

WITZENBERG MUNICIPALITY

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (DRAFT)

2021/2022

A Municipality that cares for the community, creating growth
& opportunity.

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1. INTRODUCTION AND OVERVIEW

1.1 PURPOSE OF THE REPORT

The purpose of this report is to provide an executive summary of the legislative framework that prescribes an SDBIP.

The 2021/22 Top Layer SDBIP attached to this report is hereby submitted for approval. It indicates the planned performance targets of Witzenberg Municipality for the period 1 July 2021 to 30 June 2022.

The Top Layer of the SDBIP is made up of the following components:

- One year detailed plan, with a three-year capital plan
- The necessary components includes:
- Monthly projection of revenue to be collected for each Source (*Expected Revenue to be collected*)
- Monthly projects of expenditure (operating and capital) and revenue for each vote (*S71 format*)
- Quarterly projects of Services Delivery Targets and performance indicators for each vote. (*Non-financial measurable performance objectives in the form of targets and indicators. Level and standard of service being provided to the community*)
- Detailed capital works plan broken down by ward over three year

1.2 LEGISLATIVE FRAMEWORK & GENERAL INFORMATION PERTAINING TO THE SDBIP

The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan (SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

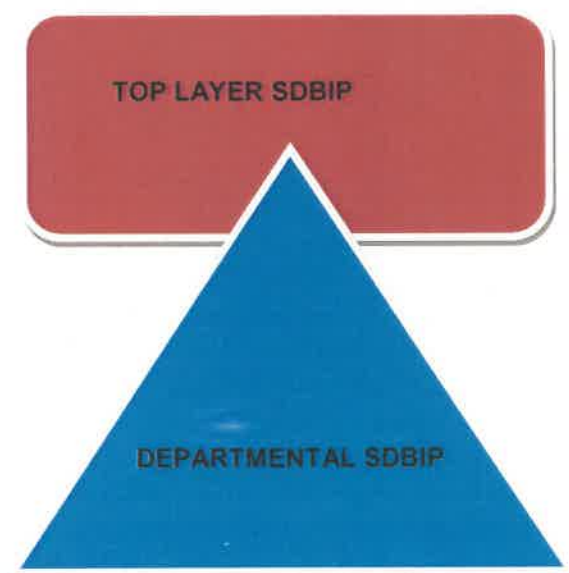
The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community to monitor the municipality’s performance on a quarterly basis. The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget, the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council.

The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with

the inputs and financial resources that will be utilized. The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary in the event of poor performance.

The SDBIP is a layered plan that consists of a top layer and a supporting layer namely the departmental SDBIP.



2. TOP LAYER SDBIP (MUNICIPAL SCORECARD)

Circular 13, as well as the municipal budget and reporting regulations prescribe the submission of a Top Layer SDBIP, which is focused on outcomes, to the Mayor with the budget. The Top Layer SDBIP contains the consolidated service delivery targets and in-year deadlines, and links such targets to top management. Only the Top Layer SDBIP will be made public and tabled before the council. The Top Layer SDBIP should also include per ward information, particularly for key expenditure items on capital projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their particular ward. The Top Layer SDBIP and its targets cannot be revised without notifying the council, and if changes is made in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The Top Layer of the SDBIP must be submitted for approval to the Mayor within 14 days after the approval of the budget. The Top Layer SDBIP must be approved by the Mayor within 28 days after the

budget has been approved to ensure compliance with the above-mentioned legislation and published on the municipal website.

3. DEPARTMENTAL SDBIP

A detailed departmental SDBIP, which is focused on operational performance, will be prepared for each municipal department. This SDBIP provides more detail on each output for which top management is responsible. The Top Layer SDBIP is therefore the summary of all the departmental SDBIP's.

4. FACTORS CONSIDERED FOR THE COMPILATION OF THE TOP LAYER SDBIP

The IDP is considered as the 5-year strategic plan for the municipality and therefore provides an outline of Witzenberg Municipality's vision, mission, objectives and operational and service delivery indicators that are realistic and attainable.

The Top Layer SDBIP was drafted through a one on one consultation with the Municipal Manager and all the directors. After the completion of the draft Top Layer SDBIP, the Municipal Manager had one on one session's with his directors to finalise the Top Layer SDBIP. The following were considered during the development of the SDBIP:

- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the budget
- Oversight Committee Report on the Annual Report of 2019/20
- Annual Report of 2019/20
- The risks identified by the Internal Auditor during the municipal risk analysis
- Areas to be addressed and root causes of the Auditor-General management letter COMAFS as well as the risks identified during the audit of the 2019/20 Annual Report
- Mid-Year Performance Report (Section 72) for 2020/21

