"TO INCLUSIVELY SERVE THE NEEDS OF OUR COMMUNITIES"

# SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

# 2020/2021

# FINAL

## 25 JUNE 2020

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# INDEX

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| MIDVAAL LOCAL MUNICIPALITY | # 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;

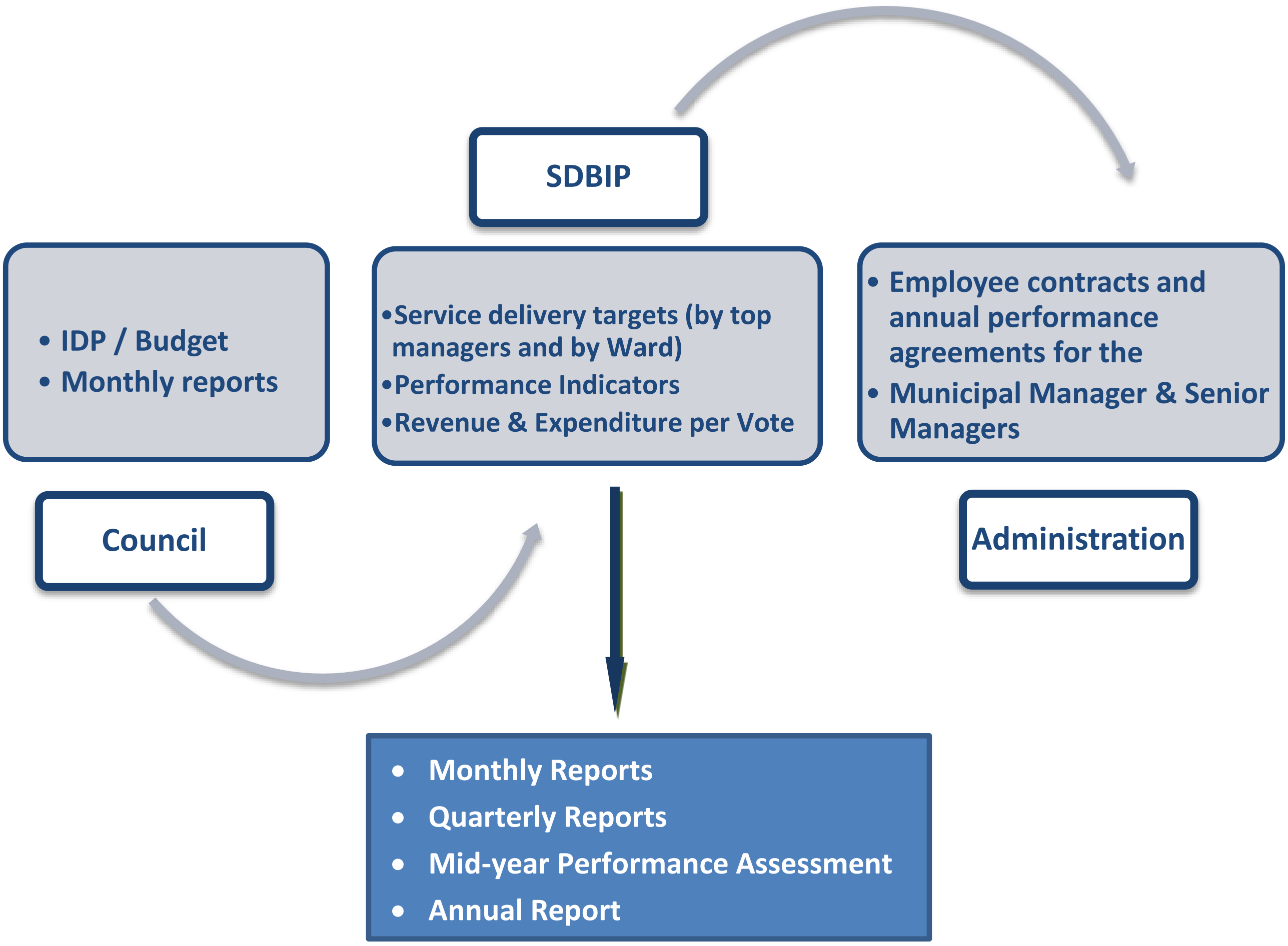
It enables the Municipal Manager to monitor the performance of Senior Managers, the Executive Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.

**The following components must be indicated in the SDBIP:**

Projections for each month of:

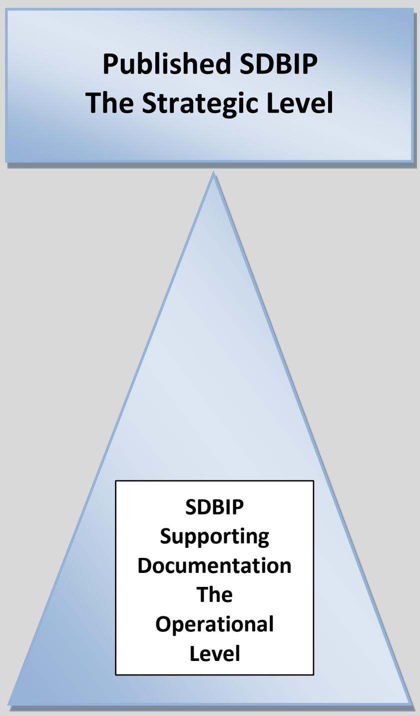
1. Revenue to be collected by Source
2. Operational and Capital Expenditure by Vote
3. Service delivery targets and performance indicators for each quarter
4. Capital budget broken down per ward
5. Any other matters that may be prescribed, and includes any revisions of such plan by the Executive Mayor 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 |
| 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 over-sight role over performance end of year – Annual Report tabled by the Executive Mayor |



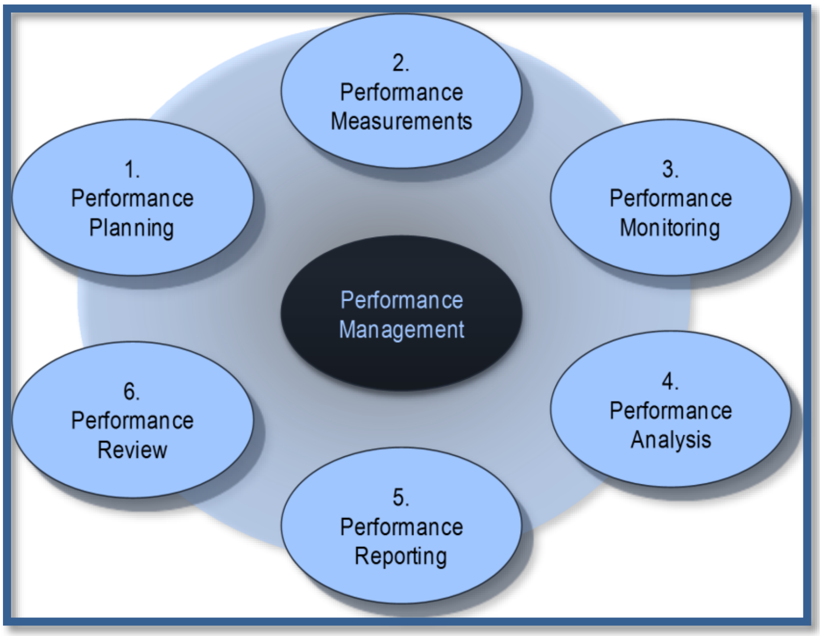
# 2. PERFORMANCE MANAGEMENT FRAMEWORK

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. That Council is alerted and managers are able to take 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 that timeous identification of non-performance can be identified.

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 met 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 met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

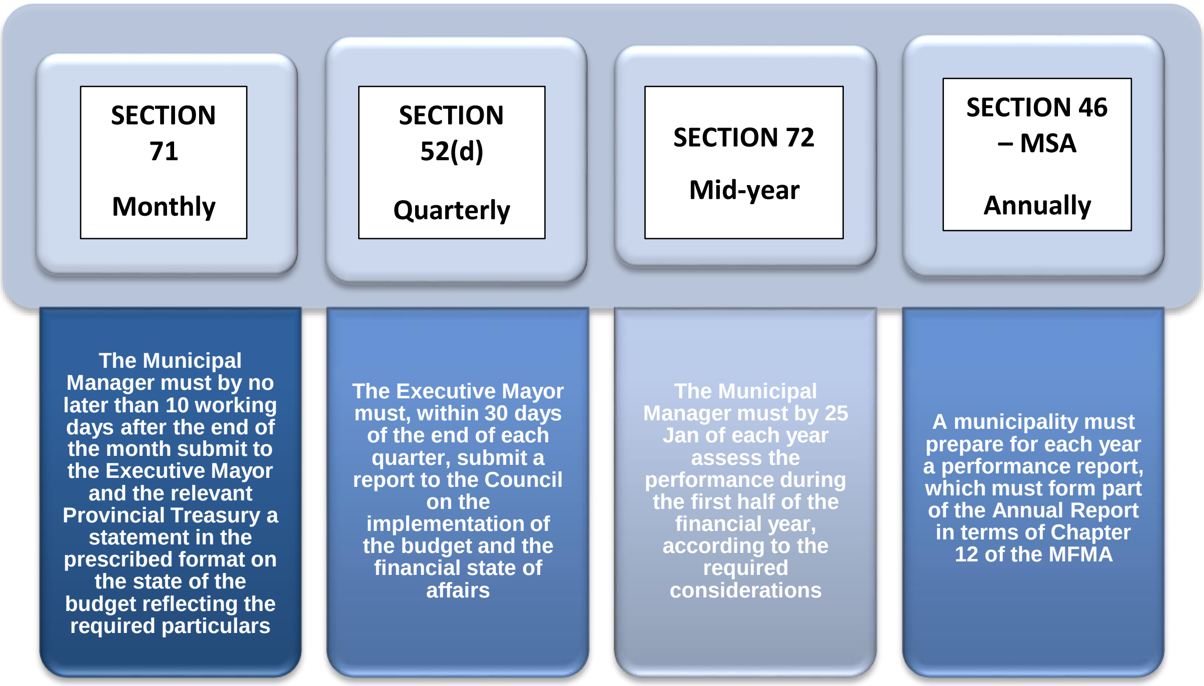
## 2.5 Performance Reporting

**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 on-going 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:



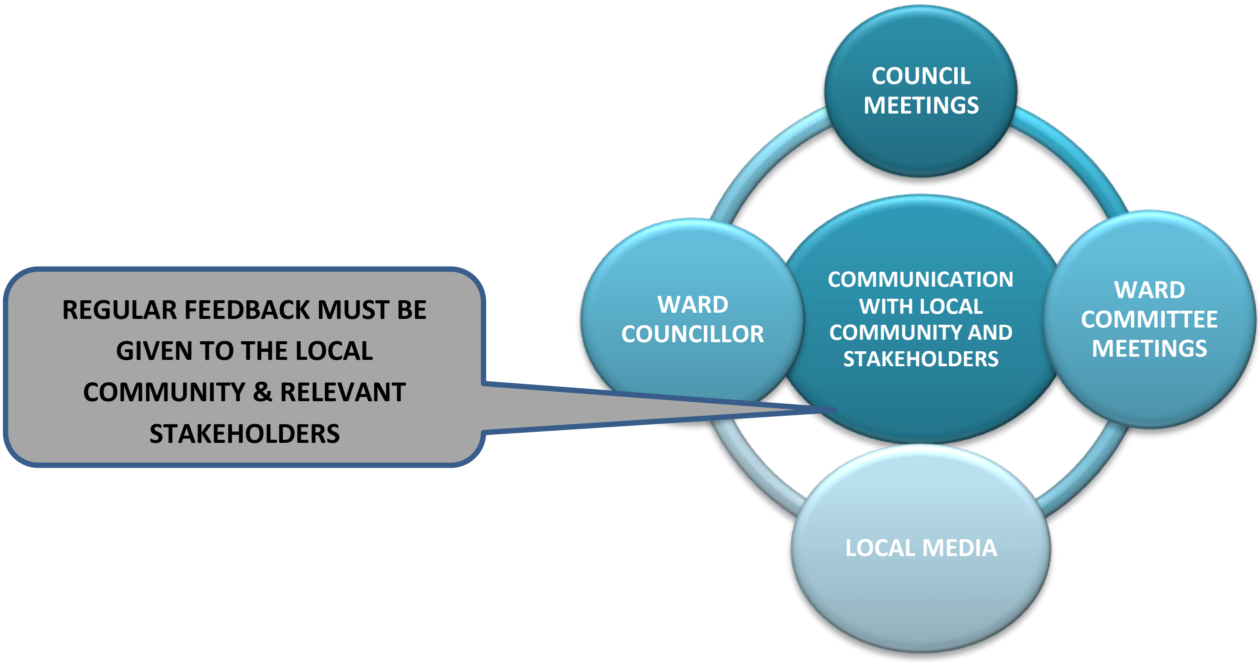
# 3. ROLES & RESPONSIBILITIES

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/<br>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 stake-holders |
| **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 re-sources taking into account 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 |



