ZZWM	HIGH MAST & STREET LIGHTS: UNSERVICED AREAS	500 000.00	WM
8	10056449420FND70ZZWM	INSTALLATION OF ONSITE TOILETS	1 000 000.00	WM
9	14056450020FPH86ZZWM	LANDFILL CELL DEVELOPMENT (EXPANSION)	4 000 000.00	WM
10	13056433020FQC93ZZWM	ELECTRICAL CONNECTIONS – NEW	500 000.00	WM
11	10056449420F5H24ZZWM	SEWER CONNECTIONS – NEW	1 000 000.00	WM
12	12056444420FPH87ZZWM	PRE-PAID WATER METER PROJECT	2 000 000.00	WM
13	12056444420FNJ47ZZWM	PRESSURE MANAGEMENT INFRASTRUCTURE	1 000 000.00	WM
14	10106449420FPH93ZZWM	PUMPSTATION REFURBISHMENT AND UPGRADE -	2 000 000.00	WM
15	12056444420FNJ45ZZWM	REFURBISHMENT/REPLACEMENT - SUPPLY VALVES	1 000 000.00	WM
16	13056430020FPH81ZZWM	REPLACE CONVENTIONAL METERS WITH PRE-PAID METERS	1 000 000.00	WM
17	13056430020FPH84ZZWM	REPLACE REDUNDANT SWITCHGEAR	1 000 000.00	WM
18	12056444420FPH88ZZWM	REPLACEMENT-PREPAID & CONVENTIONAL WATER M	100 000.00	WM
19	11056472420F5K44ZZWM	ROADS REHABILITATION	5 217 391.00	WM
20	12056444420FGJ33ZZWM	SICELO/HIGHBURY (VALLEY SETTLEMENTS) RESERVOIR	3 851 602.00	WM
21	01106400320F5G99ZZWM	STRATEGIC LAND PURCHASES	308 697.00	WM
22	12056446020F5D89ZZWM	WATER METER REPLACEMENT PROGRAMME	700 000.00	WM
2			52 677 690.00	
	VOTE NO	PROJECT DESCRIPTION	BUDGET	WARD
1	11056600420F4C01ZZWM	1 TON LDV (LDV) FOREMAN ROADS	400 000.00	HO
2	01256460020F5C11ZZHO	AIR CONDITIONERS	155 000.00	HO
3	02056460020F5C11ZZHO	AIR CONDITIONERS	30 000.00	HO

4	07106456020GRK48ZZWM	BA COMPRESSOR SYSTEM	550 000.00	HO
5	14056456020F5H53ZZWM	BRUSH CUTTERS – NEW	20 000.00	HO
6	15056460020F5H34ZZWM	AIR CONDITIONERS	15 000.00	HO
7	05056456020GBK49ZZWM	CANOPY	25 000.00	HO
8	17056420420F4J07ZZWM	COMPACTOR (REFUSE TRUCK)	2 800 000.00	HO
9	12056600420F5K59ZZWM	DOUBLE CAB LDV	400 000.00	HO
10	11056456020F5K50ZZWM	EQUIPMENT	400 000.00	HO
11	07056460020F5H43ZZWM	EQUIPMENT FOR TRAFFIC LAW ENFORCEMENT	830 000.00	HO
12	02056456020F5K53ZZHO	FUEL TANKS & PUMPS	500 000.00	HO
13	01456460020F5C48ZZHO	FURNITURE & EQUIPMENT	30 000.00	HO
14	05406460020F5H32ZZHO	FURNITURE & EQUIPMENT	20 000.00	HO
15	15056460020F5H36ZZHO	FURNITURE & EQUIPMENT	10 000.00	HO
16	02056460020F5H37ZZHO	FURNITURE & EQUIPMENT	180 000.00	HO
17	03056460020F5H38ZZHO	FURNITURE & EQUIPMENT	180 000.00	HO
18	08056456020F5H48ZZWM	KUDUS	100 000.00	HO
19	13056456020F5K52ZZWM	LADDERS & BINS	400 000.00	HO
20	13056420420F4K30ZZWM	LAND CRUISERS	750 000.00	HO
21	08056420420F4J17ZZWM	LDV'S (REPLACEMENTS)	800 000.00	HO
22	08056449420F5K55ZZWM	MOBILE TOILETS	120 000.00	HO
23	17056449420F5K55ZZWM	MOBILE TOILETS	120 000.00	HO
24	01356470020F5H27ZZHO	NETWORKS & COMPUTER RELATED HARDWARE	2 500 000.00	HO
25	07106460020F5H44ZZWM	CCTV CAMERAS	2 500 000.00	HO
26	01106460020F5H40ZZHO	OFFICE FURNITURE	100 000.00	HO
27	15056460020FGG96ZZWM	OFFICE FURNITURE	50 309.00	HO
28	08056456020F5K57ZZWM	PEST CONTROL EQUIPMENT	200 000.00	HO
29	01256460020F5K19ZZWM	PLASTIC CHAIRS	20 000.00	HO
30	07106456020GRH13ZZWM	PORTABLE PUMP	500 000.00	HO
31	07106460020F5H41ZZWM	RADIOS AND REPEATER	750 000.00	HO

32	01106456020F5K51ZZHO	RECORDING EQUIPMENT	245 000.00	HO
33	13056456020F5K46ZZHO	RENEWABLE ENERGY	500 000.00	HO
34	13056433020F5D31ZZWM	REPLACEMENT OF TOOLS FOR MECHANICS	100 000.00	HO
35	07106456020GRK56ZZWM	RESCUE & FIRE EQUIPMENT	950 000.00	HO
36	08156456020F5H49ZZWM	RIDE-ON LAWNMOWERS WITH TRAILERS	160 000.00	HO
37	07056456020F5K34ZZHO	SECURITY EQUIPMENT	1 750 000.00	HO
38	07106460020F5H35ZZWM	MEYERTON FIRE STATION - SMALL GEAR	100 000.00	HO
39	05406420420F4J25ZZHO	SMALL MOTOR VEHICLE	250 000.00	HO
40	01356191420F5K47ZZHO	SOFTWARE APPLICATION	1 000 000.00	HO
41	02156460020F5G66ZZHO	STORES EQUIPMENT & SHELVING	250 000.00	HO
42	07106456020F5H04ZZWM	SWIFT WATER RESCUE EQUIP - TRAINING CENTRE	100 000.00	HO
43	01256460020F5K17ZZWM	TABLES	20 000.00	HO
44	08056456020F5H52ZZWM	TELESCOPIC POLE PRUNERS	25 000.00	HO
45	08056420420F4J02ZZWM	TRACTORS (REPLACEMENTS)	325 000.00	HO
46	17056420420F4K12ZZWM	TRUCK FOR LITTER PICKING TEAM	800 000.00	HO
47	07056420420F4J04ZZWM	VEHICLE REPLACEMENTS	600 000.00	HO
48	07106420420F5K54ZZWM	WILD LAND FIRE & RESCUE VEHICLE	2 500 000.00	HO
			25 130 309.00	



6. COUNCIL'S VISION & MISSION

“TO INCLUSIVELY SERVE THE NEEDS OF OUR COMMUNITIES”

We strive daily to enrich the lives of our people by:

1. Adopting a mind-set of innovation to revolutionise the way we operate
2. Leveraging partnerships to realise our full potential
3. Driving sustainability within the local ecosystem
4. Growing the economy in Midvaal, premised on incubating entrepreneurship, socio-economic growth and environmental responsibility
5. Providing excellent and standardised service delivery for all
6. Prioritising the upliftment of our youth
7. Being an ethical and proactive local municipality
8. Elevating Midvaal to be the best and most attractive municipality in the country

Based on the institutional analysis the strengths and weaknesses, which impact directly on its ability to serve the community has been identified. The following Strengths, Weaknesses, Opportunities and Threats have been identified:

Municipal Level SWOT analysis	
Strengths 1. Clean Audit for 2013/14, 2014/15 & 2015/16 and 2017/18 financial years 2. Ranked as the top performing municipality in Gauteng 3. High level of positive public approval 4. Large supply of labour due to 70.4% of the population being economically active 5. Political majority 6. Large youth population 7. Lowest unemployment rate in Gauteng	Weaknesses 1. Funding and Finance constraints 2. Currently at a tipping point in being able to provide service based on current resources 3. Poor internal efficiencies 4. Poor internal and external communication 5. High inequality in provision of services 6. Inequality in socio-economic conditions within the municipality 7. Limited mandate being a local municipality
Opportunities 1. Growth in a diversification of sectors, incl. manufacturing, agriculture and tourism 2. Savanna City 3. Opportunity to leverage the customer base of City of Johannesburg due to its close proximity 4. Large portion of undeveloped land	Threats 1. Poor commercial perception 2. Continued financial stability 3. Slow economic growth 4. Internal capacitation