5. MFMA CIRCULAR 88: NATIONAL INDICATORS

To be implemented as a pilot process in the 2021/22 financial year, intermediate cities, district and local municipalities will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators should find expression in a dedicated Annexure to the IDP and SDBIP which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at Tier 1 and 2 levels of readiness. For this pilot process, the applicable indicators as included in the Annexures will be monitored and reported on, on a quarterly and annual basis, to the DCoG and the provincial departments of Cooperative Governance and Traditional Affairs

6. STRATEGIC MAP

WITZENBERG MUNICIPALITY: STRATEGIC MAP 2021/22					
Vision	Mission	Municipal KPA		Pre-determined Objectives	
A municipality that cares for its community, creating growth and opportunities.	<p>The Witzenberg Municipality is committed to improve the quality of life of its community by:</p> <ul style="list-style-type: none"> - Providing & maintaing affordable services - Promoting Social & Economic Development - The effective & efficient use of resources - Effective stakeholder & community participation. 	1	Essential Services	1,1	Sustainable provision & maintenance of basic infrastructure
				1,2	Provide for the needs of informal settlements through improved services
		2	Governance	2,1	Support Institutional Transformation & Development
				2,2	Ensure financial viability.
				2,3	To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
		3	Communal Services	3,1	Provide & maintain facilities that make citizens feel at home.
		4	Socio-Economic Support Services	4,1	Support the poor & vulnerable through programmes & policy
				4,2	Create an enabling environment to attract investment & support local economy.

7. FINANCIAL COMPONENT

COMPONENT 1 – MONTHLY REVENUE BY SOURCE R'000

Revenue By Source (R thousand)	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21
Property rates	6 941	6 941	6 941	6 941	6 941	6 941	6 941	6 941	6 941	6 941	6 941	6 941	83 290
Service charges - electricity revenue	26 956	26 956	26 956	26 956	26 956	26 956	26 956	26 956	26 956	26 956	26 956	26 956	323 478
Service charges - water revenue	3 306	3 306	3 306	3 306	3 306	3 306	3 306	3 306	3 306	3 306	3 306	3 306	39 677
Service charges - sanitation revenue	2 087	2 087	2 087	2 087	2 087	2 087	2 087	2 087	2 087	2 087	2 087	2 087	25 043
Service charges - refuse revenue	2 131	2 131	2 131	2 131	2 131	2 131	2 131	2 131	2 131	2 131	2 131	2 131	25 574
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	122	122	122	122	122	122	122	122	122	122	122	122	1 470
Interest earned - external investments	582	582	582	582	582	582	582	582	582	582	582	582	6 990
Interest earned - outstanding debtors	723	723	723	723	723	723	723	723	723	723	723	723	8 677
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	1 790	1 790	1 790	1 790	1 790	1 790	1 790	1 790	1 790	1 790	1 790	1 790	21 479
Licences and permits	176	176	176	176	176	176	176	176	176	176	176	176	2 111
Agency services	337	337	337	337	337	337	337	337	337	337	337	337	4 046
Transfers and subsidies	18 417	18 417	18 417	18 417	18 417	18 417	18 417	18 417	18 417	18 417	18 417	18 417	221 010
Other revenue	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	14 985
Gains	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Total	64 819	64 819	64 819	64 819	64 819	64 819	64 819	64 819	64 819	64 819	64 819	64 819	777 830

COMPONENT 2 – MONTHLY OPERATING EXPENDITURE BY VOTE R'000

<u>Expenditure By Type</u>	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21
Employee related costs	19 752	19 752	19 752	19 752	19 752	19 752	19 752	19 752	19 752	19 752	19 752	19 751	237 025
Remuneration of councillors	1 001	1 001	1 001	1 001	1 001	1 001	1 001	1 001	1 001	1 001	1 001	1 001	12 007
Debt impairment	5 313	5 313	5 313	5 313	5 313	5 313	5 313	5 313	5 313	5 313	5 313	5 313	63 750
Depreciation & asset impairment	3 311	3 311	3 311	3 311	3 311	3 311	3 311	3 311	3 311	3 311	3 311	3 311	39 729
Finance charges	725	725	725	725	725	725	725	725	725	725	725	725	8 696
Bulk purchases	23 816	23 816	23 816	23 816	23 816	23 816	23 816	23 816	23 816	23 816	23 816	23 816	285 789
Other materials	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	1 248	14 977
Contracted services	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	48 390
Transfers and subsidies	2 134	2 134	2 134	2 134	2 134	2 134	2 134	2 134	2 134	2 134	2 134	2 134	25 603
Other expenditure	3 246	3 246	3 246	3 246	3 246	3 246	3 246	3 246	3 246	3 246	3 246	3 246	38 955
Losses	-	-	-	-	-	-	-	-	-	-	-	0	0
Total Expenditure	64 160	64 160	64 160	64 160	64 160	64 160	64 160	64 160	64 160	64 160	64 160	69 159	774 922