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| MIDVAAL LOCAL MUNICIPALITY | **4. PROCESS PLAN** |

**Section 28** of the Municipal Systems Act states that:

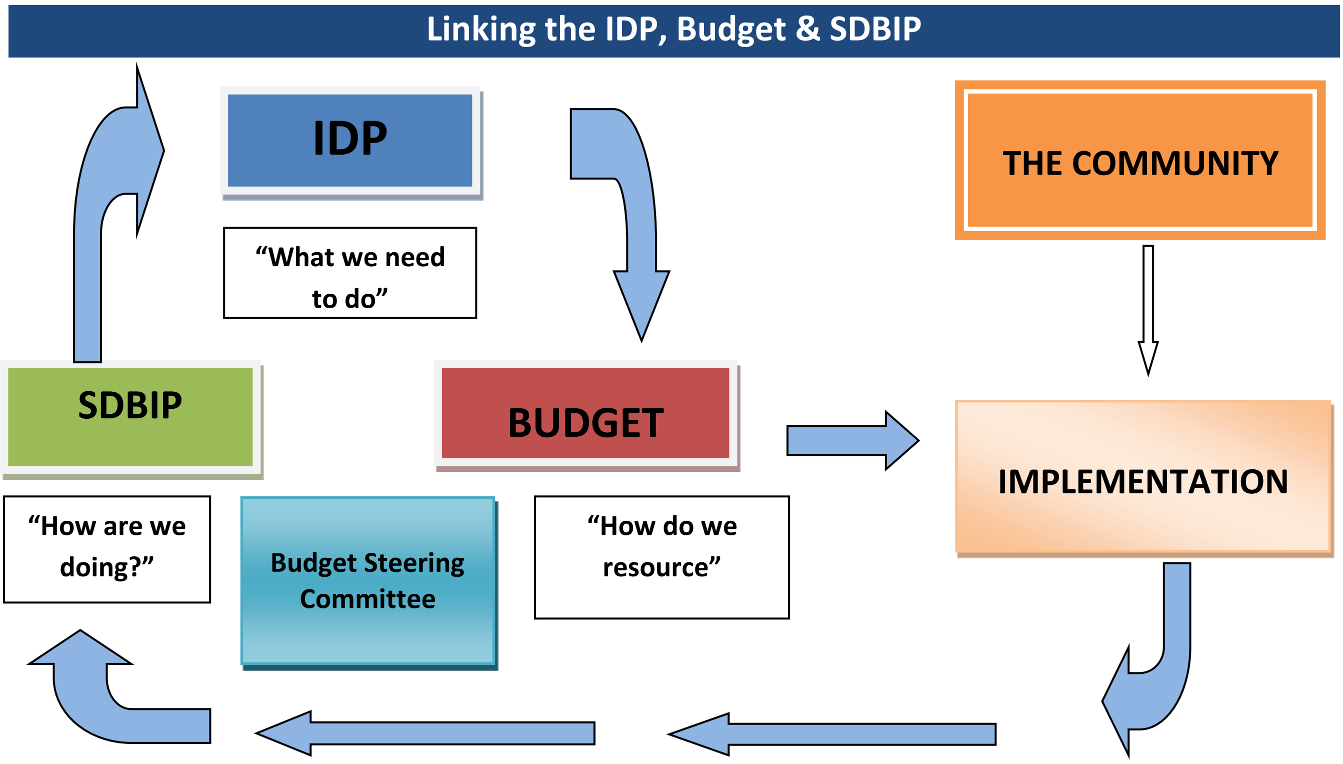
> Each Municipal Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

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:



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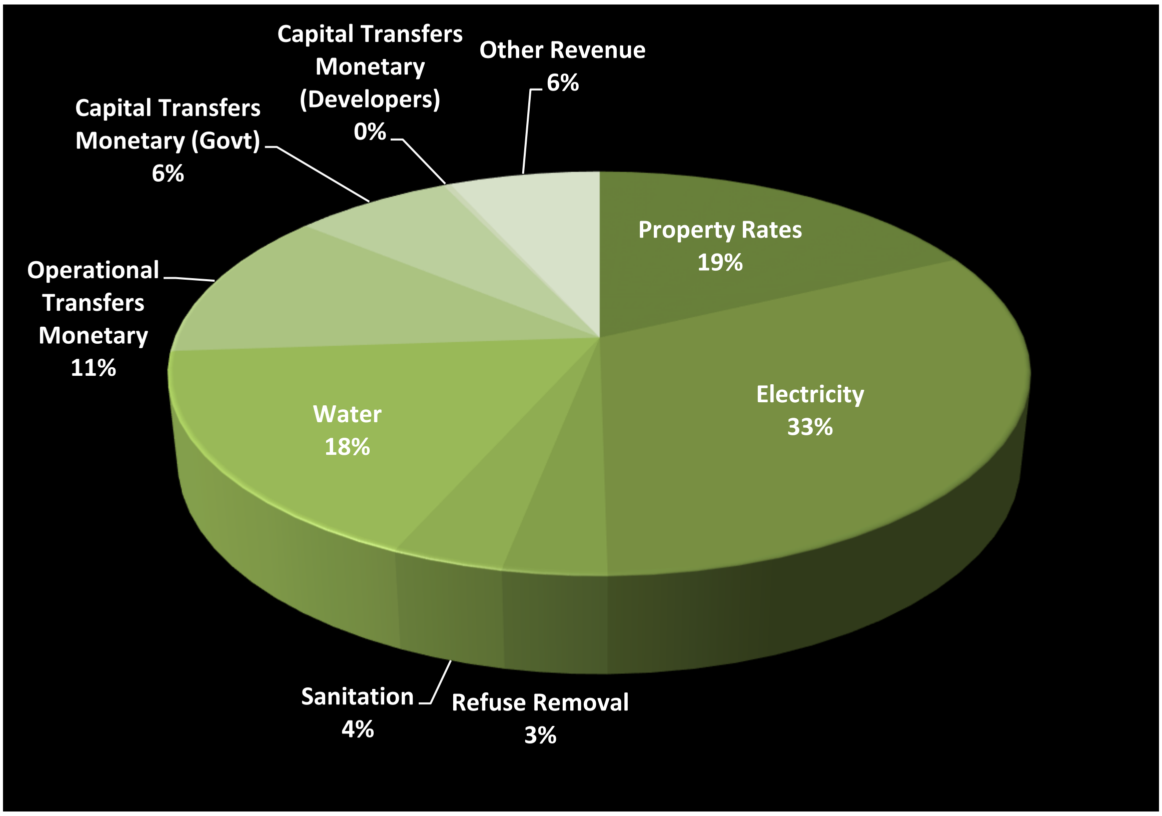
| MIDVAAL LOCAL MUNICIPALITY | **5. FIVE NECESSARY COMPONENTS OF THE TOP-LAYER OF THE SDBIP** |

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.

## 5.1 Projections of revenue to be collected for each source (Operating Revenue per Funding Source)

| Description | Ref | 2016/17 | 2017/18 | 2018/19 | Current Year 2019/20 | | | | 2020/21 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 2020/21 | Budget Year +1 2021/22 | Budget Year +2 2022/23 |
| Revenue By Source | | | | | | | | | | | |
| Property rates | 2 | 164,775 | 194,658 | 213,758 | 222,422 | 239,732 | 239,732 | 201,651 | 259,585 | 285,544 | 308,673 |
| Service charges - electricity revenue | 2 | 313,402 | 326,502 | 347,196 | 394,642 | 394,642 | 394,642 | 320,886 | 418,838 | 452,417 | 480,414 |
| Service charges - water revenue | 2 | 163,423 | 183,111 | 228,957 | 214,304 | 226,826 | 226,826 | 208,557 | 249,286 | 270,471 | 289,401 |
| Service charges - sanitation revenue | 2 | 42,109 | 38,450 | 42,105 | 44,378 | 44,378 | 44,378 | 38,141 | 45,004 | 48,154 | 51,525 |
| Service charges - refuse revenue | 2 | 34,217 | 36,023 | 39,008 | 41,047 | 41,047 | 41,047 | 34,845 | 44,560 | 49,016 | 52,987 |
| Rental of facilities and equipment | | 610 | 1,345 | 1,324 | 1,378 | 1,378 | 1,378 | 1,029 | 1,461 | 1,548 | 1,641 |
| Interest earned - external investments | | 10,082 | 14,725 | 18,751 | 13,736 | 17,189 | 17,189 | 9,566 | 18,583 | 19,605 | 20,624 |
| Interest earned - outstanding debtors | | 8,312 | 9,181 | 12,404 | 7,829 | 8,180 | 8,180 | 14,991 | 16,874 | 17,527 | 18,178 |
| Dividends received | | – | | | | | | | | | |
| Fines, penalties and forfeits | | 49,029 | 34,362 | 44,425 | 50,353 | 46,833 | 46,833 | 26,986 | 46,956 | 49,773 | 52,759 |
| Licences and permits | | – | 1 | – | 43 | 43 | 43 | – | 45 | 48 | 50 |
| Agency services | | – | | | | | | | | | |
| Transfers and subsidies | | 92,056 | 105,174 | 121,603 | 149,443 | 153,962 | 153,962 | 120,161 | 147,307 | 158,844 | 173,561 |
| Other revenue | 2 | 32,338 | 8,854 | 9,272 | 9,946 | 9,946 | 9,946 | 10,560 | 11,083 | 11,847 | 12,417 |
| Gains | | | 998 | (413) | – | – | – | (987) | – | – | – |
| Total Revenue (excluding capital transfers and contributions) | | 910,354 | 953,385 | 1,078,388 | 1,149,520 | 1,184,155 | 1,184,155 | 986,384 | 1,259,581 | 1,364,794 | 1,462,230 |

| Revenue per Funding Source | |
|---|---|
| 1. Property Rates | 259 585 000 |
| 2. Service Charges: Electricity Revenue | 418 838 000 |
| 3. Service Charges: Water Revenue | 249 285 000 |
| 4. Service Charges: Sanitation Revenue | 45 004 000 |
| 5. Service Charges: Refuse Revenue | 44 560 000 |
| 6. Rental of Facilities and Equipment | 1 461 000 |
| 7. Interest Earned: External Investments | 18 583 000 |
| 8. Interest Earned: Outstanding Debtors | 16 874 000 |
| 9. Fines, Penalties & Forfeits | 46 956 000 |
| 10. Licences & Permits | 45 000 |
| 11. Transfers & Subsidies | 147 307 000 |
| 12. Other Revenue | 11 083 000 |
| | **R1 259 581 000** |