Key Performance Area	Challenge	Detailed Challenge
KPA 1 Good Governance & Public Participation	Poor Communication & Perception	Municipality is poorly perceived with respect to external stakeholders
		Municipality has limited successful internal and external communication
		The existing communication channels are not reaching their target communities
		Municipality lacks an Integrated Communication System
KPA 2 Safety & Environment	Limited Mandate	Limited mandate with respect to maintaining a police force
		Limited mandate with respect to environmental protection
	Capacity & Capabilities Shortfall	Limited resources and infrastructure to combat pollution
KPA 3 Social & Community Development	Poor Communication & Perception	Limited social and entertainment activities within Midvaal
	Socio-Economic Inequality	Disparity in living conditions between households within Midvaal
		Limited skills of youth in Midvaal
	Insufficient Funding & Financing	Insufficient land for building additional cemeteries
		Insufficient budget for Early Childhood Development initiatives
		Insufficient budget for GEYODI initiatives
KPA 4 Institutional Transformation	Capacity & Capabilities Shortfall	Lack of capacity and skills
		Staff accumulating excessive leave
	Inefficient Processes & Systems	Outdated Internal Technology and Systems
		Inefficient internal processes for decision-making, building plans, communications and procurement
	Poor Communication & Perception	Low staff morale
KPA 5 Financial Sustainability	Insufficient Funding & Financing	Municipality expenses are growing faster than revenue
		Long external legal process with respect to debt collection
		Limited debt collection in certain areas of the municipality
KPA 6 Physical Infrastructure & Energy Efficiency	Capacity & Capabilities Shortfall	Limited resources to perform debt collection
		Limited financing for infrastructure build
		Limited service delivery enabling infrastructure in certain areas of the municipality
		Limited long-term planning with respect to infrastructure
	Security concerns around key infrastructure	
KPA 7 Services & Customer Care	Insufficient Funding & Financing	Limited service delivery enabling infrastructure to deliver customer service
		Disparity in service and service experience delivered to households within the municipality
KPA 8 Economic Growth & Development	Slow Economic Growth	Rate of unemployment, specifically prevalent to youth
		Lack of diversity in leveraging prevalent economic sectors
		Low labour absorption rate



7. MIDVAAL'S APPROVED KEY PERFORMANCE AREAS (KPAs)

The Midvaal Performance Framework is composed of Key Performance Areas (KPAs) which are the areas of focus required for the Municipality to achieve its strategic objectives and are aligned with the Promises made as part of the political vision. Midvaal has developed eight KPAs, the eight KPAs have been closely aligned to governmental and political objectives with the detailed association provided.

The KPAs have been further broken down into focus areas for implementation referred to as Key Focus Areas (KFAs). The focus areas segment the KPA into its constituent opportunities and are supported by Key Performance Indicators (KPIs), which are in turn achieved through project implementation.

KPA 1 Good Governance & Public Participation

To promote increased participation and improved communication with all key internal and external stakeholders

KPA 2 Safety & Environment

To create a sustainable environment safe from harm

KPA 3 Social & Community Development

To create an environment focused on uplifting the youth, the poor and the most vulnerable

KPA 4 Institutional Transformation

To transform and align the people, processes and systems of the municipality to achieve its objectives

KPA 5 Financial Sustainability

To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements

KPA 6 Physical Infrastructure & Energy Efficiency

To ensure efficient infrastructure and energy supply that will improve the quality of life of the community

KPA 7 Services & Customer Care

To deliver inclusive and excellent services to the community

KPA 8 Economic Growth & Development

To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation



8. APPROVAL OF SERVICE DELIVERY & PERFORMANCE TARGETS

These targets and indicators must be:

- 1. Approved in the budget as an annual indicator with projections for at least two outer years based on the strategic priorities:**

“The budget resolution must approve measurable performance objectives for each vote (and for key sub-functions as may be prescribed) including service delivery targets and other performance indicators so that council can be judged on service delivery as well as revenue and expenditure

- 2. Split into quarterly projections for the forthcoming budget in the SDBIP:**

“The SDBIP would then break the annual targets and indicators into quarterly projections to assist with implementation. Quarterly reviews would compare targets with actual and revise future targets as necessary“

- 3. Contained in Annual Performance Agreements of the Municipal Manager and Senior Managers:**

“The quarterly projections in the SDBIP must be consistent with the annual performance agreements of the Municipal Manager and Senior Managers so that they can be held accountable for performance in line with the SDBIP, Budget & IDP“

- 4. Reported on for in-year reporting (quarterly and mid-year) and the annual report:**

“The Annual Report must include an assessment by the Accounting Officer of performance against the measurable performance objectives approved in the budget (and contained) in the SDBIP and annual performance agreements) including service delivery targets and other performance indicators.“

In terms of Section 54(1) of the Municipal Finance Management Act, Act 56 of 2003

- (1) On receipt of a statement or report submitted by the accounting officer of the municipality in terms of Section 71 or 72, the mayor must –
- (a) consider the statement or report
 - (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan
 - (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustments budget;
 - (d) issue any appropriate instructions to the accounting officer to ensure –
 - (i) that the budget is implemented in accordance with the service delivery and budget implementation plan; and
 - (ii) that spending of funds and revenue collection proceed in accordance with the budget;

The Council, per item C2550/05/2021 dated 27 May 2021, approved the Final Medium-Term Revenue & Expenditure Framework (MTREF), required by Section 24 of the Local Government: Municipal Finance Management Act (MFMA), Act 56 of 2003. The Integrated Development Plan (IDP) was subsequently approved by Council per item C2549/05/2021 dated 27 May 2021.

Section 53(1)(c)(ii) of the MFMA, stipulates that the Service Delivery & Budget Implementation Plan is approved by the Executive Mayor **within 28 days after the approval of the budget.**

The Service Delivery & Budget Implementation Plan is therefore compiled and submitted to the Executive Mayor for consideration and approval.

In other words, the Measurable Performance Objectives are therefore compiled accordingly as per the approved Key Performance Areas (Strategic Objectives) for consideration and approval:

9. KEY PERFORMANCE AREAS (KPAs) / KEY FOCUS AREAS (KFAs) (Measurable Performance Objectives)

As earlier referred to, the Key Performance Areas (KPAs) have been broken down into focus areas for implementation referred to as Key Focus Areas (KFAs). The focus areas segment the KPA into its constituent opportunities and are supported by Key Performance Indicators (KPIs), which are in turn achieved through project implementation.

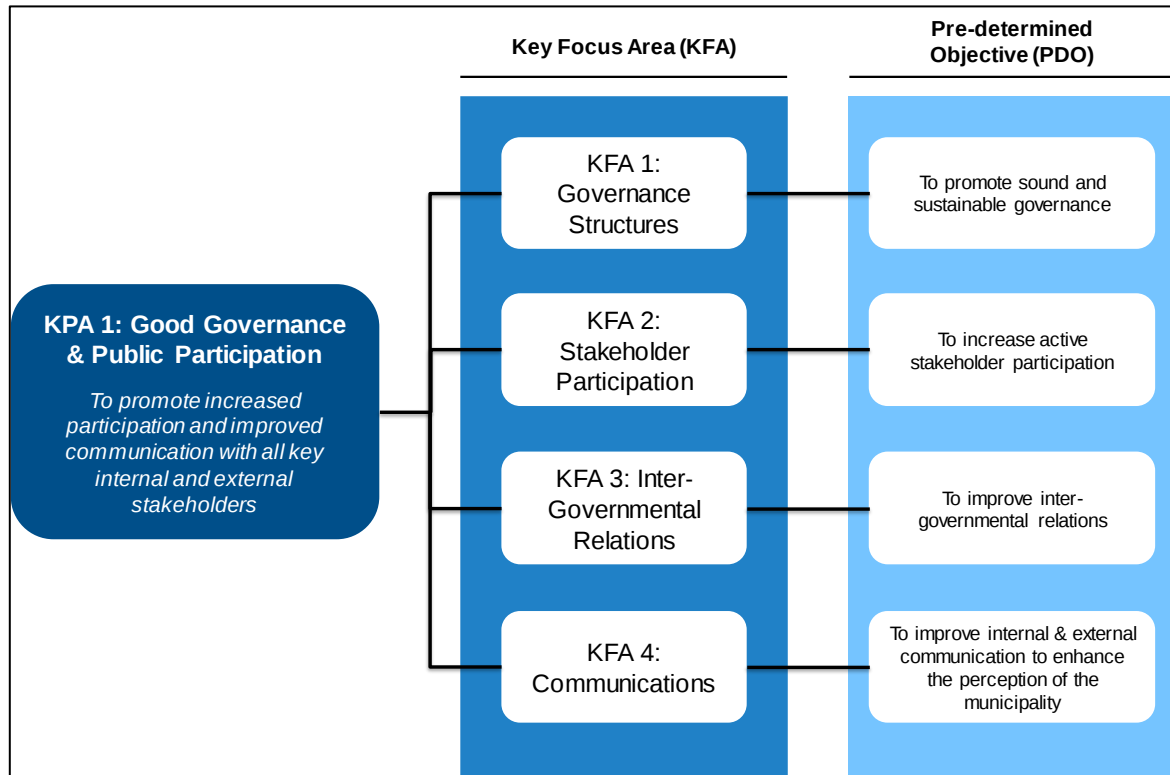
KPA 1: Good Governance & Public Participation	KPA 2: Safety & Environment	KPA 3: Social & Community Development	KPA 4: Institutional Transformation	KPA 5: Financial Sustainability	KPA 6: Physical Infrastructure & Energy Efficiency	KPA 7: Services & Customer Care	KPA 8: Economic Growth & Development
KFA 1: Governance Structures	KFA 5: Safety & Security	KFA 7: Sports and Recreation Programmes & Facilities	KFA 9: Human Capital & Skills Development	KFA 13: Financial Management	KFA 17: Electricity & Energy Efficiency	KFA 22: Water & Sanitation	KFA 25: LED & Capacity Building
KFA 2: Stakeholder Participation	KFA 6: Emergency Services	KFA 8: Libraries, Arts, Culture and Special Programmes	KFA 10: Performance management	KFA 14: Revenue management	KFA 18: Roads & Storm-water infrastructure	KFA 23: Electricity	KFA 26: Spatial & Development Planning
KFA 3: Intergovernmental Relations			KFA 11: Systems & Technologies	KFA 15: Supply Chain Management	KFA 19: Water & Sanitation Infrastructure	KFA 24: Cleansing & Waste Management	
KFA 4: Communications			KFA 12: Policies, Processes & Procedures	KFA 16: Asset Management	KFA 20: Landfill sites & Transfer Stations		
					KFA 21: Municipal & Public Facilities		

The cascading of performance from KPA through to KPI, ensures that all projects contribute in some way to the achievement of a Midvaal Local Municipality Strategic Objective and in turn District, Provincial and National objectives.