COMPONENT 3 – MONTHLY CAPITAL EXPENDITURE

KEY PERFORMANCE AREA: 1. ESSENTIAL SERVICES

Strategic Objective: 1.1 Sustainable provision and maintenance of basic infrastructure

Description	Funding Source	Budget 2021_2022	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
MV Substation Equipment	CRR	500 000	2021/07/15	2022/03/15						1 000 000	200 000		200 000	100 000		
Vehicle Replacement Program	Loans	1 000 000	2021/07/15	2021/12/15												
Transfer stations & related infrastructure	CRR	5 817 400	2021/04/15	2022/06/15										500 000	2 000 000	3 317 400
New Material Recovery Facility/Drop Off	MIG	11 164 767	2021/04/15	2022/06/15	1 304 348	1 304 348	1 739 130	1 739 130	1 304 348	869 565	434 783	869 565	869 565	441 507	288 477	
Tulbagh Dam	RBIG	17 391 304	2021/04/15	2024/03/15	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 100 000	1 291 304	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000
Op-Die-Berg Reservoir	MIG	2 854 582	2021/07/15	2022/06/15					680 669	434 783	434 783	434 783	434 783	434 783		

Strategic Objective: 1.2 Provide for the needs of informal Settlements through improved services

Description	Funding Source	Budget 2021_2022	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Vredebes Electrical Network	INEP	11 097 391	2021/09/15	2022/05/15				200 000	2 000 000	1 000 000	1 000 000	1 000 000	1 000 000	2 000 000	1 000 000	1 897 391
Vredebes Phase H Streetlights	MIG	1 565 217	2021/09/15	2022/05/15								500 000	500 000	565 217		
Vredebes Phase H Internal Roads	IHHSDG	889 371	2020/10/15	2021/10/15			889 371									
Vredebes New Storm water Channel &	MIG	107 609	2021/07/15	2021/10/15			107 609									
Vredebes Phase H Internal Storm Water	IHHSDG	889 371	2020/10/15	2021/10/15			889 371									
Vredebes Phase H Internal Sewerage	IHHSDG	889 371	2020/10/15	2021/10/15			889 371									
Vredebes Phase H Internal Water	IHHSDG	889 371	2020/10/15	2021/10/15			889 371									

KEY PERFORMANCE AREA:

2. GOVERNANCE

Strategic Objective: 2.1 Support Institutional Transformation and Development

Description	Funding Source	Budget 2021_2022	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Council chambers furniture	CRR	600 000	2021/07/15	2021/11/15					600 000							
IT Equipment	CRR	200 000	2021/07/15	2021/11/15				200 000								

Strategic Objective:

2.2 Ensure Financial Stability

Description	Funding Source	Budget 2021_2022	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
IT Equipment	Prov Grant	100 000	2021/07/15	2021/11/15				100 000								
IT Equipment	CRR	100 000	2021/07/15	2021/11/15				100 000								
Furniture & equipment	CRR	30 000	2021/07/15	2021/11/15				30 000								
Computer hardware	CRR	50 000	2021/07/15	2021/11/15				50 000								

KEY PERFORMANCE AREA:

3. COMMUNAL SERVICES

Strategic Objective: 3.1 Provide and Maintain Facilities and Environment that make citizens feel at home

Description	Funding Source	Budget 2021_2022	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Ceres upgrade Of Leyell Str Sport Faci	MIG	5 455 662	2021/07/15	2022/05/15		434 783	869 565	869 565	434 783	400 000	200 000	434 783	869 565	869 565	673 043	
Waiseley Public Toilets	CRR	1 000 000	2021/07/15	2022/03/15					400 000	400 000						
Waiseley Public Toilets	District	500 000	2021/07/15	2022/03/15								300 000	200 000			

KEY PERFORMANCE AREA:

4. SOCIO-ECONOMIC SUPPORT SERVICES

Strategic Objective: 4.2 Create an enabling environment to support local economy

Description	Funding Source	Budget 2021_2022	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Hamlet Economic Hub	RSEP	695 662	2021/07/15	2022/01/30				200 000	200 000		295 662					
Upgrade Van Breda Bridge	Prov Grant	20 547 826	2021/04/15	2024/03/15	1 500 000	2 000 000	3 000 000	3 000 000	3 000 000	2 000 000	2 000 000	2 000 000	2 047 826			
Upgrade Van Breda bridge (own contri)	CRR	4 909 565	2021/04/15	2024/03/15									1 000 000	1 500 000	1 000 000	1 409 565

8. NON-FINANCIAL COMPONENT

KEY PERFORMANCE INDICATORS: QUARTERLY PROJECTIONS & 5 YEAR SCORECARD

KEY PERFORMANCE AREA: ESSENTIAL SERVICES

Strategic Objective: 1.1 Sustainable provision & maintenance of basic infrastructure