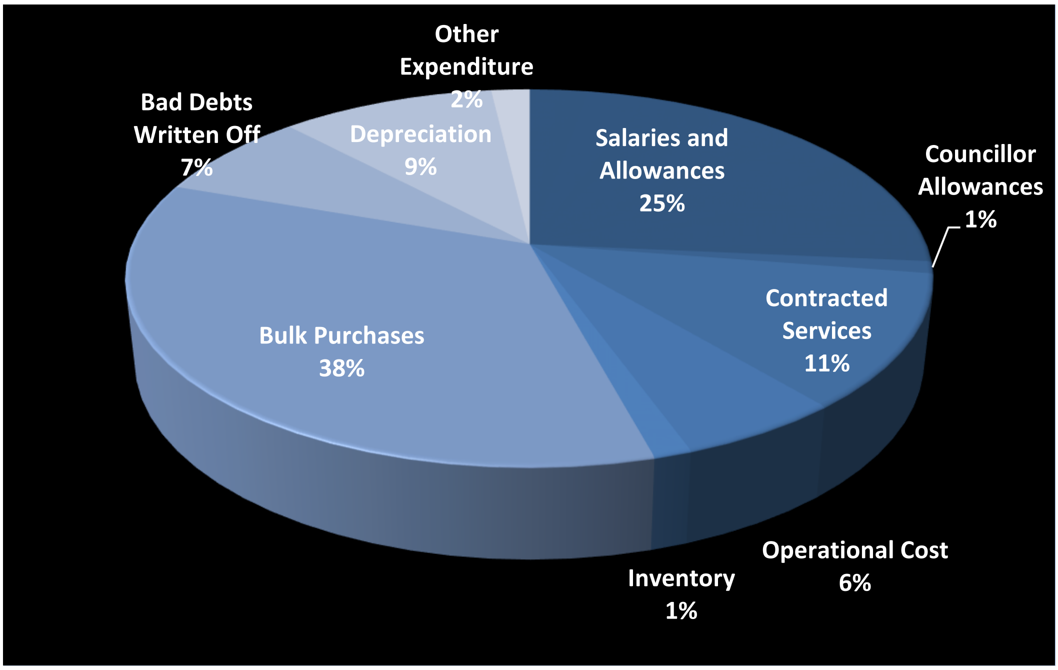



## 5.2 Projections of Expenditure for each Vote

### Part 1: Operating Expenditure per Category

| Description | Ref | 2016/17 | 2017/18 | 2018/19 | Current Year 2019/20 | | | | 2020/21 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 2020/21 | Budget Year +1 2021/22 | Budget Year +2 2022/23 |
| Expenditure By Type | | | | | | | | | | | |
| Employee related costs | 2 | 211,113 | 225,728 | 268,435 | 319,875 | 317,724 | 317,724 | 252,733 | 333,712 | 351,722 | 370,811 |
| Remuneration of councillors | | 10,628 | 11,726 | 12,460 | 12,390 | 12,390 | 12,390 | 11,524 | 13,656 | 14,476 | 15,344 |
| Debt impairment | 3 | 90,942 | 73,894 | 115,671 | 91,751 | 91,910 | 91,910 | 53,511 | 100,620 | 104,845 | 109,276 |
| Depreciation & asset impairment | 2 | 116,486 | 122,503 | 136,385 | 123,106 | 123,056 | 123,056 | 107,771 | 127,714 | 132,605 | 137,740 |
| Finance charges | | 18,796 | 17,080 | 18,320 | 21,547 | 21,547 | 21,547 | 10,403 | 18,874 | 19,248 | 20,739 |
| Bulk purchases | 2 | 262,495 | 347,657 | 388,223 | 418,042 | 458,196 | 458,196 | 391,118 | 489,374 | 529,635 | 560,414 |
| Other materials | 8 | – | 12,939 | 17,037 | 15,722 | 15,568 | 15,568 | 13,935 | 23,417 | 20,713 | 21,991 |
| Contracted services | | 59,318 | 116,537 | 105,522 | 140,223 | 135,295 | 135,295 | 75,153 | 136,796 | 142,409 | 148,965 |
| Transfers and subsidies | | 142 | 21,386 | 593 | 587 | 1,212 | 1,212 | 1,054 | 1,132 | 1,132 | 1,132 |
| Other expenditure | 4, 5 | 111,742 | 44,188 | 54,448 | 65,583 | 83,385 | 83,385 | 41,738 | 79,915 | 84,197 | 88,180 |
| Losses | | 174 | 787 | 569 | – | – | – | 6,703 | – | – | – |
| Total Expenditure | | 881,834 | 994,426 | 1,117,663 | 1,208,825 | 1,260,282 | 1,260,282 | 965,642 | 1,325,210 | 1,400,981 | 1,474,592 |

| Expenditure per Category | |
|---|---|
| 1. Employee Related Costs | 333 712 000 |
| 2. Remuneration of Councillors | 13 656 000 |
| 3. Debt Impairment | 100 620 000 |
| 4. Depreciation & Asset Impairment | 127 714 000 |
| 5. Finance Charges | 18 874 000 |
| 6. Bulk Purchases | 489 374 000 |
| 7. Other Materials | 23 417 000 |
| 8. Contracted Services | 136 796 000 |
| 9. Transfers & Subsidies | 1 132 000 |
| 10. Other Expenditure | 79 915 000 |
| 11. Losses | 0 |
| | **R1 325 210 000** |



# Part 2: 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 2020/21 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | | July | August | Sept. | October | November | December | January | February | March | April | May | June | Budget Year 2020/21 | Budget Year +1 2021/22 | Budget Year +2 2022/23 |
| **Revenue - Functional** | | | | | | | | | | | | | | | | |
| ***Governance and administration*** | | **31,043** | **31,043** | **31,043** | **31,043** | **31,043** | **31,043** | **31,043** | **31,043** | **31,043** | **31,043** | **31,043** | **31,044** | **372,520** | **407,652** | **439,950** |
| Executive and council | | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 518 | 6,218 | 6,473 | 6,740 |
| Finance and administration | | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 30,525 | 366,302 | 401,179 | 433,210 |
| Internal audit | | | | | | | | | | | | | – | – | – | – |
| ***Community and public safety*** | | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **6,607** | **79,282** | **75,379** | **78,466** |
| Community and social services | | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 1,508 | 18,095 | 15,000 | 15,037 |
| Sport and recreation | | 637 | 637 | 637 | 637 | 637 | 637 | 637 | 637 | 637 | 637 | 637 | 637 | 7,644 | 3,984 | 4,015 |
| Public safety | | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 3,966 | 47,590 | 50,442 | 53,462 |
| Housing | | | | | | | | | | | | | – | – | – | – |
| Health | | 496 | 496 | 496 | 496 | 496 | 496 | 496 | 496 | 496 | 496 | 496 | 496 | 5,952 | 5,953 | 5,953 |
| ***Economic and environmental services*** | | **884** | **884** | **884** | **884** | **884** | **884** | **884** | **884** | **884** | **884** | **884** | **884** | **10,613** | **14,970** | **11,574** |
| Planning and development | | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 4,368 | 6,671 | 3,276 |
| Road transport | | 264 | 264 | 264 | 264 | 264 | 264 | 264 | 264 | 264 | 264 | 264 | 264 | 3,163 | 5,217 | 5,217 |
| Environmental protection | | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 257 | 3,081 | 3,081 | 3,081 |
| ***Trading services*** | | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **72,812** | **873,739** | **940,870** | **1,014,688** |
| Energy sources | | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 36,522 | 438,261 | 469,332 | 506,492 |
| Water management | | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 26,257 | 315,089 | 333,523 | 358,435 |
| Waste water management | | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 5,654 | 67,848 | 78,012 | 84,734 |
| Waste management | | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 4,378 | 52,541 | 60,002 | 65,028 |
| ***Other*** | | | | | | | | | | | | | – | – | – | – |
| **Total Revenue - Functional** | | **111,346** | **111,346** | **111,346** | **111,346** | **111,346** | **111,346** | **111,346** | **111,346** | **111,346** | **111,346** | **111,346** | **111,347** | **1,336,154** | **1,438,871** | **1,544,678** |
| **Expenditure - Functional** | | | | | | | | | | | | | | | | |
| ***Governance and administration*** | | **20,348** | **20,348** | **20,348** | **20,348** | **20,348** | **20,348** | **20,348** | **20,348** | **20,348** | **20,348** | **20,348** | **20,344** | **244,170** | **252,560** | **268,815** |
| Executive and council | | 3,728 | 3,728 | 3,728 | 3,728 | 3,728 | 3,728 | 3,728 | 3,728 | 3,728 | 3,728 | 3,728 | 3,727 | 44,732 | 47,958 | 50,596 |
| Finance and administration | | 16,620 | 16,620 | 16,620 | 16,620 | 16,620 | 16,620 | 16,620 | 16,620 | 16,620 | 16,620 | 16,620 | 16,617 | 199,438 | 204,602 | 218,219 |
| Internal audit | | | | | | | | | | | | | – | – | – | – |
| ***Community and public safety*** | | **14,226** | **14,226** | **14,226** | **14,226** | **14,226** | **14,226** | **14,226** | **14,226** | **14,226** | **14,226** | **14,226** | **14,224** | **170,710** | **178,233** | **187,592** |
| Community and social services | | 1,691 | 1,691 | 1,691 | 1,691 | 1,691 | 1,691 | 1,691 | 1,691 | 1,691 | 1,691 | 1,691 | 1,690 | 20,287 | 21,371 | 22,555 |
| Sport and recreation | | 2,493 | 2,493 | 2,493 | 2,493 | 2,493 | 2,493 | 2,493 | 2,493 | 2,493 | 2,493 | 2,493 | 2,492 | 29,911 | 30,149 | 31,793 |
| Public safety | | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 9,565 | 114,782 | 120,675 | 126,865 |
| Housing | | | | | | | | | | | | | – | – | – | – |
| Health | | 478 | 478 | 478 | 478 | 478 | 478 | 478 | 478 | 478 | 478 | 478 | 477 | 5,730 | 6,038 | 6,379 |
| ***Economic and environmental services*** | | **9,259** | **9,259** | **9,259** | **9,259** | **9,259** | **9,259** | **9,259** | **9,259** | **9,259** | **9,259** | **9,259** | **9,258** | **111,111** | **118,452** | **124,890** |
| Planning and development | | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 3,074 | 36,889 | 38,835 | 41,043 |
| Road transport | | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 5,874 | 70,489 | 75,671 | 79,671 |
| Environmental protection | | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 311 | 3,732 | 3,946 | 4,177 |
| ***Trading services*** | | **66,602** | **66,602** | **66,602** | **66,602** | **66,602** | **66,602** | **66,602** | **66,602** | **66,602** | **66,602** | **66,602** | **66,600** | **799,219** | **851,736** | **893,295** |
| Energy sources | | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 35,930 | 431,163 | 462,148 | 485,154 |
| Water management | | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 19,896 | 238,757 | 254,417 | 267,717 |
| Waste water management | | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 4,994 | 59,930 | 63,368 | 66,158 |
| Waste management | | 5,781 | 5,781 | 5,781 | 5,781 | 5,781 | 5,781 | 5,781 | 5,781 | 5,781 | 5,781 | 5,781 | 5,780 | 69,369 | 71,802 | 74,265 |
| ***Other*** | | | | | | | | | | | | | – | – | – | – |
| **Total Expenditure - Functional** | | **110,435** | **110,435** | **110,435** | **110,435** | **110,435** | **110,435** | **110,435** | **110,435** | **110,435** | **110,435** | **110,435** | **110,426** | **1,325,210** | **1,400,981** | **1,474,592** |
| **Surplus/(Deficit) before assoc.** | | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **921** | **10,944** | **37,890** | **70,086** |
| Share of surplus/ (deficit) of associate | | | | | | | | | | | | | – | – | – | – |
| **Surplus/(Deficit)** | 1 | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **911** | **921** | **10,944** | **37,890** | **70,086** |

# Part 3: Monthly projections for capital expenditure for each vote

GT422 Midvaal - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

| Description | Ref | Budget Year 2020/21 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2020/21 | Budget Year +1 2021/22 | Budget Year +2 2022/23 |
| *Multi-year expenditure to be appropriated* | 1 | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 02 - Corporate Services | | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 30 | 30 | 35 |
| Vote 03 - Financial Services | | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 32 | 35 | 37 |
| Vote 04 - Development & Planning | | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 50 | 20 | 20 |
| Vote 05 - Health | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 06 - Community And Social Services | | 770 | 770 | 770 | 770 | 770 | 770 | 770 | 770 | 770 | 770 | 770 | 770 | 9,244 | 7,173 | 5,578 |
| Vote 07 - Public Safety | | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 315 | 150 | – |
| Vote 08 - Sport And Recreation | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 09 - Environmental Protection | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 10 - Waste Water Management | | 289 | 289 | 289 | 289 | 289 | 289 | 289 | 289 | 289 | 289 | 289 | 289 | 3,470 | 3,550 | 1,000 |
| Vote 11 - Solid Waste Management | | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 167 | 2,000 | 8,130 | 13,000 |
| Vote 12 - Roads And Transport | | 635 | 635 | 635 | 635 | 635 | 635 | 635 | 635 | 635 | 635 | 635 | 635 | 7,623 | 10,667 | 8,217 |
| Vote 13 - Water Services | | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 919 | 11,025 | 12,200 | 16,864 |
| Vote 14 - Electrical Services | | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 3,130 | 2,110 | 3,000 |
| Vote 15 - Other | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Capital multi-year expenditure sub-total | 2 | 3,077 | 3,077 | 3,077 | 3,077 | 3,077 | 3,077 | 3,077 | 3,077 | 3,077 | 3,077 | 3,077 | 3,076 | 36,919 | 44,066 | 47,752 |
| *Single-year expenditure to be appropriated* | | | | | | | | | | | | | | | | |
| Vote 01 - Executive & Council | | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 400 | – | – |
| Vote 02 - Corporate Services | | 603 | 603 | 603 | 603 | 603 | 603 | 603 | 603 | 603 | 603 | 603 | 602 | 7,230 | 1,740 | 390 |
| Vote 03 - Financial Services | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 04 - Development & Planning | | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 1,500 | 3,500 | – |
| Vote 05 - Health | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 06 - Community And Social Services | | 465 | 465 | 465 | 465 | 465 | 465 | 465 | 465 | 465 | 465 | 465 | 465 | 5,575 | 3,770 | 5,990 |
| Vote 07 - Public Safety | | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 3,850 | 4,298 | 1,300 |
| Vote 08 - Sport And Recreation | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 09 - Environmental Protection | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Vote 10 - Waste Water Management | | 588 | 588 | 588 | 588 | 588 | 588 | 588 | 588 | 588 | 588 | 588 | 587 | 7,050 | 12,374 | 11,739 |
| Vote 11 - Solid Waste Management | | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 1,308 | 15,700 | 13,161 | 35,963 |
| Vote 12 - Roads And Transport | | 375 | 375 | 375 | 375 | 375 | 375 | 375 | 375 | 375 | 375 | 375 | 375 | 4,505 | 7,100 | 18,230 |
| Vote 13 - Water Services | | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 2,112 | 25,346 | 17,978 | 4,028 |
| Vote 14 - Electrical Services | | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 2,365 | 28,380 | 26,978 | 28,328 |
| Vote 15 - Other | | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| Capital single-year expenditure sub-total | 2 | 8,295 | 8,295 | 8,295 | 8,295 | 8,295 | 8,295 | 8,295 | 8,295 | 8,295 | 8,295 | 8,295 | 8,294 | 99,536 | 90,900 | 105,968 |
| Total Capital Expenditure | 2 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 136,455 | 134,965 | 153,720 |