KPA 1: Good Governance & Public Participation

To promote increased participation and improved communication with all key internal and external stakeholders



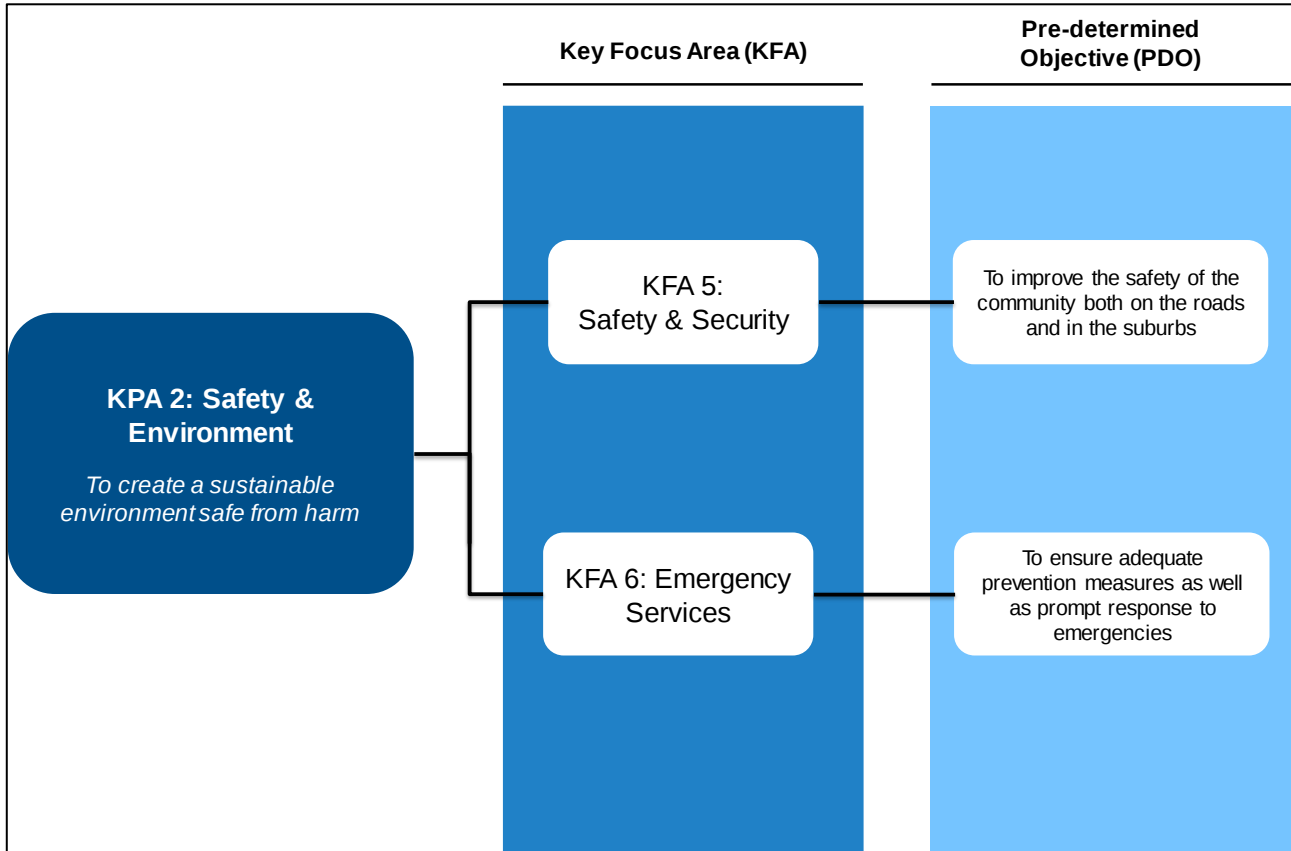
NUMBER PER KPA	RESPONSIBLE DEPARTMENT	KPI NO	KPA NO	KFA NO	KEY PERFORMANCE INDICATOR (KPI) 2021/2022	DEFINITION	OBJECTIVE OF INDICATOR	WARD	5-YEAR TARGET		SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022			
										YEAR 5				
										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	CORP	KPI 018	KPA 1	KFA 02	Number of events arranged per approved year planner	(1) Council Related Events, approved per Year Planner executed = Year Planner approved by Mayoral Committee (Mayoral Committee Resolution) (2) Evidence of execution of event planned	Council hosts events as a medium to enhance a positive relationship/partnering with external stakeholders and portray a positive image of Council (Planning & Execution)	All	15	1	0	0	0	1
2	CORP	KPI 019	KPA 1	KFA 03	Number of Mayoral Committee reports on formalised Inter-governmental Relations (IGR) Fora meetings attended, per quarter	(1) Report submitted to Mayoral Committee to reflect (1.1) Type of meeting (1.2) Purpose of the Meeting (1.3) Department (1.4) Delegate attended. (2) Report submitted into reporting cycle within one month after the end of the quarter. (3) Proof of submission into reporting cycle = signature and date receipt by Committees Clerk's	IGR Fora Report as per Section 10 of the IGR Policy (Policy approved per item C987/10/2013 dated 31 Oct 2013). Creating opportunity for Council to share information and networking. Promoting inter-governmental relations	All	20	4	1	1	1	1

3	CORP	KPI 025	KPA 1	KFA 04	Number of customer satisfaction outcome survey reports distributed to Mayoral Committee members and HOD's quarterly	Survey report to reflect: (1) The 5 most common complaints (2) The 5 most common affected areas (3) % Level of satisfaction per department (4) Report e-mailed to all stakeholders by the 15th working day, quarterly	To monitor customer satisfaction and ensure feedback on public complaints received via the outsourced Complaints Hotline	ALL	20	4	1	1	1	1
4	CORP	KPI 026	KPA 1	KFA 04	Percentage compliance to the requirements of Section 75 (MFMA) in terms of the Website updating monthly	(1) Website updated within 5 working days after date of the Council Resolution. (2) Monthly Section 75 MFMA compliance checklist signed-off by Deputy Municipal Manager within 5 working days, after end of each month	To monitor compliance to Section 75 of the MFMA in order to create community awareness, transparency and consistency	ALL	100%	100%	100%	100%	100%	100%
5	CORP	KPI 027	KPA 1	KFA 01	Number of Ward Committee meetings arranged annually	Meetings arranged according to Council approved Annual Year Planner	To monitor and report on the functioning of Ward Committees and also to monitor attendance by Ward Committee Members	ALL	300	60	15	15	15	15



KPA 2: Safety & Environment

To create a sustainable environment safe from harm



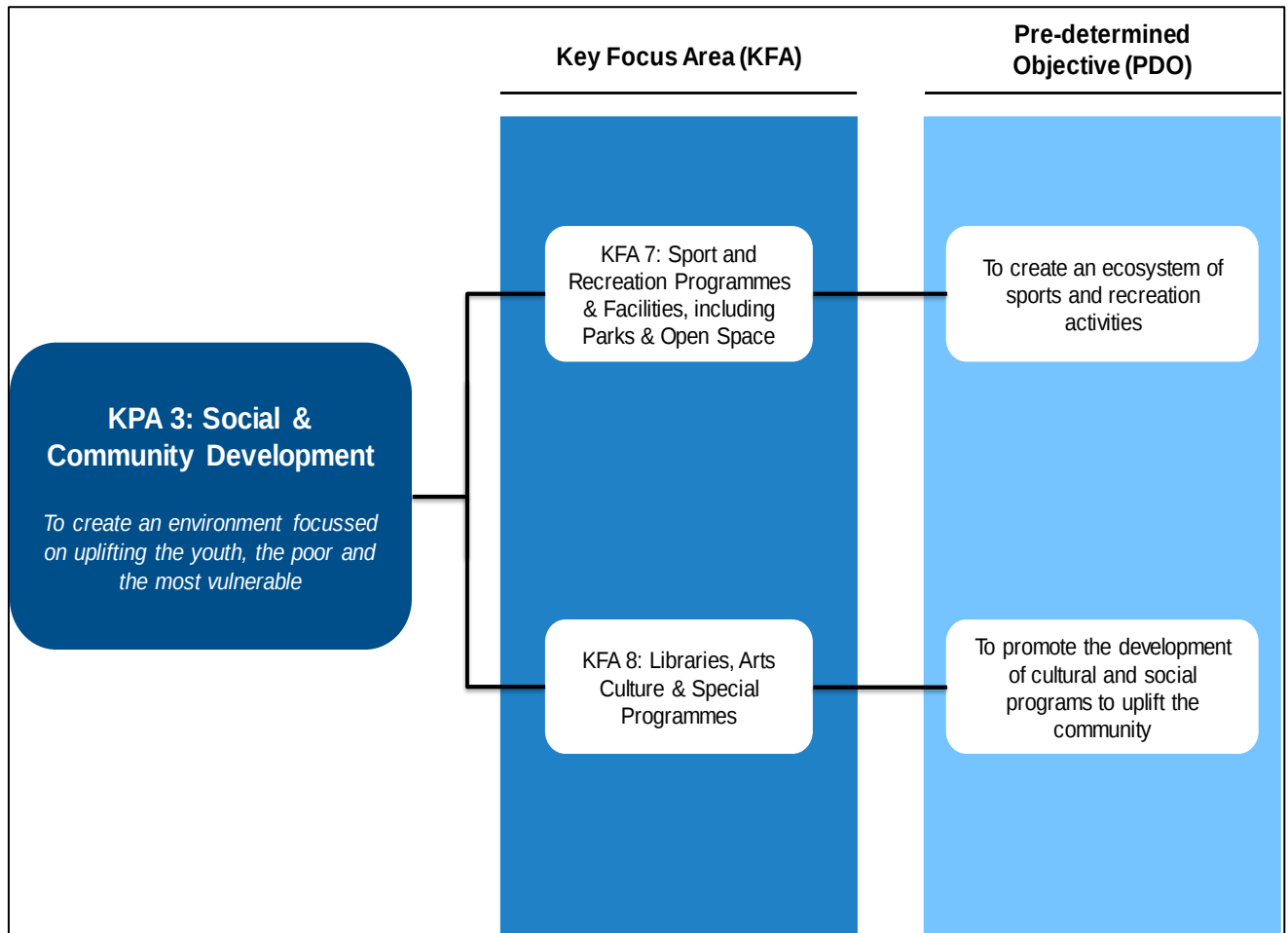
NUMBER PER KPA	RESPONSIBLE DEPARTMENT	KPI NO	KPA NO	KFA NO	KEY PERFORMANCE INDICATOR (KPI) 2021/2022	DEFINITION	OBJECTIVE OF INDICATOR	WARD	5-YEAR TARGET		SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022			
										YEAR 5				
										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	COMM	KPI 043	KPA 2	KFA 05	Number of deployed Midvaal security patrollers	Agreement signed between Midvaal & related service providers	To enhance security	All	20	20	0	0	0	20
2	COMM	KPI 054	KPA 2	KFA 05	Review the Disaster Management Plan annually	Reviewed Disaster Management Plan by Executive Director: Community Services, approved with IDP for forth-coming year	The purpose is the compilation of a Disaster Management Plan complying with the Disaster Management Act, Act 57 of 2002, Section 48. Disaster Risk Management is defined as a continuous and integrated multi-sectorial and multi-disciplinary process of planning and implementation of measures aimed at disaster prevent, mitigation, preparedness, response, recovery and rehabilitation	All	5	1	0	0	0	1