GT422 Midvaal - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

| Description | Ref | Budget Year 2020/21 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2020/21 | Budget Year +1 2021/22 | Budget Year +2 2022/23 |
| Capital Expenditure - Functional | 1 | | | | | | | | | | | | | | | |
| *Governance and administration* | | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 7,852 | 2,585 | 462 |
| Executive and council | | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 400 | – | – |
| Finance and administration | | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 7,452 | 2,585 | 462 |
| Internal audit | | | | | | | | | | | | | – | – | – | – |
| *Community and public safety* | | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 20,389 | 16,721 | 15,398 |
| Community and social services | | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 7,550 | 4,420 | 2,000 |
| Sport and recreation | | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 7,169 | 5,753 | 9,568 |
| Public safety | | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 472 | 5,670 | 6,548 | 3,830 |
| Housing | | | | | | | | | | | | | – | – | – | – |
| Health | | | | | | | | | | | | | – | – | – | – |
| *Economic and environmental services* | | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 12,173 | 19,187 | 23,937 |
| Planning and development | | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 1,550 | 3,520 | 20 |
| Road transport | | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 10,623 | 15,667 | 23,917 |
| Environmental protection | | | | | | | | | | | | | – | – | – | – |
| *Trading services* | | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 96,041 | 96,472 | 113,922 |
| Energy sources | | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 31,450 | 29,078 | 31,328 |
| Water management | | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 36,371 | 30,178 | 20,892 |
| Waste water management | | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 10,520 | 15,924 | 12,739 |
| Waste management | | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 17,700 | 21,291 | 48,963 |
| *Other* | | | | | | | | | | | | | – | – | – | – |
| Total Capital Expenditure - Functional | 2 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 136,455 | 134,965 | 153,720 |
| Funded by: | | | | | | | | | | | | | | | | |
| National Government | | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 67,523 | 68,157 | 67,028 |
| Provincial Government | | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 7,550 | 4,420 | – |
| District Municipality | | | | | | | | | | | | | – | – | – | – |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) | | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 1,500 | 1,500 | 11,000 |
| Transfers recognised - capital | | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 76,573 | 74,077 | 78,028 |
| Borrowing | | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 33,365 | 41,470 | 45,110 |
| Internally generated funds | | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 26,517 | 19,418 | 30,582 |
| Total Capital Funding | | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 136,455 | 134,965 | 153,720 |

## GT422 Midvaal - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

| Description | Ref | Budget Year 2020/21 | | | | | | | | | | | | Medium Term Revenue and Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | | July | August | Sept. | October | Nov. | Dec. | January | Feb. | March | April | May | June | Budget Year 2020/21 | Budget Year +1 2021/22 | Budget Year +2 2022/23 |
| Capital Expenditure - Functional | 1 | | | | | | | | | | | | | | | |
| *Governance and administration* | | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 654 | 7,852 | 2,585 | 462 |
| Executive and council | | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 33 | 400 | – | – |
| Finance and administration | | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 621 | 7,452 | 2,585 | 462 |
| Internal audit | | | | | | | | | | | | | – | – | – | – |
| *Community and public safety* | | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 1,699 | 20,389 | 16,721 | 15,398 |
| Community and social services | | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 7,550 | 4,420 | 2,000 |
| Sport and recreation | | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 597 | 7,169 | 5,753 | 9,568 |
| Public safety | | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 473 | 472 | 5,670 | 6,548 | 3,830 |
| Housing | | | | | | | | | | | | | – | – | – | – |
| Health | | | | | | | | | | | | | – | – | – | – |
| *Economic and environmental services* | | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 1,014 | 12,173 | 19,187 | 23,937 |
| Planning and development | | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 129 | 1,550 | 3,520 | 20 |
| Road transport | | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 885 | 10,623 | 15,667 | 23,917 |
| Environmental protection | | | | | | | | | | | | | – | – | – | – |
| *Trading services* | | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 8,003 | 96,041 | 96,472 | 113,922 |
| Energy sources | | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 2,621 | 31,450 | 29,078 | 31,328 |
| Water management | | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 3,031 | 36,371 | 30,178 | 20,892 |
| Waste water management | | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 877 | 10,520 | 15,924 | 12,739 |
| Waste management | | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 1,475 | 17,700 | 21,291 | 48,963 |
| *Other* | | | | | | | | | | | | | – | – | – | – |
| **Total Capital Expenditure - Functional** | 2 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 136,455 | 134,965 | 153,720 |
| Funded by: | | | | | | | | | | | | | | | | |
| National Government | | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 5,627 | 67,523 | 68,157 | 67,028 |
| Provincial Government | | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 629 | 7,550 | 4,420 | – |
| District Municipality | | | | | | | | | | | | | – | – | – | – |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) | | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 1,500 | 1,500 | 11,000 |
| **Transfers recognised - capital** | | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 6,381 | 76,573 | 74,077 | 78,028 |
| **Borrowing** | | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 2,780 | 33,365 | 41,470 | 45,110 |
| **Internally generated funds** | | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 2,210 | 26,517 | 19,418 | 30,582 |
| **Total Capital Funding** | | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 11,371 | 136,455 | 134,965 | 153,720 |

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

**The detailed indicators and targets are attached**

| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 TARGET |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | CORP | KPI 018 | KPA 1 | KFA 02 | Number of events arranged per approved year planner | (1) Priority events identified and approved by the Executive Mayor on the Year Planner (2) Executed with approved Annual PR + Marketing funded Events Plan | Council hosts events as a medium to enhance a positive relationship/partnering with external stakeholders and portray a positive image of Council (Planning & Execution) | 2 | 0 | 0 | 1 | 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 | 4 | 1 | 1 | 1 | 1 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3 | 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 | eHelp Desk Status Report = (1) Ticket Reference (2) Date & Time Created of Logged Call (3) Status of Ticket Call Log. Modified Date and Time less Created Date and Time = Time (Not to exceed 60 minutes within the main building and 3 hours for outlying offices). Number of calls received / Average number compliance to Time = Percentage compliance | To establish mechanisms to monitor performance of ICT staff | 85% | | 85% | 85% | 85% | 85% |
| 4 | CORP | KPI 023 | KPA 4 | KFA 12 | Number of average working days legal actions are assessed | Legal & Property Actions Register reflecting turn-around time to be within 4 working days (as per court rules, i.e. first day out and last day in) = 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 | 4 | | 4 | 4 | 4 | 4 |
| 5 | CORP | KPI 024 | KPA 4 | KFA 10 | Number of Section 52(d) - performance reports (SDBIP) submitted to Council quarterly | Report submitted into reporting cycle to Council within Council Resolution | To comply with the requirements of Section 52(d) of the MFMA | 4 | | 1 | 1 | 1 | 1 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 6 | 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 quarterly before the 10th working day | To monitor customer satisfaction and ensure feedback on public complaints received via the outsourced Complaints Hotline | 4 | | 1 | 1 | 1 | 1 |
| 7 | 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, at most, after end of each month. | To monitor compliance to Section 75 of the MFMA in order to create community awareness, transparency and consistency | 100% | | 100% | 100% | 100% | 100% |
| 8 | 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 | 60 | | 15 | 15 | 15 | 15 |
| 9 | 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 | 2 | | 0 | 0 | 0 | 2 |

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| 10 | 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 | 1.5 : 1 | | 0 | 0 | 0 | 1.5 : 1 |
| 11.1 | 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 | Unqualified | | 0 | Unquali-fied | 0 | 0 |
| 12 | 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 | 15 | | 0 | 0 | 0 | 15 |

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| 13 | FIN | KPI 011 | KPA 5 | KFA 14 | (NKPI - 7b) - Annual percentage of outstanding service debtors to revenue | Total outstanding service debtors (GROSS) / 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 | 50% | | 0 | 0 | 0 | 50% |
| 14 | FIN | KPI 012 | KPA 5 | KFA 14 | Annual percentage of Collection Rate | 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 90% meaning that at least 90% of the amount billed in a month must be collected in cash | 90% | | 0% | 0% | 0% | 90% |
| 15 | 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 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 | 95% | | 95% | 95% | 95% | 95% |

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| 16.1 | 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 | 90% | | 14% | 40% | 66% | 90% |
| 17.1 | MM | 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 | 5% | | 0% | 0% | 0% | 5% |
| 18.1 | MM | 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 | 3% | | 0% | 0% | 0% | 3% |

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| 19 | 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 | 8% | | 0% | 0% | 0% | 8% |
| 20 | DP | KPI 002 | KPA 8 | KFA 26 | Percentage compliance in terms of turn-around time maintained to consider building plan applications per quarter | (1) Percentage compliance to 30 calendar day turn-around time, in terms of the National Building Regulations and Building Standards Act of 1977, (Building Plan applications exceeding 500 m2 floor area) (2) 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. | 100% | | 100% | 100% | 100% | 100% |
| 21 | DP | KPI 003 | KPA 8 | KFA 26 | Percentage compliance in terms of turn-around time maintained to consider land use applications per quarter | (1) Percentage compliance to 10 months turn-around time, applications submitted in terms of SPLUMA (2) Date of Legally Compliant Application received versus Date Considered (Minutes of the Municipal Planning Tribunal or signature of authorised official) | 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 14 months, however MLM adopted a 10 month-turn-around time | 100% within 10 months | | 100% | 100% | 100% | 100% |

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| 22 | 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 2019 (Proof of receipt by Committee Clerk) | 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) | 1 500 | | 0 | 0 | 0 | 1 500 |
| 23 | 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 | -11.50% | | 0 | 0 | 0 | -11.50% |
| 24 | ENG | KPI 031 | KPA 6 | KFA 17 | Public Private Partnership (PPP) Request for Qualification implemented and submitted to National Treasury by 30 June 2020 | Feasibility Study submitted to National Treasury by 30 Jun 2020 | To ensure the implementation in terms of procurement for the proposed PPP mechanism for Electricity function in Midvaal | 1 | | 0 | 0 | 0 | 1 |
| 25 | ENG | KPI 032 | KPA 6 | KFA 18 | Number of square meters of tarred roads resurfaced annually | Accumulative square meters of tar roads resurfaced | Number of square meters of tar roads | 25 000 m² | | 5 000 m² | 10 000 m² | 20 000 m² | 25 000 m² |

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| 26 | 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 | To ensure by-law enforcement to benefit quality built environment and to ensure clean and transparent development through compliance | -24.50% | | 0 | 0 | 0 | -24.50% |
| 27 | 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 | 67% | | 0 | 0 | 0 | 67% |
| 28 | 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 | 500 | | 0 | 0 | 0 | 500 |
| 29 | 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 | 72% | | 0 | 0 | 0 | 72% |
| 30 | 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 | 500 | | 0 | 0 | 0 | 500 |

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| 31 | 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 | 56% | | 0 | 0 | 0 | 56% |
| 32 | 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 | 500 | | 0 | 0 | 0 | 500 |
| 33 | COMM | KPI 043 | KPA 2 | KFA 05 | Number of deployed Midvaal security patrollers | Agreement signed between Midvaal & related service providers | To enhance security | 20 | | 0 | 0 | 0 | 20 |
| 34 | ENG | KPI 044 | KPA 3 | KFA 07 | Completion of Phase 4 (Construction of the Ablution Facility) at the Lakeside Sport Centre and related Sports Infrastructure | Phase 4 (Completion of Ablution Facility) completed. Completion Certificate signed off by Quantity Surveyor | 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 (R2.6 m) | 1 | | 0 | 0 | 0 | 1 |

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| 35 | 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 | 4 | 1 | 1 | 1 | 1 |
| 36 | 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 | 2 | 0 | 0 | 0 | 2 |
| 37 | 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 | 5 | 0 | 0 | 2 | 3 |
| 38 | 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 | 86% | 0 | 0% | 0% | 86% |

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| 39 | 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 | 500 | | 0 | 0 | 0 | 500 |
| 40 | 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 measurers, aimed at disaster prevent, mitigation, preparedness, response, recovery and rehabilitation | 1 | | 0 | 0 | 0 | 1 |
| 41 | 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 | 9 | | 0 | 3 | 3 | 3 |