3	COMM	KPI 056	KPA 2	KFA 06	Number of actions executed against 3 identified industrial high risk environmental contraveners quarterly	Actions against the 3 identified high risk environmental contraveners, i.e.: (1) Inspection, (2) Follow-up audits and (3) Compliance Inspections	Midvaal Environmental Health Section identified high risk environmental contraveners via compliance inspections. Training is provided to the identified Safety Officers, i.e. theoretical training, follow-up inspections to monitor the effectiveness of the training and to ensure sustainability	All	45	9	0	3	3	3
4	COMM	KPI 065	KPA 2	KFA 05	Percentage traffic camera speed tickets successfully downloaded for mailing, quarterly	Percentage calculated = Number of traffic camera speed tickets successfully downloaded versus the number downloaded captured	Phase 1 = Procurement of Traffic Management Software, Phase 2 = Implementation of software, Phase 3 = Back Office functional = Number of camera speed tickets successfully downloaded captured for mailing measured in percentage	All	1	1	0	0	0	1



KPA 3: Social & Community Development

To create an environment focusing on uplifting the youth, the poor and the most vulnerable



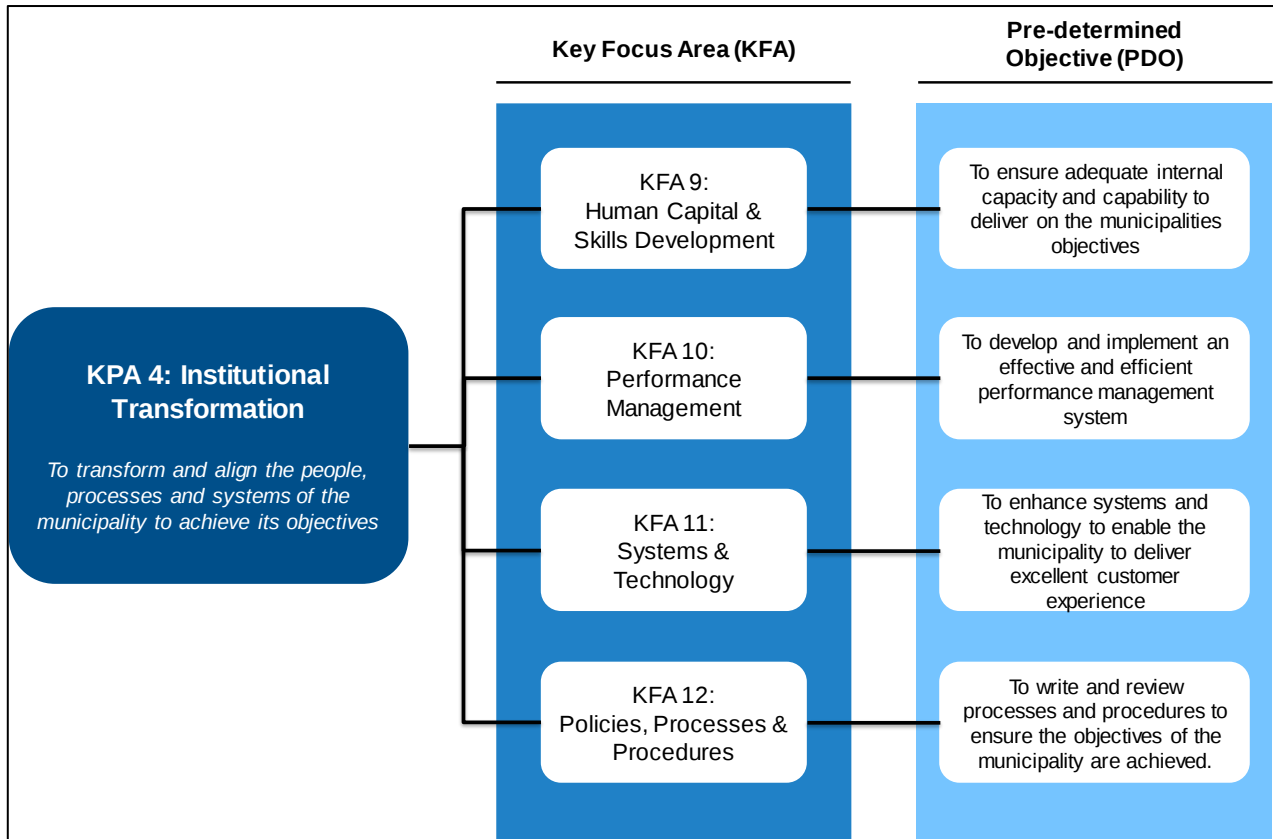
NUMBER PER KPA	RESPONSIBLE DEPARTMENT	KPI NO	KPA NO	KFA NO	KEY PERFORMANCE INDICATOR (KPI) 2021/2022	DEFINITION	OBJECTIVE OF INDICATOR	WARD	5-YEAR TARGET		SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022			
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										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	ENG	KPI 044	KPA 3	KFA 07	Completion of Phase 4 at the Lakeside Sport Centre and related Sports Infrastructure	Phase 4 - Completion Certificate signed off by Quantity Surveyor for Ablution Facility & Combi-Courts	Development, construction and completion of a multi-purpose sport centre for the Lakeside Community (Ward 6). It is a 4 phase project, namely: Phase 1 = Earth Works Completed, Phase 2 = Fence and water connection completed (R2.5 m), Phase 3 = Construction of the Soccer Field (R3.9 m) and Phase 4 = Ablution Facility & Combi-Courts (R2.6 m)	6	Completion of Lakeside Sport Centre	1	0	0	0	1
2	COMM	KPI 046	KPA 3	KFA 08	Number of Gender, Elderly, Youth and Disabled Groups (GEYODI) programmes implemented per annum	Gender, Elderly, Youth or Disabled Groups (GEYODI) implemented according to approved Annual Year Planner	GEYODI, Gender, Elderly, Youth and Disabled Group programmes are focused on awareness and education of the community. It also creates a platform for early intervention where required	All	20	4	1	1	1	1

3	COMM	KPI 047	KPA 3	KFA 08	Number of Early Childhood Development Centres formalised	Early Childhood Development Programme Monitoring Tool (MRR) signed off by the Executive Director: Community Services (Certificate signed off by the Executive Director: Community Services)	Early Childhood Development Centres are inspected to monitor child development milestones and growth. Outcomes of the Assessment Reports are signed off by the Executive Director: Community Services	All	10	2	0	0	0	2
4	COMM	KPI 048	KPA 3	KFA 08	Number of Day Mothers established	Signed contract per Day Mother, with implementing Non-Profit Organisation	A programme has been developed to assist with the establishment of day mothers and to encourage the signing of a contract with a Non-Profit Organisation	All	30	5	0	0	2	3



KPA 4: Institutional Transformation

To transform and align the people, processes and systems of the municipality to achieve its objectives



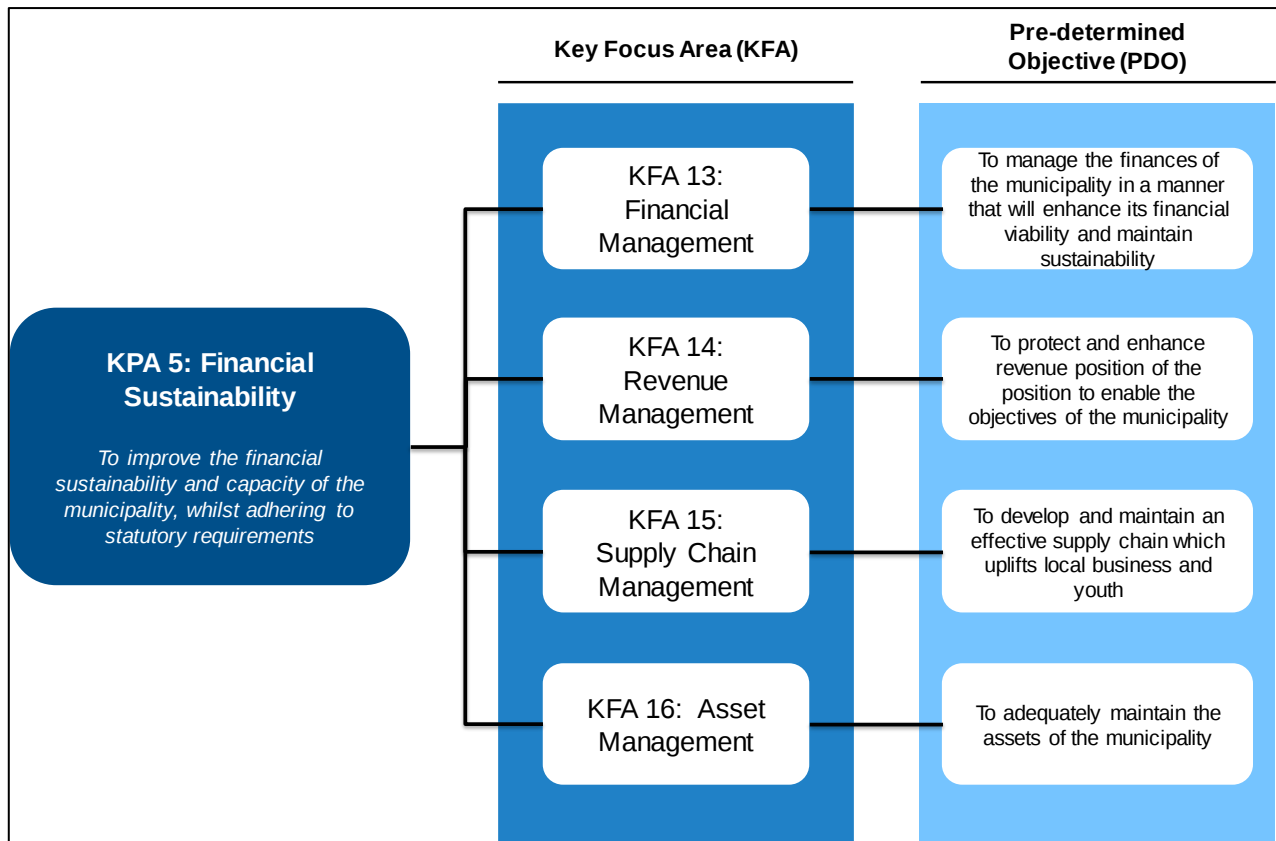
NUMBER PER KPA	RESPONSIBLE DEPARTMENT	KPI NO	KPA NO	KFA NO	KEY PERFORMANCE INDICATOR (KPI) 2021/2022	DEFINITION	OBJECTIVE OF INDICATOR	WARD	5-YEAR TARGET		SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022			
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										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	CORP	KPI 021	KPA 4	KFA 11	Average percentage compliance to baseline turn-around time to attend to calls logged via the ICT Help Desk, per month	ICT Service Desk Report verified and signed off by the Director: ICT, by the 10th working day, monthly	To establish mechanisms to monitor performance of ICT staff	All	90%	85%	85%	85%	85%	85%
2	CORP	KPI 023	KPA 4	KFA 12	Number of average working days legal actions are assessed, per month	Legal & Property Action Register reflecting turn-around time to be within 4 working days (as per court rules, i.e. first day out and last day in, excluding weekends and public holidays) = Date of receipt by Legal Section vs date assessed (determination of legal process to be followed)	To ensure timeous response to legal claims / actions and/or summonses served on Council to minimise delays and avoid punitive orders due to non-attendance of legal actions	All	4	4	4	4	4	4

3	CORP	KPI 024	KPA 4	KFA 10	Number of Section 52(d) - performance reports (SDBIP) submitted to Council quarterly	(1) Report considered by Council within 30 days after the end of each quarter (Council Resolution) (2) Assessment and Analysis Report received from the Gauteng Department of Co-operative Governance & Traditional Affairs (COGTA) on the Quarterly Performance Report	To comply with the requirements of Section 52(d) of the MFMA	All	20	4	1	1	1	1
4	CORP	KPI 028	KPA 4	KFA 09	(NKPI - 6) - Percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan (WSP)	Accumulative percentage of municipal budget allocated for training viz % spent reported as per the Solar print-out on Vote (All expenditure to include VAT) and signed off by Director	To monitor the implementation of Council's approved and funded Workplace Skills Plan (WSP)	All	95%	93%	15%	40%	60%	93%
5	CORP	KPI 029	KPA 4	KFA 09	(NKPI - 5) - Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved Employment Equity Plan	Report submitted into reporting cycle, signature and date of Committee Clerk, to Mayoral Committee, on verified number of appointed staff on the 3 highest levels (MM, HOD and Directors) as per the municipality's Annual Employment Equity Plan	To monitor new appointments in terms of Council's Annual Employment Equity Plan	All	5	1	0	0	0	1



KPA 5: Financial Sustainability

To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements



NUMBER PER KPA	RESPONSIBLE DEPARTMENT	KPI NO	KPA NO	KFA NO	KEY PERFORMANCE INDICATOR (KPI) 2021/2022	DEFINITION	OBJECTIVE OF INDICATOR	WARD	5-YEAR TARGET		SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022			
										YEAR 5				
										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	FIN	KPI 007	KPA 5	KFA 13	(NKPI - 7c) - Annual Cost Coverage	Available cash + investments / Monthly fixed operating expenditure (cash expenditure)	This ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue. The target is one month, meaning that the Municipality must have at least cash equalling one month's fixed operation expenditure	All	2	2	0	0	0	2
2	FIN	KPI 008	KPA 5	KFA 13	Annual Liquidity Ratio	Current Assets: Current Liabilities (as per the Statement of Financial Position) annually reported	The ratio is used to assess the Municipality's ability to pay back its short-term liabilities (debt and payables) with its short-term assets (cash, inventory and receivables). The target 1.5 : 1 means, that the Municipality must have at least current assets equalling the current liabilities	All	2 : 1	1.5 : 1	0	0	0	1.5 : 1

3.1	MM	KPI 009	KPA 5	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	All	Unqualified	Unqualified	0	Unqualified	0	0
3.2	CORP	KPI 009	KPA 5	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	All	Unqualified	Unqualified	0	Unqualified	0	0
3.3	FIN	KPI 009	KPA 5	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	All	Unqualified	Unqualified	0	Unqualified	0	0

4	FIN	KPI 010	KPA 5	KFA 13	(NKPI - 7a) - Annual Debt Coverage	Total operating revenue - operating grants received / debt service payments due within the year. Operating grants will include all grants recognised as grants on the operating budget. Operating revenue will exclude capital revenue	The ratio indicates the Municipality's ability to meet at least its debt service payments (interest and redemption) commitments from cash and short-term investment without collecting any additional revenue. The target is 15 times meaning that the Municipality must have at least cash equalling 15 times the annual interest and redemption charges	All	17	15	0	0	0	15
5	FIN	KPI 011	KPA 5	KFA 14	(NKPI - 7b) - Annual percentage of outstanding service debtors to revenue	Total outstanding service debtors (GROSS, excluding VAT) / revenue received for services calculated per annum (all consumer debtors included excluding developer contributions)	The ratio indicates the proportion of the Municipality's outstanding debtors in relation to its annual revenue. The target is 50% (maximum) meaning that the Municipality must have a gross consumer debtors balance of less than 50% of the annual revenue received for service charges	All	33%	50%	0	0	0	50%

6	FIN	KPI 012	KPA 5	KFA 14	Percentage Collection Rate maintained, annually	Actual amount collected (cash) / amount billed for the period (per billing cycle - excluding any debt write-offs)	The ratio indicates the collection rate, i.e. % level of payments. It measures increases or decreases in debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration. The target is 93% meaning that at least 93% of the amount billed in a month must be collected in cash	All	93%	90%	0%	0%	0%	90%
7	FIN	KPI 013	KPA 5	KFA 14	(NKPI - 2) - Percentage of households earning less than R5 000 per month with access to free basic services	Percentage of number of households registered as formal indigent households who receive the benefit (subsidy) of free basic services	The ratio shows that all approved and registered indigents are receiving their municipal subsidies (free basic services, i.e. subsidy on property rates, waste removal, sewer and water) as per the approved Indigent Policy	All	95%	95%	95%	95%	95%	95%
8.1	MM	KPI 014	KPA 5	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget (all line items on capital budget)	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	All	90%	90%	14%	40%	66%	90%

8.2	FIN	KPI 014	KPA 5	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	All	90%	90%	14%	40%	66%	90%
8.3	CORP	KPI 014	KPA 5	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	All	90%	90%	14%	40%	66%	90%
8.4	DP	KPI 014	KPA 5	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	All	90%	90%	14%	40%	66%	90%