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| 42 | 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) | 93% | | 15% | 40% | 60% | 93% |
| 43 | 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 | 1 | | 0 | 0 | 0 | 1 |
| 44 | 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 Digi Call) versus date of responded (site inspection report signed off within 48 hours) (2) Verification signed off by Director quarterly within 10 working days after the end of the quarter | 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 | 90% | | 90% | 90% | 90% | 90% |

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| 45 | COMM | KPI 065 | KPA 2 | KFA 05 | Implementation of alternative traffic law enforcement method (Phase 2) | Implementation of Software (Phase 2) | Phase 1 = Procurement of Traffic Management Software, Phase 2 = Implementation of software | 1 | | 0 | 0 | 0 | 1 |
| 46 | DP | KPI 070 | KPA 8 | KFA 26 | Number of community campaigns conducted to communicate existing rebates/incentives within Development & Planning | (1) Report submitted to Mayoral Committee to reflect (1.1) Actions taken to escalate or create awareness of urban Planning Policies (2) Proof of submission into reporting cycle by the 15th day of the quarter = signature and date receipt by Committees | To communicate existing rebates available in terms of developments for commercial and industrial investment and residential densification. | 4 | | 1 | 1 | 1 | 1 |
| 47 | 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 by 30 Jun 2020 | To ensure the Walkerville Landfill Site is operated/legalised according to the new Regulations | 1 | | 0 | 0 | 0 | 1 |
| 48 | 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 2021 | To increase access to roads infrastructure services | 2 km | | 0 | 0 | 0 | 2 km |

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| 49 | COMM | KPI 076 | KPA 6 | KFA 20 | Initiate Phase 1: Component B of planning a new landfill site facility | Phase 1: Component B - Licence Application processed | 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 | Phase 1: Component B completed | | 0 | 0 | 0 | 1 |
| 50 | COMM | KPI 077 | KPA 7 | KFA 24 | Number of zero waste awareness campaigns conducted | Invitation, Minutes & Attendance Registers | The aim of this recycling project is to minimise waste that goes to the landfill site through encouraging residents to participate in separation at source programme | 4 | | 1 | 1 | 1 | 1 |
| 51.1 | MM | New | KPA 8 | KFA 26 | Number of interventions implemented from the Midvaal Economic Recovery Plan, per quarter | Q1 = Procurement Q2 = 30% expenditure Q3 = x% Q4 = YtD HOD Level = Report on progress to MC | (1) Implementation of projects/programmes/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 | 8 | | 2 | 2 | 2 | 2 |

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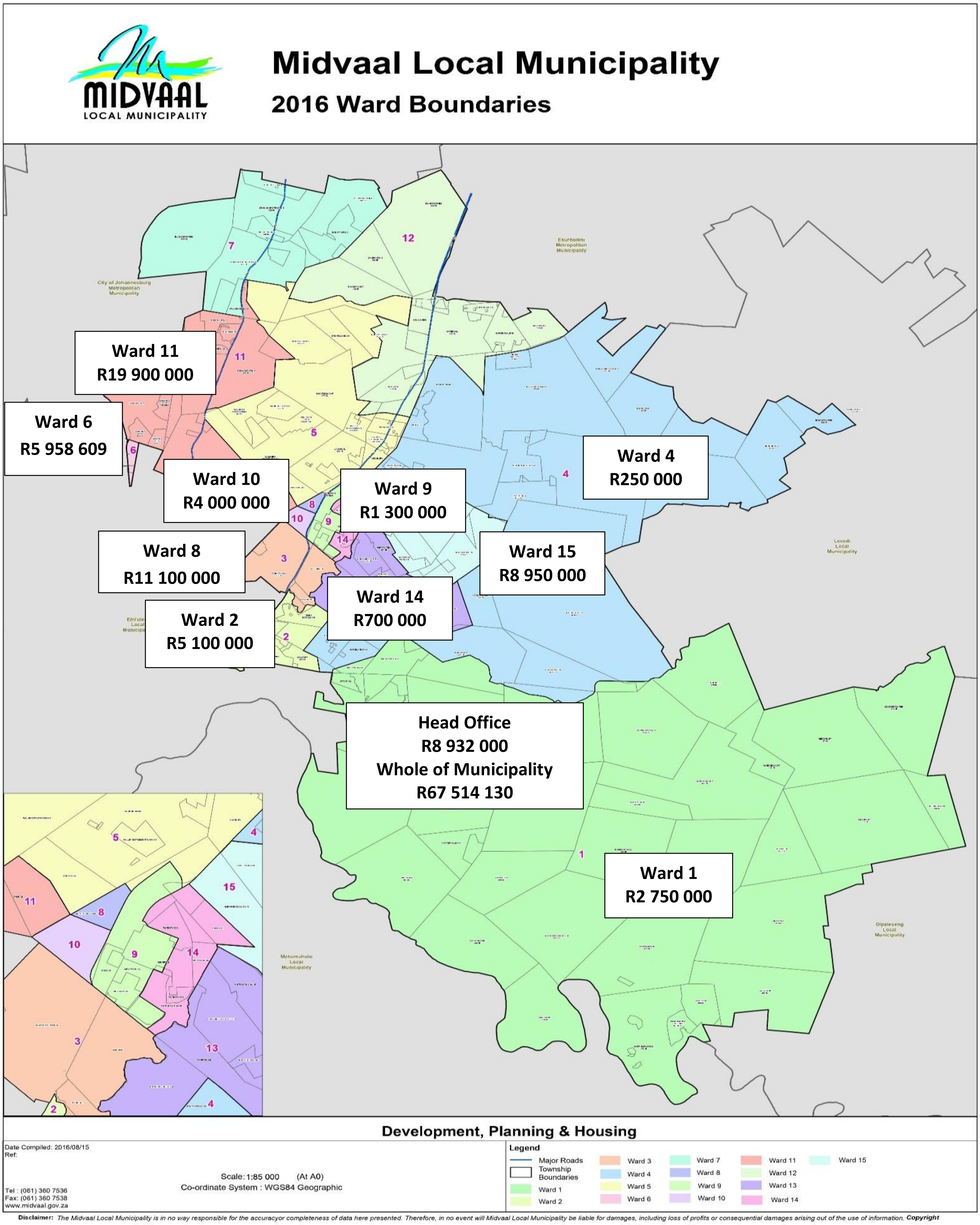
| 52 | DP | New | KPA 8 | KFA 26 | Average turn-around time maintained to consider Certificates of Occupancy (COOs) for properties fully compliant to SANS 10400 | Expected average turn-around time to issue Certificate of Occupancy (COO) not to exceed 14 calendar days. (1) Date of COO application received (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 | 14 | | 80% | 80% | 80% | 80% |

## 5.4 Ward information for expenditure and service delivery



## 5.5 Detailed Capital Works Plan broken down by Ward over three years

| # | Project Description | Section | HEAD OFFICE |
|---|---|---|---|
| 1 | OFFICE FURNITURE | Corporate Services | 30 000 |
| 2 | NEW FURNITURE AND EQUIPMENT – LEGAL | Corporate Services | 40 000 |
| 3 | PLASTIC CHAIRS | Corporate Services | 20 000 |
| 4 | STEEL SQUARE TABLES | Corporate Services | 20 000 |
| 5 | NETWORKS & COMPUTER RELATED HARDWARE | ICT Services | 7 150 000 |
| 6 | NEW VEHICLE FOR MAYORAL BODYGUARDS | Office of the Executive Mayor | 400 000 |
| 7 | FURNITURE AND EQUIPMENT | Financial Services | 32 000 |
| 8 | FURNITURE AND EQUIPMENT (NEW) | Development & Planning (Admin) | 50 000 |
| 9 | FURNITURE & EQUIPMENT | Community Services (Admin) | 20 000 |
| 10 | DE DEUR REFURBISHMENT OF OFFICES | Community Services (Admin) | 80 000 |
| 11 | SECURITY EQUIPMENT | Traffic | 1 050 000 |
| 12 | AIR CONDITIONERS | Parks | 10 000 |
| 13 | FURNITURE & EQUIPMENT | Engineering (Admin) | 30 000 |
| | | | **8 932 000** |

| # | Project Description | Section | WM |
|---|---|---|---|
| 1 | ECONOMIC INFRASTR / URBAN REGENERATION | Development & Planning (Admin) | 1 500 000 |
| 2 | VEHICLE REPLACEMENTS | Traffic | 455 000 |
| 3 | REPLACEMENT OF CHAIRS | Fire | 15 000 |
| 4 | MEYERTON FIRE STATION - SMALL GEAR | Fire | 100 000 |
| 5 | RADIOS AND REPEATER | Fire | 300 000 |
| 6 | NEW CCTV CAMERAS | Fire | 1 250 000 |
| 7 | TRACTORS (REPLACEMENTS) | Parks | 600 000 |
| 8 | LDV'S (REPLACEMENTS) | Parks | 440 000 |
| 9 | REPLACEMENT OF LDV – INSURANCE | Parks | 250 000 |
| 10 | BRUSH CUTTERS | Parks | 170 000 |
| 11 | TELESCOPIC POLE PRUNERS | Parks | 25 000 |
| 12 | HEDGE TRIMMER | Parks | 15 000 |
| 13 | RIDE-ON LAWNMOWERS WITH TRAILERS | Sports & Recreational Administration | 200 000 |
| 14 | DOUBLE CAB TRUCK (REPLACEMENT) | Main Sewer | 770 000 |
| 15 | NEW SEWER CONNECTIONS | Main Sewer | 750 000 |
| 16 | INSTALLATION OF ONSITE TOILETS | Main Sewer | 1 000 000 |
| 17 | REPLACEMENT OF PUMPS | Main Sewer | 1 000 000 |
| 18 | EXTEND SEWER NETWORK | Main Sewer | 500 000 |
| 19 | FLOW METERS | Purification | 200 000 |
| 20 | PUMP-STATION REFURBISHMENT AND UPGRADE | Purification | 1 000 000 |
| 21 | MILLING MACHINE | Roads & Storm-water | 250 000 |
| 22 | ROLLER COMPACTOR | Roads & Storm-water | 160 000 |
| 23 | GRAVEL TO TAR (MIG) - SEPARATE LINE FOR | Roads & Storm-water | 3 163 478 |
| 24 | ROAD RESURFACING | Roads & Storm-water | 1 500 000 |
| 25 | ROAD RESURFACING | Roads & Storm-water | 1 500 000 |
| 26 | GRAVEL TO TAR (EXTERNAL LOANS) NEW | Roads & Storm-water | 3 500 000 |

| | | | |
|---|---|---|---|
| 27 | LDV'S | Storm-water | 550 000 |
| 28 | RESERVIOR REFURBISHMENT - W/L PROGRAMME | Water Services | 500 000 |
| 29 | PRE-PAID WATER METER PROJECT | Water Services | 2 170 000 |
| 30 | SICELO/HIGHBURY (VALLEY SETTLEMENTS) RES | Water Services | 12 175 652 |
| 31 | AGED BULK WATER PIPE REPLACEMENT | Water Services | 10 325 000 |
| 32 | REFURBISHMENT/REPLACEMENT - SUPPLY VALVES | Water Services | 1 000 000 |
| 33 | PRESSURE MANAGEMENT INFRASTRUCTURE | Water Services | 1 000 000 |
| 34 | PRE-PAID WATER METER PROJECT | Water Services | 2 000 000 |
| 35 | REPLACEMENT - PREPAID & CONVENTIONAL WATER M | Water Services | 1 000 000 |
| 36 | WATER METER REPLACEMENT PROGRAMME | Water Services | 700 000 |
| 37 | BULK WATER METERS | Water Services | 1 000 000 |
| 38 | LAND CRUISERS | Electricity | 750 000 |
| 39 | H/MAST & STREET LIGHTS: UNSERVICED AREAS | Electricity | 500 000 |
| 40 | REPLACE CONV.METERS WITH PRE-PAID METERS | Electricity | 500 000 |
| 41 | REPLACE METERS FOR TID COMPLIANCE | Electricity | 1 000 000 |
| 42 | REPLACE REDUNDANT SWITCHGEAR | Electricity | 1 000 000 |
| 43 | REPLACEMENT OF TOOLS FOR MECHANICS | Electricity | 100 000 |
| 44 | ELECTRICITY METERING | Electricity | 500 000 |
| 45 | NEW CONNECTIONS | Electricity | 500 000 |
| 46 | TIPPER TRUCK – NEW | Landfill Sites | 900 000 |
| 47 | BULLDOZER – NEW | Landfill Sites | 5 900 000 |
| 48 | WALKERVILLE LANDFILL CELL DEVELOPMENT (EXPANSION) | Landfill Sites | 2 000 000 |
| 49 | BUILDING AIR CONDITIONERS | Engineering (Administration) | 30 000 |
| 50 | 30 CUBE TRAILOR – INSURANCE | Solid Waste | 550 000 |
| 51 | REFURBISHMENT MALE & FEMALE CHANGE ROOMS (DEPOT) | Solid Waste | 250 000 |
| | | | **67 514 130** |