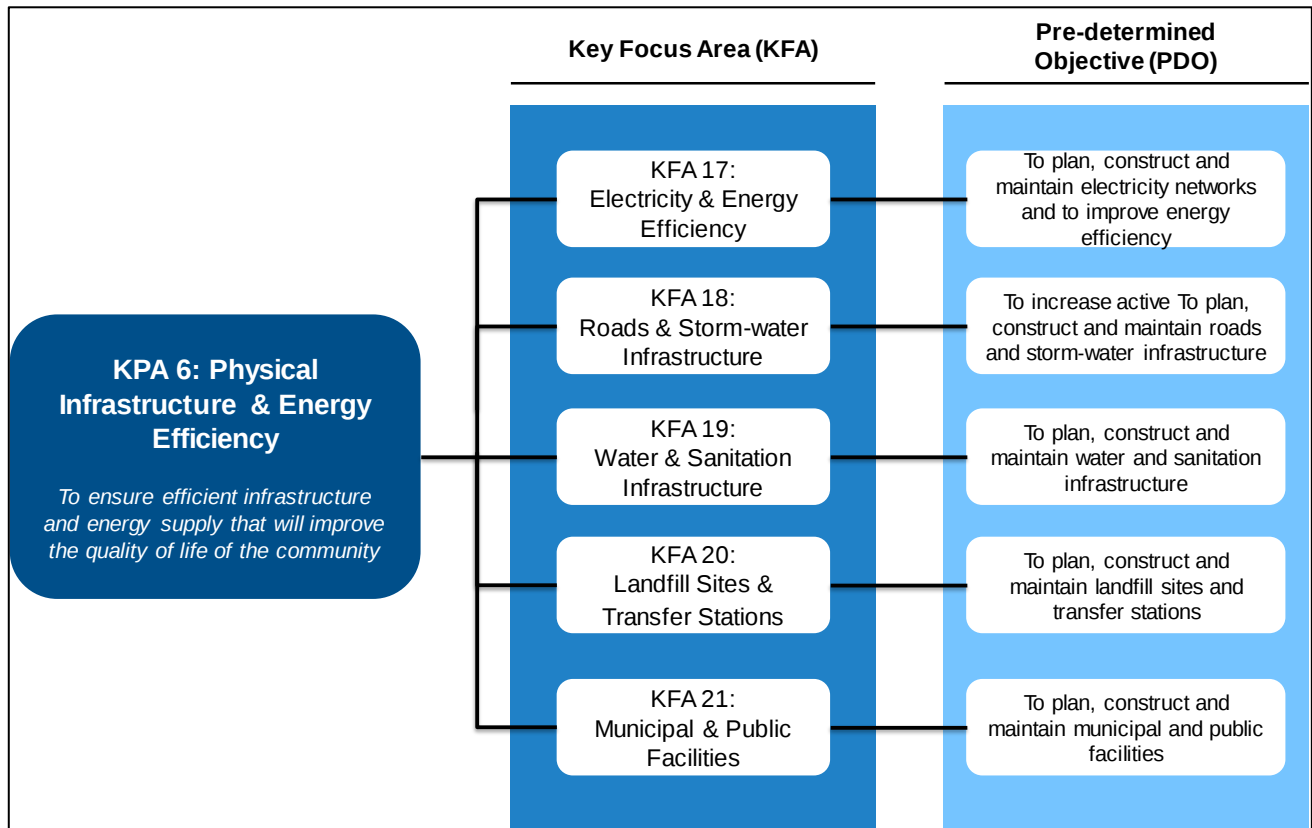
8.5	COMM	KPI 014	KPA 5	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	All	90%	90%	14%	40%	66%	90%
8.6	ENG	KPI 014	KPA 5	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	All	90%	90%	7%	40%	60%	90%
9	FIN	KPI 015	KPA 5	KFA 15	Percentage of annual procurement spent awarded to Township Economics	Percentage calculated by dividing the total expenditure to township suppliers by the total procurement expenditure x 100	Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs	All	5%	5%	0%	0%	0%	5%

10	FIN	KPI 016	KPA 5	KFA 15	Percentage of annual procurement spent awarded to Youth owned enterprises	Percentage calculated by dividing the total expenditure to youth suppliers by the total procurement expenditure x 100	Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger	All	3%	3%	0%	0%	0%	3%
11	FIN	KPI 017	KPA 5	KFA 16	Percentage of annual operational budget allocated to repairs and maintenance	Repairs & Maintenance Budget as a % of the total Operating Budget (exclusive of internal charges)	The Operating Budget is defined as the latest approved version of the budget, i.e. either the originally approved budget, or the adjustments budget in the case of Council approving an Adjustments Budget, inclusive of the approved virements that have been approved and processed in terms of the System of Delegations	All	8%	8%	0%	0%	0%	8%



KPA 6: Physical Infrastructure & Energy Efficiency

To ensure efficient infrastructure and energy supply that will improve the quality of life of the community



NUMBER PER KPA	RESPONSIBLE DEPARTMENT	KPI NO	KPA NO	KFA NO	KEY PERFORMANCE INDICATOR (KPI) 2021/2022	DEFINITION	OBJECTIVE OF INDICATOR	WARD	5-YEAR TARGET		SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022			
										YEAR 5				
										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	ENG	KPI 030	KPA 6	KFA 17	Percentage of electricity losses not to exceed target annually	Loss electricity kW purchase/kW accounted for due to loss	Percentage of electricity losses not to exceed target annually	All	11.50%	-15%	0	0	0	-15%
2	ENG	KPI 032	KPA 6	KFA 18	Number of square meters of tarred roads resealed annually	Accumulative square meters of tar roads resealed with (1) Fog-spray and/or (2) Slurry Seal	Number of square meters of tar roads rehabilitated and resealed	All	25 000 m²	50 000 m²	5 000 m²	25 000 m²	30 000 m²	50 000 m²
3	ENG	KPI 033	KPA 6	KFA 19	Percentage of water losses reduced in line with the Water Demand Management (WDM) Plan per annum	kL water purchased divided by kL of water accounted for (Meter Reading & Technical Losses)	To ensure by-law enforcement to benefit quality built environment and to ensure clean and transparent development through compliance	All	20%	-30.40%	0	0	0	-30.40%
4	ENG	KPI 035	KPA 6	KFA 19	(NKPI - 1b) - Percentage of households with access to basic sanitation	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	To increase the percentage of households with access to basic sanitation	All	67%	67%	0	0	0	67%

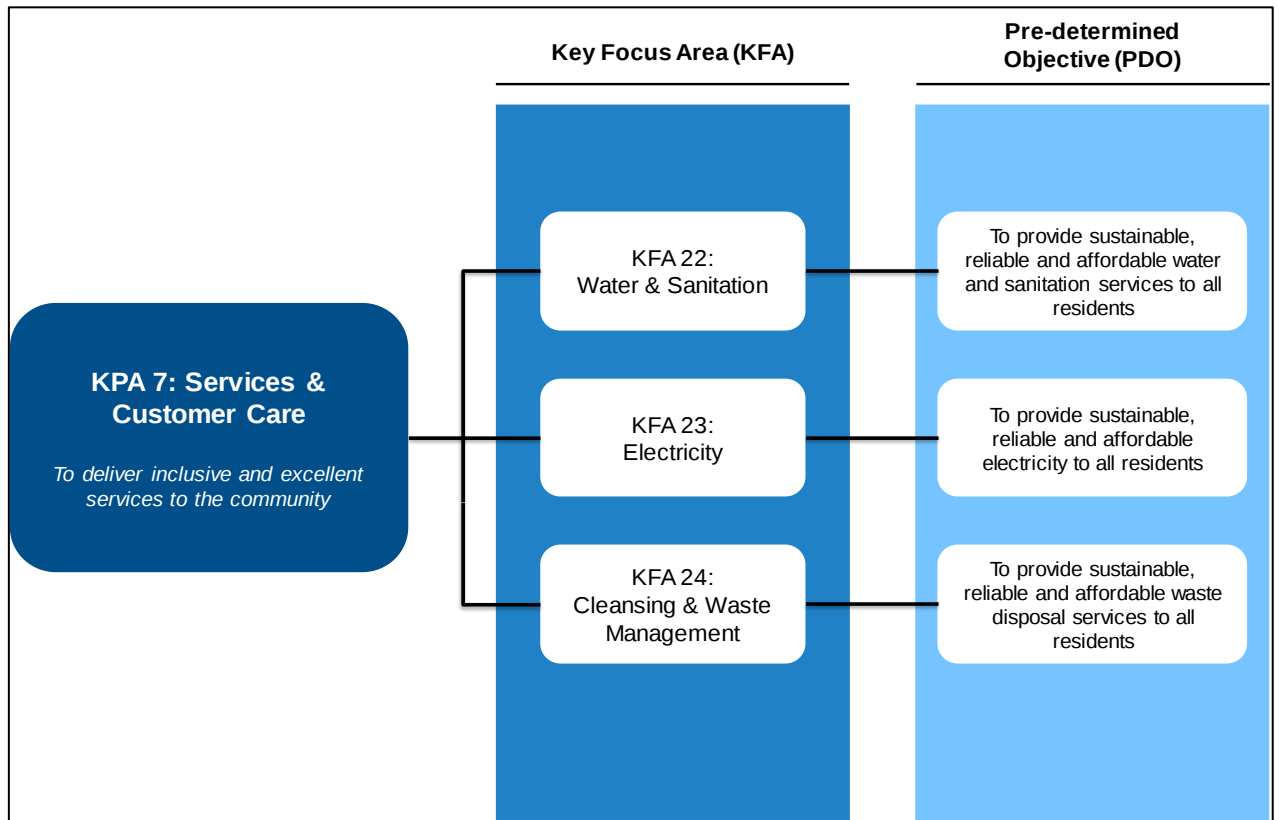
5	ENG	KPI 037	KPA 6	KFA 19	(NKPI - 1a) - Percentage of households with access to basic water	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	To increase the percentage of households with access to basic water	All	99%	72%	0	0	0	72%
6	ENG	KPI 039	KPA 6	KFA 17	(NKPI - 1c) - Percentage of households with access to basic electricity	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	To increase the percentage of households with access to basic electricity	All	79.30%	56%	0	0	0	56%
7	COMM	KPI 074	KPA 6	KFA 20	Licensing Walkerville Landfill Site according to the new Regulations	Record of decision received from Gauteng Department of Agriculture and Rural Development (GDARD) regarding the Walkerville Landfill Site	To ensure the Walkerville Landfill Site is operated/legalised according to the new Regulations	All	1	1	0	0	0	1
8	ENG	KPI 075	KPA 6	KFA 18	Number of km of gravel road converted to tarred road annually	Completion certificate signed off by Head of Department by 30 Jun 2022	To increase access to roads infrastructure services	All	2 km	2 km	0	0	0	2