| # | Project Description | Section | WARD 1 |
|---|---|---|---|
| 1 | BANTU BONKE LIBRARY BOOKS | Bantu Bonke Library | 250 000 |
| 2 | VAAL MARINA RESCUE VEHICLE | Fire | 2 500 000 |
| | | | **2 750 000** |

| # | Project Description | Section | WARD 2 |
|---|---|---|---|
| 1 | RISIVILLE WATER NETWORK (NEW) | Water Services | 4 500 000 |
| 2 | BLACKWOOD TRANSFER STATION REFURBISHMENT | Solid Waste | 600 000 |
| | | | **5 100 000** |

| # | Project Description | Section | WARD 4 |
|---|---|---|---|
| 1 | RANDVAAL LIBRARY BOOKS | Randvaal Library | 250 000 |
| | | | **250 000** |

| # | Project Description | Section | WARD 6 |
|---|---|---|---|
| 1 | LAKESIDE LIBRARY BOOKS | Lakeside Library | 500 000 |
| 2 | LAKESIDE SPORT CENTRE (MIG) | Sports & Recreational Administration | 5 458 609 |
| | | | **5 958 609** |

| # | Project Description | Section | WARD 8 |
|---|---|---|---|
| 1 | SICELO ELECTRIFICATION NETWORK | Electricity | 10 600 000 |
| 2 | SICELO RETICULATION NETWORK (ERF 204) | Electricity | 500 000 |
| | | | **11 100 000** |

| # | Project Description | Section | WARD 9 |
|---|---|---|---|
| 1 | MEYERTON RFID SECURITY SYSTEM | Meyerton Library | 1 000 000 |
| 2 | ICT HARDWARE (COMPUTORS) - NEW | Meyerton Library | 300 000 |
| | | | **1 300 000** |

| # | Project Description | Section | WARD 10 |
|---|---|---|---|
| 1 | SICELO LIBRARY BOOKS | Sicelo Library | 500 000 |
| 2 | EXT SICELO LIBRARY BUILDING - UPGRADING | Sicelo Library | 3 000 000 |
| 3 | SICELO RETICULATION NETWORK (ERF 204) | Electricity | 500 000 |
| | | | **4 000 000** |

| # | Project Description | Section | WARD 11 |
|---|---|---|---|
| 1 | DE DEUR LIBRARY BOOKS | De Deur Library | 400 000 |
| 2 | SAVANNA CITY ELECTRIFICATION NETWORK | Electricity | 15 000 000 |
| 3 | LANDFILL COMPACTOR - NEW | Landfill Sites | 4 500 000 |
| | | | **19 900 000** |

| # | Project Description | Section | WARD 14 |
|---|---|---|---|
| 1 | MEYERTON LIBRARY BOOKS | Meyerton Library | 700 000 |
| | | | **700 000** |

| # | Project Description | Section | WARD 15 |
|---|---|---|---|
| 1 | HENLEY ON KLIP AIR CONS - NEW | Henley on Klip Library | 150 000 |
| 2 | HENLEY ON KLIP LIBRARY BOOKS | Henley on Klip Library | 400 000 |
| 3 | HENLEY ON KLIP CARPORT - NEW | Henley on Klip Library | 100 000 |
| 4 | HENLEY ON KLIP SEWER EXTENSION | Main Sewer | 5 300 000 |
| 5 | HENLEY ON KLIP LANDFILL SITE REHABILITATION (CLOSING JUNE 2021) | Landfill Sites | 3 000 000 |
| | | | **8 950 000** |

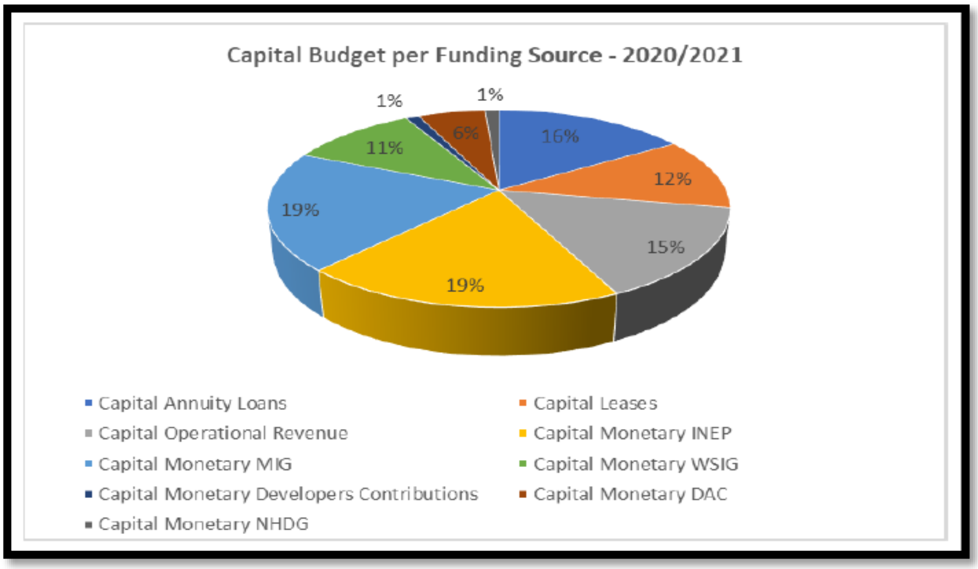
| Capital Budget per Department | | |
|---|---|---|
| 1. Savanna City | - | 0 |
| 2. Financial Services | 32 000 | 0.02 |
| 3. Council | 400 000 | 0.3 |
| 4. Development & Planning | 1 550 000 | 1.1 |
| 5. Corporate Services | 7 260 000 | 5.3 |
| 6. Community Services | 22 058 609 | 16.2 |
| 7. Engineering Services | 105 154 130 | 77.1 |
| | **R136 454 739** | |

**Capital Summary Report: Capital Expenditure per Department (Municipal Standard Classification)**

| Non-Current Assets (Capital) | Budget 2020-2021 | Budget 2021-2022 | Budget 2022-2023 |
|---|---|---|---|
| Municipal Manager | - | - | - |
| Corporate Services | 7 260 000 | 1 770 000 | 425 000 |
| Financial Services | 32 000 | 35 000 | 37 000 |
| Development & Planning | 1 550 000 | 3 520 000 | 20 000 |
| Community Services | 22 058 609 | 24 431 957 | 36 350 913 |
| Engineering Services | 105 154 130 | 105 208 217 | 116 887 043 |
| Council | 400 000 | - | - |
| Savanna City | - | - | - |
| **TOTAL CAPITAL** | **136 454 739** | **134 965 174** | **153 719 956** |

**Capital Summary Report: Capital Expenditure per Fund**

| Non-Current Assets (Capital) | Budget 2020-2021 | Budget 2021-2022 | Budget 2022-2023 |
|---|---|---|---|
| Capital Annuity Loans | 21 500 000 | 28 000 000 | 28 850 000 |
| Capital Leases | 11 865 000 | 13 470 000 | 16 260 000 |
| Capital Operational Revenue | 26 517 000 | 19 418 000 | 30 582 000 |
| Capital Monetary INEP | 25 600 000 | 20 000 000 | 20 000 000 |
| Capital Monetary MIG | 26 097 739 | 28 157 174 | 29 663 956 |
| Capital Monetary WSIG | 14 325 000 | 16 500 000 | 17 364 000 |
| Capital Monetary NHDG | 1 500 000 | 3 500 000 | - |
| Capital Monetary Developers Contributions | 1 500 000 | 1 500 000 | 11 000 000 |
| Capital Monetary DAC | 7 550 000 | 4 420 000 | - |
| **TOTAL CAPITAL** | **136 454 739** | **134 965 174** | **153 719 956** |



| CAPEX PER WARD | 2019/2020 | 2020/2021 |
|---|---|---|
| **Ward 1**<br>Vaal Marina Koolfontein<br>Mooilande Koppiesfontein | 14 740 524 | **2 750 000** |
| **Ward 2**<br>Glen Donald Risiville Duncanville | 2 600 000 | **5 100 000** |
| **Ward 3**<br>Meyerton-Suid Kookfontein Rothdene | 500 000 | **-** |
| **Ward 4**<br>Boschhoek Schoongezicht<br>Henley-on-Klip Slangfontein | 400 000 | **250 000** |
| **Ward 5**<br>Drumblade Pendale Highbury<br>Valley Settlements Ophir Estates<br>Walkers Fruit Farms | - | **-** |
| **Ward 6**<br>Doornkuil Schapenvreugd | 2 900 000 | **5 958 609** |
| **Ward 7**<br>Alewynspoort Eye of Africa<br>Nooitgedacht Elandsfontein<br>Walkerville | - | **-** |
| **Ward 8**<br>Meyerton Farms Klipriviersval | 26 458 000 | **11 100 000** |
| **Ward 9**<br>Meyerton Ext 2 | - | **1 300 000** |
| **Ward 10**<br>Noldick Meyerton Ext 1 & 3<br>Sybrand van Niekerk Park | 1 800 000 | **4 000 000** |
| **Ward 11**<br>Golfview Homestead Apple Orchard Small Holdings<br>De Deur Ophir Estates | 5 850 000 | **19 900 000** |
| **Ward 12**<br>Garthdale Gardenvale<br>Klipwater Rietspruit | - | **-** |
| **Ward 13**<br>Henley-on-Klip Vorsterpark Homelands<br>Riversdale Buyscelia | 700 000 | **-** |
| **Ward 14**<br>Golf Park Meyerton X6<br>Chrissiesfontein Meyerton X1, 3, 6 & 4 | - | **700 000** |
| **Ward 15** | 2 400 000 | **8 950 000** |
| **Head Office** | 2 372 000 | **8 932 000** |
| **Whole of Municipality** | 74 463 307 | **67 514 130** |
| **TOTAL** | **135 183 831** | **136 454 739** |

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

| | |
|---|---|
| MIDVAAL LOCAL MUNICIPALITY | **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

| | |
|---|---|
| MIDVAAL LOCAL MUNICIPALITY | **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 (MFMA, 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 C2273/03/2020 dated 25 March 2020, approved the draft Service Delivery & Budget Implementation Plan, according to the above-mentioned legislative requirements. The final Medium Term Revenue & Expenditure Framework (MTREF): 2020/2021 to 2022/2023, as required by Section 24 of the Municipal Finance Management Act, Act 56 of 2003 and the Final Integrated Development Plan (IDP) were subsequently approved by Council per items C2284/05/2020 and C2283/05/2020 on 28 May 2020, respectively.

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 has therefore been compiled and is submitted to the Executive Mayor for consideration and approval.

In other words the Measurable Performance Objectives are listed as follows:

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.

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.

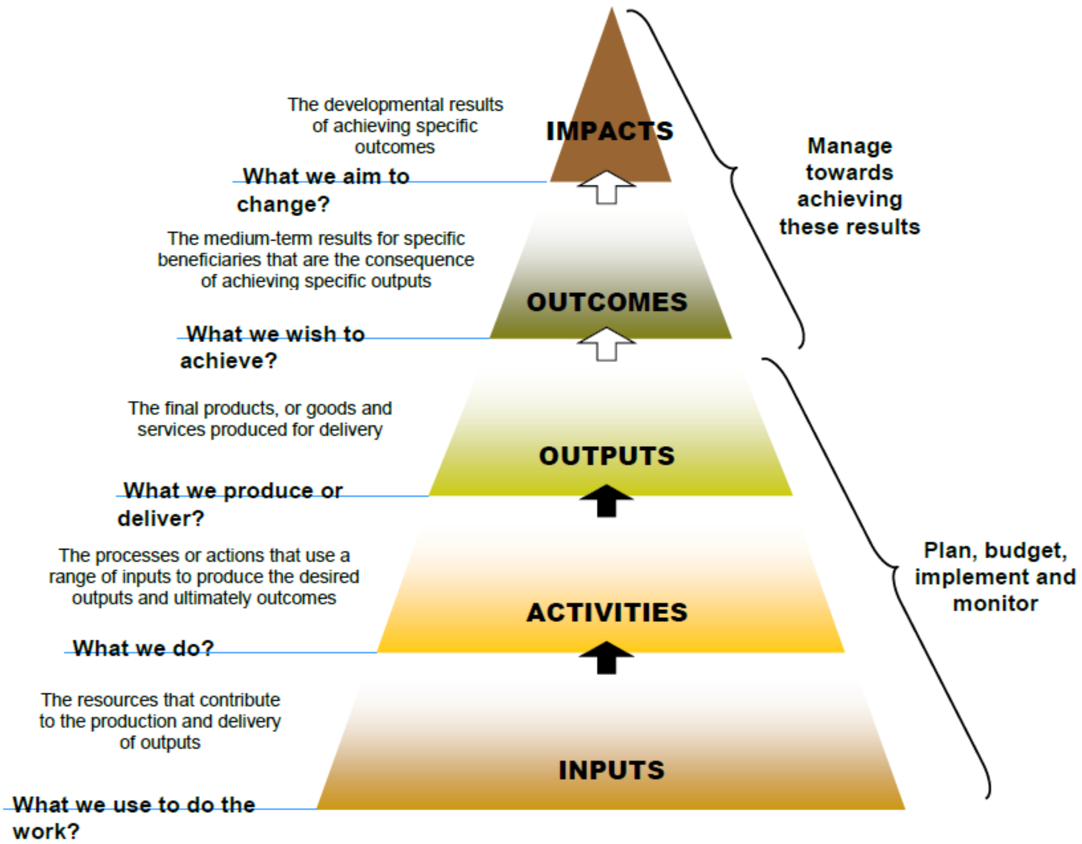
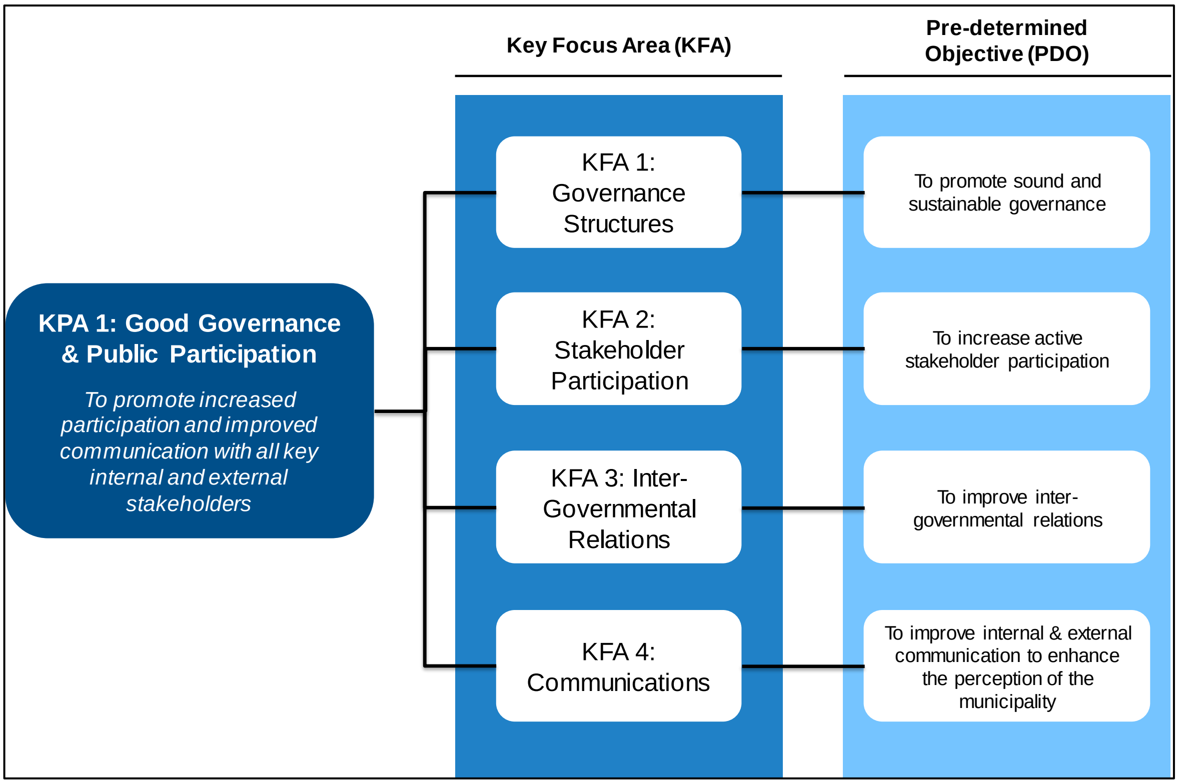



FIGURE 6 DEFINITION OF PERFORMANCE INFORMATION CONCEPTS

# KPA 1: Good Governance & Public Participation

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





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**Fax:** (016) 360 7519
**Fraud Reporting Line:** 0860 268 624
**Emergency Number:** (016) 360 7500
(016) 362 5911

complaints@midvaal.gov.za

| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 TARGET |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | CORP | KPI 018 | KPA 1 | KFA 02 | Number of events arranged per approved year planner | (1) Priority events identified and approved by the Executive Mayor on the Year Planner (2) Executed with approved Annual PR + Marketing funded Events Plan | Council hosts events as a medium to enhance a positive relationship/partnering with external stakeholders and portray a positive image of Council (Planning & Execution) | 2 | 0 | 0 | 1 | 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 | 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 quarterly before the 10th working day | To monitor customer satisfaction and ensure feedback on public complaints received via the outsourced Complaints Hotline | 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, at most, after end of each month. | To monitor compliance to Section 75 of the MFMA in order to create community awareness, transparency and consistency | 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 | 60 | 15 | 15 | 15 | 15 |

# KPA 2: Safety & Environment

**To create a sustainable environment safe from harm**

| | Key Focus Area (KFA) | Pre-determined Objective (PDO) |
|---|---|---|
| **KPA 2: Safety & Environment**<br>*To create a sustainable environment safe from harm* | KFA 5: Safety & Security | To improve the safety of the community both on the roads and in the suburbs |
| | KFA 6: Emergency Services | To ensure adequate prevention measures as well as prompt response to emergencies |

| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 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 | 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 measurers aimed at disaster prevent, mitigation, preparedness, response, recovery and rehabilitation | 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 | 9 | 0 | 3 | 3 | 3 |
| 4 | COMM | KPI 065 | KPA 2 | KFA 05 | Implementation of alternative traffic law enforcement method (Phase 2) | Implementation of Software (Phase 2) | Phase 1 = Procurement of Traffic Management Software, Phase 2 = Implementation of software | 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**

| | Key Focus Area (KFA) | Pre-determined Objective (PDO) |
|---|---|---|
| **KPA 3: Social & Community Development**<br>*To create an environment focussed on uplifting the youth, the poor and the most vulnerable* | KFA 7: Sport and Recreation Programmes & Facilities, including Parks & Open Space | To create an ecosystem of sports and recreation activities |
| | KFA 8: Libraries, Arts Culture & Special Programmes | To promote the development of cultural and social programs to uplift the community |

| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 TARGET |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | ENG | KPI 044 | KPA 3 | KFA 07 | Completion of Phase 4 (Construction of the Ablution Facility) at the Lakeside Sport Centre and related Sports Infrastructure | Phase 4 (Completion of Ablution Facility) completed. Completion Certificate signed off by Quantity Surveyor | 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 (R2.6 m) | 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 | 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 | 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 | 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**

**KPA 4: Institutional Transformation**

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

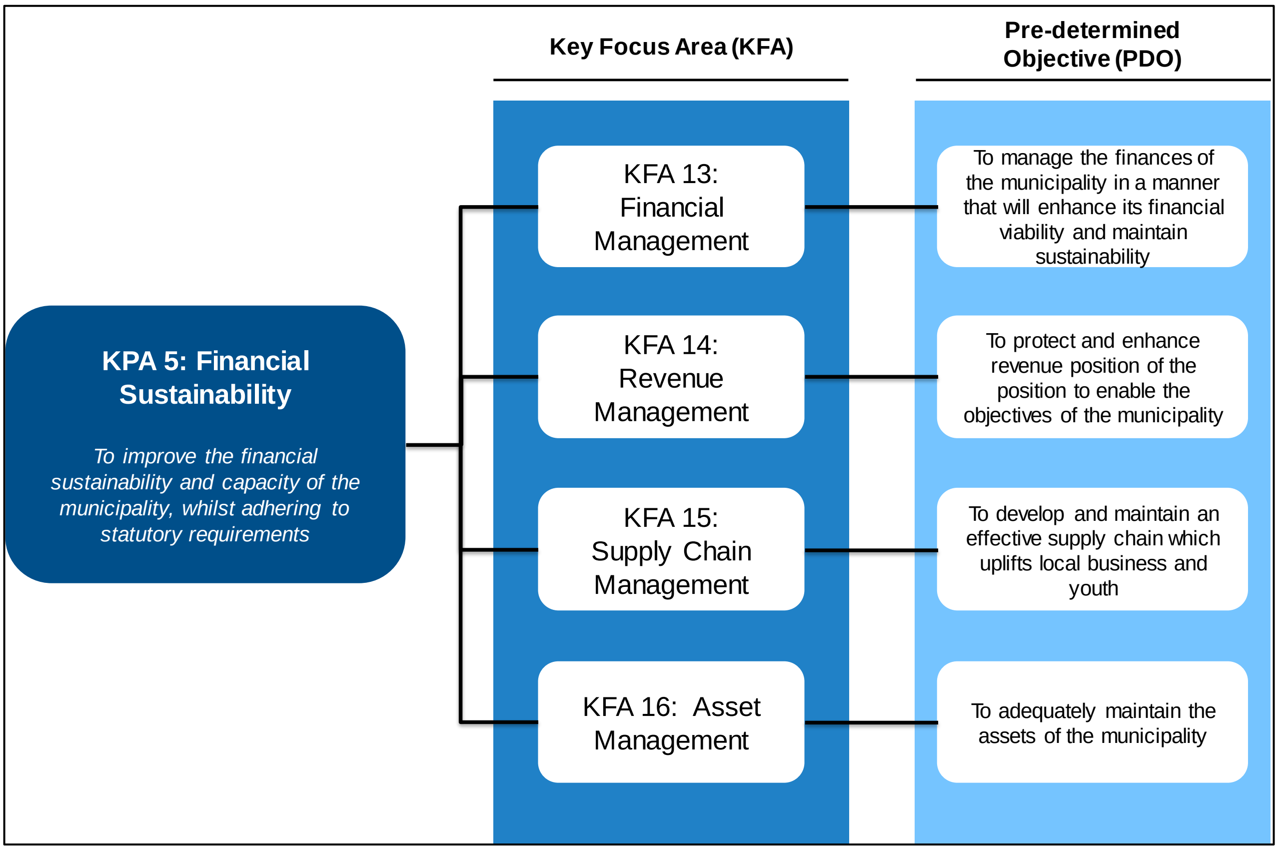
| Key Focus Area (KFA) | Pre-determined Objective (PDO) |
|---|---|
| KFA 9: Human Capital & Skills Development | To ensure adequate internal capacity and capability to deliver on the municipalities objectives |
| KFA 10: Performance Management | To develop and implement an effective and efficient performance management system |
| KFA 11: Systems & Technology | To enhance systems and technology to enable the municipality to deliver excellent customer experience |
| KFA 12: Policies, Processes & Procedures | To write and review processes and procedures to ensure the objectives of the municipality are achieved. |

| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 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 | eHelp Desk Status Report = (1) Ticket Reference (2) Date & Time Created of Logged Call (3) Status of Ticket Call Log. Modified Date and Time less Created Date and Time = Time (Not to exceed 60 minutes within the main building and 3 hours for outlying offices). Number of calls received / Average number compliance to Time = Percentage compliance | To establish mechanisms to monitor performance of ICT staff | 85% | 85% | 85% | 85% | 85% |
| 2 | CORP | KPI 023 | KPA 4 | KFA 12 | Number of average working days legal actions are assessed | Legal & Property Actions Register reflecting turn-around time to be within 4 working days (as per court rules, i.e. first day out and last day in) = 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 | 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 | Report submitted into reporting cycle to Council within Council Resolution | To comply with the requirements of Section 52(d) of the MFMA | 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) | 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 | 1 | 0 | 0 | 0 | 1 |

# KPA 5: Financial Sustainability

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




| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | 2020/2021 | 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 | 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 | 1.5 : 1 | 0 | 0 | 0 | 1.5 : 1 |
| 3 | 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 | 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 | 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) / 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 | 50% | 0 | 0 | 0 | 50% |
| 6 | FIN | KPI 012 | KPA 5 | KFA 14 | Annual percentage of Collection Rate | 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 90% meaning that at least 90% of the amount billed in a month must be collected in cash | 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 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 | 95% | 95% | 95% | 95% | 95% |
| 8 | 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 | 90% | 14% | 40% | 66% | 90% |
| 9 | MM | 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 | 5% | 0% | 0% | 0% | 5% |
| 10 | MM | 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 | 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 | 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**