9	COMM	KPI 076	KPA 6	KFA 20	Initiate Phase 1: Component A - New landfill site identified and process of acquisition initiated	Phase 1: Component A - (1) New landfill site identified and (2) Process of acquisition initiated (Council Resolution)	To increase access to landfill infrastructure services: Phase 1: Component A - New landfill site identified and process of acquisition initiated (Council Resolution) and Component B - Licence Application Processed	All	New	Phase 1 - Component A completed (Council Resolution)	0	0	0	1
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KPA 7: Services & Customer Care

To deliver inclusive and excellent services to the community



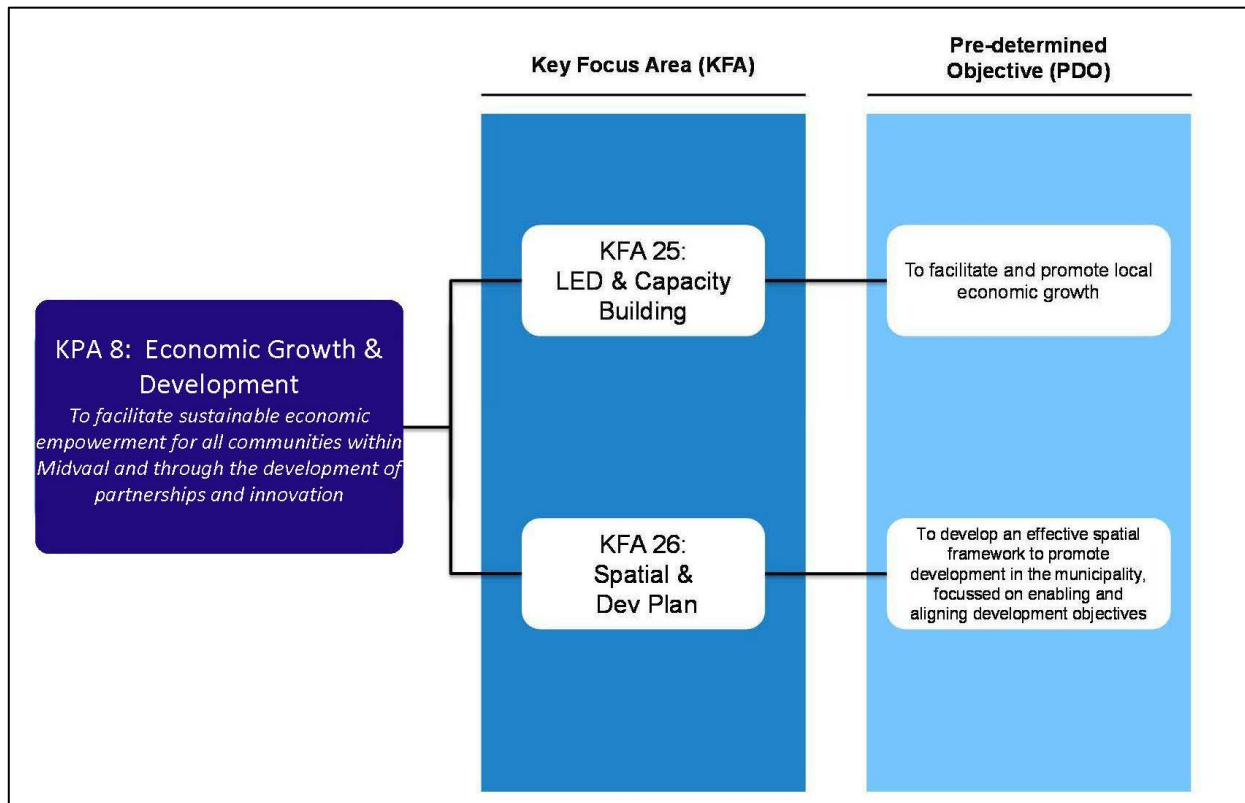
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										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	ENG	KPI 036	KPA 7	KFA 22	Number of additional formal households with access to basic level of sanitation per annum	Number of additional formal houses connected to basic sanitation (Monthly Solar Billing Report)	To increase the access to basic sanitation to formal households	All	1 750	4	0	0	0	4
2	ENG	KPI 038	KPA 7	KFA 22	Number of additional formal households with access to basic level of water per annum	Number of additional formal houses connected to basic water (Monthly Solar Billing Report)	To increase the access to basic water to formal households	All	1 750	12	0	0	0	12
3	ENG	KPI 040	KPA 7	KFA 23	Number of additional formal households with access to basic level of electricity per annum	Number of additional formal houses connected to basic electricity (Monthly Solar Billing Report)	To increase the access to basic electricity to formal households	All	750	12	0	0	0	12
4	COMM	KPI 050	KPA 7	KFA 24	(NKPI - 1d) - Percentage of households with access to basic level of solid waste removal	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	Provision of access to the basic level of solid waste removal	All	86%	86%	0	0%	0%	86%

5	COMM	KPI 051	KPA 7	KFA 24	Number of additional formal households with access to basic level of solid waste removal per annum	Number of additional formal houses serviced in terms of basic solid waste removal (Increase in number of service points). Monthly Solar billing report	Expansion of access to the basic level of solid waste removal in line with the development rate in Savanna City, Eye of Africa and any other possible developments	All	1 750	500	0	0	0	500
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KPA 8: Economic Growth & Development

To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation



NUMBER PER KPA	RESPONSIBLE DEPARTMENT	KPI NO	KPA NO	KFA NO	KEY PERFORMANCE INDICATOR (KPI) 2021/2022	DEFINITION	OBJECTIVE OF INDICATOR	WARD	5-YEAR TARGET		SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022			
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										2021/2022	Q1	Q2	Q3	Q4
										ANNUAL TARGET	TARGET	TARGET	TARGET	TARGET
1	DP	KPI 002	KPA 8	KFA 26	Percentage compliance to turn-around time maintained to consider building plan applications quarterly	Percentage compliance to 30 working days turn-around time, in terms of the National Building Regulations and Building Standards Act of 1977, (Building Plan applications exceeding 500 m² floor area) = Date of application received versus date considered (signature by Assistant Director: Building Control)	To monitor and improve the turn-around times for building plan applications in order to ensure faster development on the ground and to benefit the economy. To accelerate local economic development	All	90%	90%	90%	90%	90%	90%
2	DP	KPI 003	KPA 8	KFA 26	Average turn-around time maintained to consider land use applications quarterly	(1) Average of 8 months turn-around time, to consider applications submitted in terms of SPLUMA (2) Date of Legally Compliant Application received versus Date Considered (Excluding Municipal Planning Tribunal and Appeal Planning Authority)	To monitor and to improve the turn-around times for land use applications, in order to ensure faster development and to benefit the economy. Also to ensure new income revenue generation to the municipality. SPLUMA dictates a turn-around time of 16 months, however MLM adopted a 8 month-turn-around time	All	Within 8 months	8	8	8	8	8

3	DP	KPI 005	KPA 8	KFA 25	(NKPI - 4) - Number of jobs created through municipality's local economic development initiatives including capital projects	Report to Department of Labour approved by Mayoral Committee (Mayoral Committee Resolution) (EPWP and any other jobs created, excluding CWP). Report submitted into reporting cycle by 20 Aug 2021 (Proof of receipt by Committee Clerk) (2020/2021 = report)	To ensure that Midvaal Local Municipality's vision of growing the economy and creation of jobs be realised. The focus remains on Local Economic Development (LED)	All	6 600	1 500	1 500	0	0	1 500
4	DP	KPI 061	KPA 8	KFA 25	Percentage of land invasion complaints responded to within 48 hours, quarterly	(1) Register = Calculation of average percentage of complaints responded to (Date complaint lodged through Call Centre) versus date of responded (Site Inspection Report signed off within 48 hours = achievement of target) (2) Verification (correctness of evidence) signed off by Director by the 15th working day, quarterly	Prevention of illegal occupation of land, prompt response will assist in saving cost for legal fees and avoid MLM from having to provide alternative accommodation for land invaders	All	90%	90%	90%	90%	90%	90%

6.1	MM	KPI 079	KPA 8	KFA 26	Number of interventions implemented from the Midvaal Economic Recovery Plan, per quarter	Procurement of Contractors to implement the Economic Recovery Plan (Letter of Appointment)	(1) Implementation of projects/programme s/activities as contained in the Midvaal Economic Recovery Plan (2) Outcome/Impact of interventions reported to the Mayoral Committee quarterly = Proof of submission of report into reporting cycle within 10 working days of the following quarter (3) Mayoral Committee Resolution	All	8	8	2	2	2	2
6.2	DP	KPI 079	KPA 8	KFA 26	Report on number of interventions implemented from the Midvaal Economic Recovery Plan (Development & Planning), quarterly	Submit Quarterly Progress Report into the reporting cycle by the 15th working day, quarterly	(1) Implementation of projects/programme s/activities as contained in the Midvaal Economic Recovery Plan (2) Outcome/Impact of interventions reported to the Mayoral Committee quarterly = Proof of submission of report into reporting cycle within 10 working days of the following quarter (3) Mayoral Committee Resolution	All	4	4	1	1	1	1

6.3	COM M	KPI 079	KPA 8	KFA 26	Number of interventions implemented from the Midvaal Economic Recovery Plan, per quarter	Procurement of Contractors to implement the Economic Recovery Plan (Letter of Appointment)	(1) Implementation of projects/programme s/activities as contained in the Midvaal Economic Recovery Plan (2) Outcome/Impact of interventions reported to the Mayoral Committee quarterly = Proof of submission of report into reporting cycle within 10 working days of the following quarter (3) Mayoral Committee Resolution	All	8	4	0	0	0	4
6.4	ENG	KPI 079	KPA 8	KFA 26	Number of interventions implemented from the Midvaal Economic Recovery Plan, per MTREF	Procurement of Contractors to implement the Economic Recovery Plan (Letter of Appointment)	(1) Implementation of projects/programme s/activities as contained in the Midvaal Economic Recovery Plan (2) Outcome/Impact of interventions reported to the Mayoral Committee quarterly = Proof of submission of report into reporting cycle within 10 working days of the following quarter (3) Mayoral Committee Resolution	All	8	4	0	0	0	4

7	DP	KPI 080	KPA 8	KFA 26	Percentage average turn-around time maintained to consider Certificates of Occupancy (COOs) for properties fully compliant to SANS 10400	Expected average turn-around time to issue Certificate of Occupancy (COO) not to exceed 14 calendar days. (1) Date of COO application received (2) Date of COO considered (signature by Assistant Director: Inspections Sub-Section) (3) Calculate average number of turn-around time maintained divided by number of COOs applications received = Average turn-around time maintained per quarter	Expected average turn-around time to issue Certificate of Occupancy (COO) not to exceed 14 days. (1) Date of COO application received (2) Date of COO considered (signature by Assistant Director: Inspections Sub-Section) (3) Calculate average number of turn-around time maintained divided by number of COOs applications received = Average turn-around time maintained per quarter	All	14	80%	80%	80%	80%	80%
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10. COUNCIL RESOLUTION

C 2550/05/2021
SMC A/5530/05/2021

**9.A.3 [FS]: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF):
2021/2022 TO 2023/2024 AS REQUIRED BY SECTION 24 OF THE MFMA**

5/1/1 2021/2022 – 2023/2024

COMPETENCY: COUNCIL

RESOLVED

1. That the Council of Midvaal Local Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) APPROVES AND ADOPTS:
 - 1.1. The annual budget of the municipality for the financial year 2021/2022 and the multi-year and single-year capital appropriations as set out in the following tables:
 - 1.1.1. Budgeted Financial Performance (revenue and expenditure by standard classification) as contained in Table 12 of Annexure A;
 - 1.1.2. Budgeted Financial Performance (revenue and expenditure by municipal vote) as contained in Table 13 of Annexure A;
 - 1.1.3. Budgeted Financial Performance (revenue by source and expenditure by type) as contained in Table 14 of Annexure A; and
 - 1.1.4. Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source as contained in Table 15 of Annexure A.
 - 1.2. The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets are approved as set out in the following tables:
 - 1.2.1. Budgeted Financial Position as contained in Table 16 of Annexure A;
 - 1.2.2. Budgeted Cash Flows as contained in Table 17 of Annexure A;
 - 1.2.3. Cash backed reserves and accumulated surplus reconciliation as contained in Table 18 of Annexure A;
 - 1.2.4. Asset management as contained in Table 19 of Annexure A; and
 - 1.2.5. Basic service delivery measurement as contained in Table 20 of Annexure A.
2. That the Council of Midvaal Local Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) APPROVES AND ADOPTS with effect from 1 July 2021 the tariffs as contained in Annexure D:

MIDVAAL LOCAL MUNICIPALITY

MINUTES OF THE 5TH ORDINARY MEETING OF 2021 HELD ON THURSDAY,
27 MAY 2021 AT 13:30 IN THE MEYERTON TOWN HALL

- 2.1. the tariffs, rebates and exemptions for property rates
 - 2.2. the tariffs for electricity
 - 2.3. the tariffs for the supply of water
 - 2.4. the tariffs for sanitation services
 - 2.5. the tariffs for solid waste services
3. That the Council of Midvaal Local Municipality, acting in terms of section 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) APPROVES AND ADOPTS with effect from 1 July 2021 the tariffs for other services, as set out in Annexures D.
4. To give proper effect to the municipality's annual budget, the Council of Midvaal Local Municipality APPROVES that cash backing is implemented through the utilisation of a portion of the revenue generated from property rates to ensure that all capital reserves and provisions, unspent long-term loans and unspent conditional grants are cash backed as required in terms of the municipality's funding and reserves policy as prescribed by section 8 of the Municipal Budget and Reporting Regulations.
5. That the Council of Midvaal Local Municipality, acting in terms of section 17 of the Municipal Finance Management Act, (Act 56 of 2003) APPROVES AND ADOPTS with effect from 1 July 2021 the following budget related policies and by-laws for the 2021/2022 financial year:
 - 5.1. Tariff By-Law
 - 5.2. Tariff Policy
 - 5.3. Property Rates By-Law
 - 5.4. Property Rates Policy
 - 5.5. Credit Control and Debt Collection By-Law
 - 5.6. Credit Control and Debt Collection Policy
 - 5.7. Cash Management Policy
 - 5.8. Investment Policy
 - 5.9. Borrowing Policy
 - 5.10. Budget Funding and Reserves Policy
 - 5.11. Municipal Supply Chain Management Policy and Procedures
 - 5.12. Asset Management Policy
 - 5.13. Policy on the Planning and Approval of Capital Projects
 - 5.14. Indigents Policy
 - 5.15. Policy related to the provision of free basic electricity
 - 5.16. Policy related to the provision of free basic water
 - 5.17. Policy on the Acceptance of Grants, Donations, Sponsorships and Gifts
 - 5.18. Long Term Financial Planning Policy
 - 5.19. Disposal of Assets Policy
 - 5.20. Budget Implementation and Monitoring Policy
 - 5.21. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
 - 5.22. Unclaimed Credits Policy
 - 5.23. Bulk Developer Contributions Policy
 - 5.24. Related Party Policy
 - 5.25. Cell phone and Connectivity allowance Policy

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- 5.26. Caucus Budget Policy
 - 5.27. Billing Policy
 - 5.28. Electricity By-laws
 - 5.29. Water By-laws
 - 5.30. Supply Chain Management Process Turn-around Time Policy
 - 5.31. EFT Policy
 - 5.32. Impairment on Receivables Policy
 - 5.33. Supply Chain Management Policy for Infrastructure Procurement and delivery management
 - 5.34. Contract Management Policy
 - 5.35. Driver Policy
 - 5.36. Cost Containment Policy
 - 5.37. Virement Policy
 - 5.38. Allocation of Payments Policy
6. That in principle approval BE GRANTED for external debt to the value of R18 600 000 to fund infrastructure projects as contemplated in the capital budget for the 2021/2022 financial year, subject to compliance with section 46 of the MFMA.
7. That in principle approval BE GRANTED for external debt in the form of Hire Finance Leases agreements to the value of R6 725 000 to fund the purchase of vehicles as contemplated in the capital budget for the 2021/2022 financial year, subject to compliance with section 46 of the MFMA.
8. That the Council of Midvaal Local Municipality, acting in terms of section 66 of the Local Government: Municipal Systems Act (Act 32 of 2000) APPROVES AND ADOPTS with effect from 1 July 2021 the revised departmental organograms, as set out in Annexures AS.



11. APPROVAL

APPROVAL OF THE SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2021/2022

Section 69(3)(a) of the Municipal Finance Management Act, Act 56 of 2003

The above-mentioned legislation stipulates per Section 69(3)(a) that:

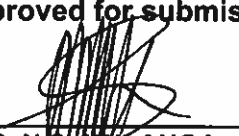
"the Accounting Officer must no later than 14 days, i.e. 10 June 2021 after the approval of an annual budget submit to the mayor – a draft service delivery & budget implementation plan for the budget year;"

Council, at its meeting held on 27 May 2021 per item C2550/05/2021, approved the Medium-Term Revenue & Expenditure Framework (MTREF): 2021/2022 to 2023/2024, as required by Section 16 of the Local Government: Municipal Finance Management Act, Act 56 of 2003.

According to Section 53(1)(c)(ii) of the MFMA, it is expected of the Executive Mayor to ensure the Service Delivery & Budget Implementation Plan is approved within 28 days after the approval of the budget, i.e. 24 June 2021.

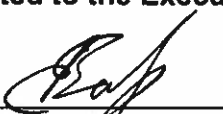
To give effect to the above-mentioned legislation, the Draft Service Delivery & Budget Implementation Plan 2021/2022 is attached for consideration and approval.

Approved for submission to the Executive Mayor.


MRS. N.S. MLANGA
MUNICIPAL MANAGER

10 June 2021
DATE

Submitted to the Executive Mayor on 10 June 2021 for approval.


ALDERMAN B.M. BALOYI
EXECUTIVE MAYOR

10 June 2021
DATE

Approved



NOT APPROVED




ALDERMAN B.M. BALOYI
EXECUTIVE MAYOR

24 June 2021
DATE

Approved SDBIP to be made public within 10 working days after approval by the Executive Mayor, i.e. 8 July 2021.