**KPA 6: Physical Infrastructure & Energy Efficiency**

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

| Key Focus Area (KFA) | Pre-determined Objective (PDO) |
|---|---|
| KFA 17: Electricity & Energy Efficiency | To plan, construct and maintain electricity networks and to improve energy efficiency |
| KFA 18: Roads & Storm-water Infrastructure | To increase active To plan, construct and maintain roads and storm-water infrastructure |
| KFA 19: Water & Sanitation Infrastructure | To plan, construct and maintain water and sanitation infrastructure |
| KFA 20: Landfill Sites & Transfer Stations | To plan, construct and maintain landfill sites and transfer stations |
| KFA 21: Municipal & Public Facilities | To plan, construct and maintain municipal and public facilities |

| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 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 | -11.50% | 0 | 0 | 0 | -11.50% |
| 2 | ENG | KPI 031 | KPA 6 | KFA 17 | Public Private Partnership (PPP) Request for Qualification implemented and submitted to National Treasury by 30 June 2020 | Feasibility Study submitted to National Treasury by 30 Jun 2020 | To ensure the implementation in terms of procurement for the proposed PPP mechanism for Electricity function in Midvaal | 1 | 0 | 0 | 0 | 1 |
| 3 | ENG | KPI 032 | KPA 6 | KFA 18 | Number of square meters of tarred roads resurfaced annually | Accumulative square meters of tar roads resurfaced | Number of square meters of tar roads | 25 000 m² | 5 000 m² | 10 000 m² | 20 000 m² | 25 000 m² |
| 4 | 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 | To ensure by-law enforcement to benefit quality built environment and to ensure clean and transparent development through compliance | -24.50% | 0 | 0 | 0 | -24.50% |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 5 | 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 | 67% | 0 | 0 | 0 | 67% |
| 6 | 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 | 72% | 0 | 0 | 0 | 72% |
| 7 | 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 | 56% | 0 | 0 | 0 | 56% |
| 8 | 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 by 30 Jun 2020 | To ensure the Walkerville Landfill Site is operated/legalised according to the new Regulations | 1 | 0 | 0 | 0 | 1 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 9 | 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 2021 | To increase access to roads infrastructure services | 2 km | 0 | 0 | 0 | 2 km |
| 10 | COMM | KPI 076 | KPA 6 | KFA 20 | Initiate Phase 1: Component B of planning a new landfill site facility | Phase 1: Component B - Licence Application processed | 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 | Phase 1: Component B completed | 0 | 0 | 0 | 1 |

# KPA 7: Services & Customer Care

**To deliver inclusive and excellent services to the community**

| KPA | Key Focus Area (KFA) | Pre-determined Objective (PDO) |
|---|---|---|
| **KPA 7: Services & Customer Care** *To deliver inclusive and excellent services to the community* | KFA 22: Water & Sanitation | To provide sustainable, reliable and affordable water and sanitation services to all residents |
| | KFA 23: Electricity | To provide sustainable, reliable and affordable electricity to all residents |
| | KFA 24: Cleansing & Waste Management | To provide sustainable, reliable and affordable waste disposal services to all residents |

| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 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 | 500 | 0 | 0 | 0 | 500 |
| 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 | 500 | 0 | 0 | 0 | 500 |
| 31 | 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 | 56% | 0 | 0 | 0 | 56% |
| 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 | 500 | 0 | 0 | 0 | 500 |

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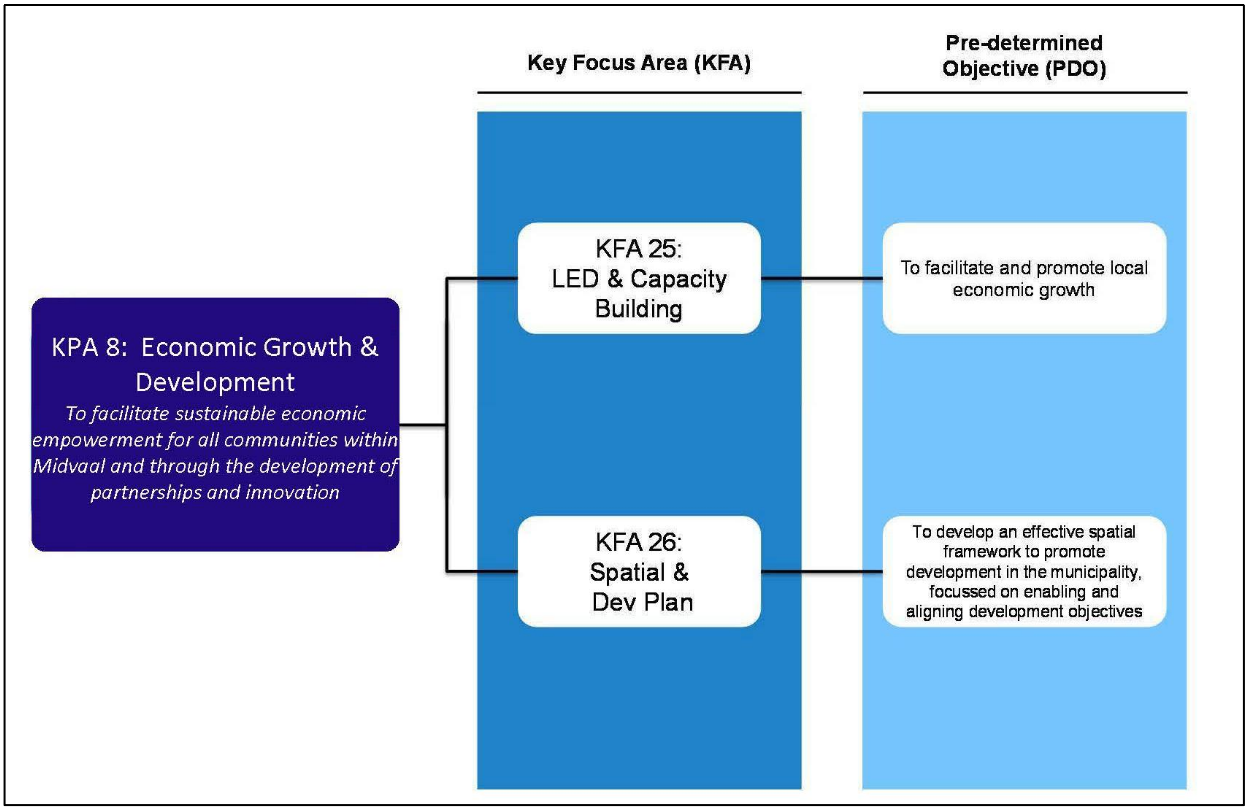
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4 | COMM | KPI 050 | KPA 7 | KFA 24 | (NKPI - 1d) - Percentage of households with access to basic level of solid waste removal | Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account | Provision of access to the basic level of solid waste removal | 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 | 500 | 0 | 0 | 0 | 500 |
| 6 | COMM | KPI 077 | KPA 7 | KFA 24 | Number of zero waste awareness campaigns conducted | Invitation, Minutes & Attendance Registers | The aim of this recycling project is to minimise waste that goes to the landfill site through encouraging residents to participate in separation at source programme | 4 | 1 | 1 | 1 | 1 |

## KPA 8: Economic Growth & Development

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




| INDEX | RESPONSIBLE DEPARTMENT | KPI NO | KPA NO | KFA NO | KEY PERFORMANCE INDICATOR (KPI) 2020/2021 | DEFINITION | DETAILED DESCRIPTION OF INDICATOR (PURPOSE/OBJECTIVE) | YEAR 4 2020/2021 ANNUAL TARGET | SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN - 2020/2021 Q1 TARGET | Q2 TARGET | Q3 TARGET | Q4 TARGET |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | DP | KPI 002 | KPA 8 | KFA 26 | Percentage compliance in terms of turn-around time maintained to consider building plan applications per quarter | (1) Percentage compliance to 30 calendar day turn-around time, in terms of the National Building Regulations and Building Standards Act of 1977, (Building Plan applications exceeding 500 m$^2$ floor area) (2) 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. | 100% | 100% | 100% | 100% | 100% |
| 2 | DP | KPI 003 | KPA 8 | KFA 26 | Percentage compliance in terms of turn-around time maintained to consider land use applications per quarter | (1) Percentage compliance to 10 months turn-around time, applications submitted in terms of SPLUMA (2) Date of Legally Compliant Application received versus Date Considered (Minutes of the Municipal Planning Tribunal or signature of authorised official) | 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 14 months, however MLM adopted a 10 month-turn-around time | 100% within 10 months | 100% | 100% | 100% | 100% |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 2019 (Proof of receipt by Committee Clerk) | 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) | 1 500 | 0 | 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 Digi Call) versus date of responded (site inspection report signed off within 48 hours) (2) Verification signed off by Director quarterly within 10 working days after the end of the quarter | 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 | 90% | 90% | 90% | 90% | 90% |
| 5 | DP | KPI 070 | KPA 8 | KFA 26 | Number of community campaigns conducted to communicate existing rebates/incentives within Development & Planning | (1) Report submitted to Mayoral Committee to reflect (1.1) Actions taken to escalate or create awareness of urban Planning Policies (2) Proof of submission into reporting cycle by the 15th day of the quarter = signature and date receipt by Committees | To communicate existing rebates available in terms of developments for commercial and industrial investment and residential densification. | 4 | 1 | 1 | 1 | 1 |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **6** | **MM** | **New** | **KPA 8** | KFA 26 | **Number of interventions implemented from the Midvaal Economic Recovery Plan, per quarter** | **Q1 = Procurement Q2 = 30% expenditure Q3 = x% Q4 = YtD HOD Level = Report on progress to MC** | **(1) Implementation of projects/programmes/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** | **8** | **2** | **2** | **2** | **2** |
| **7** | **DP** | **New** | **KPA 8** | KFA 26 | **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** | **14** | **80%** | **80%** | **80%** | **80%** |

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|---|---|
| MIDVAAL LOCAL MUNICIPALITY | **10. COUNCIL RESOLUTION** |

**MIDVAAL LOCAL MUNICIPALITY**

**MINUTES OF THE 4TH ORDINARY MEETING OF 2020 HELD ON THURSDAY, 28 MAY 2020 AT 13:30 VIA ZOOM**

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**C 2284/05/2020**
**SMC A/5256/05/2020**

**9.A.3 [FS]: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF): 2020/2021 TO 2022/2023 AS REQUIRED BY SECTION 24 OF THE MFMA**

**5/1/1 2020/2021 – 2022/2023**

**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 2020/2021 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 2020 the tariffs as contained in Annexure D:

   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 th Local Government: Municipal Systems Act (Act 32 of 2000) APPROVES AN ADOPTS with effect from 1 July 2020 the tariffs for other services, as set out Annexures D.

4. To give proper effect to the municipality's annual budget, the Council of Midvaal Loc Municipality APPROVES that cash backing is implemented through the utilisation of portion of the revenue generated from property rates to ensure that all capital reserve and provisions, unspent long-term loans and unspent conditional grants are cas backed as required in terms of the municipality's funding and reserves policy a 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 th Municipal Finance Management Act, (Act 56 of 2003) APPROVES AND ADOPTS wi effect from 1 July 2020 the following budget related policies for the 2020/2021 financi 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
   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. Bad Debt Provision Policy
   5.33. Supply Chain Management Policy for Infrastructure Procurement and delivery management

5.34. Contract Management Policy
5.35. Cost Containment Policy
5.36. Virement Policy
5.37. Allocation of Payments Policy

6. That in principle approval BE GRANTED for the taking up on external debt to the value of R21 500 000 to fund infrastructure projects as contemplated in the capital budget for the 2020/2021 financial year, subject to compliance with section 46 of the MFMA.

7. That in principle approval BE GRANTED for the taking up on external debt in the form of Hire Purchase (HP) agreements to the value of R11 865 000 to fund the purchase of vehicles as contemplated in the capital budget for the 2020/2021 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 2020 the revised departmental organograms, as set out in Annexures AR.

## 11. APPROVAL

**APPROVAL OF THE SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2020/2021**

**SECTION 53(1)(c)(ii) OF THE MFMA**

The above-mentioned legislation stipulates per Section 53(1)(c)(ii) that:

> *"the municipality's service delivery and budget implementation plan is approved by the mayor* ***within 28 days after the approval of the budget****"*

Council, at its meeting held on 28 May 2020 per item C2284/05/2020, approved the Medium Term Revenue & Expenditure Framework (MTREF), 2020/2021 to 2022/2023 as required by Section 24 of the Municipal Finance Management Act, Act 56 of 2003.

In order to give effect to the above-mentioned legislation, the Service Delivery & Budget Implementation Plan 2020/2021 is attached for approval.

**Approved for submission to the Executive Mayor.**

**MRS. S.N. MHLANGA**
**MUNICIPAL MANAGER**

25 June 2020
**DATE**

**Final SDBIP approved before 25 June 2020**

| | |
|---|---|
| **Approved** ☑ | **NOT APPROVED** ☐ |
| **ALDERMAN B.M. BALOYI**<br>**EXECUTIVE MAYOR** | **25 June 2020**<br>**DATE** |

**Approved SDBIP to be made public within 10 working days after approval by the Executive Mayor, i.e. 9 July 2020.**

**ALDERMAN B.M. BALOYI**
**EXECUTIVE MAYOR**

25 Jan 2020
**DATE**