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
TecDir1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the Technical Department	Technical	95%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend /preventative- & corrective planned maintenance budget votes of technical department. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.
TecDir3	% Expenditure on Capital Budget by Technical Directorate	Technical	50%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the technical directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
TecWat21	Percentage compliance with drinking water quality standards.	Technical	100%	98%	98%	98%	98%	98%	98%	98%	98%	98%	Measure of potable water sample pass rate according to the SANS 241 standard. Average of sample results. Only microbiological results of Escherichia Coli are considered in the measurement. Result should be less than 1 count per 100ml.
TecWat36	Percentage of valid water connection applications connected by reporting period end	Technical	100%	95%	95%	95%	95%	95%	95%	96%	97%	97%	This indicator reflects the percentage of residential valid water connection applications (where down payment has been received) connected, where the applicant has access to the municipal water network. Proxy measure for National Key Performance Indicator.
TecSan22	Percentage of valid sanitation connection applications connected by reporting period end	Technical	100%	95%	95%	95%	95%	95%	95%	96%	97%	97%	This indicator reflects the percentage of residential valid sewer connection applications (where down payment has been received) connected, where the applicant has access to the municipal sewer network. Proxy measure for National Key Performance Indicator.
TecE160	Percentage of valid electricity connection applications connected by reporting period end. (excl subsidised housing)	Technical	100%	95%	95%	95%	95%	95%	95%	95%	96%	96%	This indicator reflects the percentage of residential valid electricity connection applications (where down payment has been received) connected, where the applicant has access to the municipal electrical network. Proxy measure for National Key Performance Indicator.
TecRef16	Access to the weekly removal of residential solid waste in all seven Witzenberg towns according to a subsidised programme	Technical	7	7	7	7	7	7	7	7	7	7	The removal of solid household waste in all formal accessible residential areas on a weekly basis in all 7 formalised towns according to a subsidised programme. National Key Performance Indicator. Proxy measure for National Key Performance Indicator.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
TecWat20	Decrease unaccounted water losses.	Technical	15%	18%	18%	18%	18%	18%	18%	16%	16%	16%	Unaccounted-for water (UFW) is the difference between the quantity of water supplied to the municipality's network and the metered quantity of water used by the customers. UFW has two components: (a) physical losses due to leakage from pipes, and (b) administrative losses due to illegal connections and under registration of water meters. The reduction of UFW is a crucial step to improve the financial health and to save scarce water resources.
TecE137	Decrease unaccounted electricity losses.	Technical	10.7%	10%	10%	10%	10%	10%	10%	10%	10%	10%	Unaccounted-for electricity (UFE) is the difference between the quantity of electricity supplied to the municipality's network and the metered quantity of electricity used by the customers. UFE has two components: (a) Technical losses due to ageing/inadequate networks, and (b) administrative or non-technical losses due to illegal connections and under registration of electricity meters. The reduction of UFE is a crucial step to improve the financial health.
TecRo7	Kilometres of roads upgraded & rehabilitated	Technical	4,4	4	0	1	2	4	3	4	4	4	This indicator measures the kilometres of new roads constructed, roads upgraded & rehabilitated and resurfaced.

Strategic Objective: 1.2 Provide for the needs of informal settlements through improved services

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
TecDir2	Number of subsidised serviced sites developed.	Technical	No target	500	0	100	300	500	0	50	50	50	A housing opportunity is incremental access to and/or delivery of one of the following Housing products: Incremental Housing which provides a serviced site with or without tenure. A serviced site is being defined as a demarcated site with access to water & sanitation services located adjacent to a road.
TecWat22	Percentage of households in demarcated informal areas with access to a water point (tap)	Technical	3	95%	95%	95%	95%	95%	96%	97%	97%	97%	This indicator reflects the percentage of households in demarcated informal areas with access to a water point (tap). Access are being defined as households within 200m radius of a water point (tap). Certain taps may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecSan13	Percentage of households in demarcated informal areas with access to a communal toilet facility.	Technical	3	95%	95%	95%	95%	95%	96%	97%	97%	97%	This indicator reflects the percentage of households in demarcated informal areas with access to a communal toilet facility. Access are being defined as households within 200m radius of a communal toilet facility. Certain toilets may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecE131	Percentage of households in demarcated informal areas with access to a periodic solid waste removal or a skip for household waste.	Technical	3	95%	95%	95%	95%	95%	95%	97%	97%	97%	This indicator reflects the percentage of households in demarcated informal areas with access to a periodic solid waste removal or a skip for household waste. Access are being defined as households within 200m radius of a periodic waste pick-up route or skip for household waste. Certain skips may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecE136	Percentage of houses in a subsidised housing project connected to the electrical network.	Technical	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	This indicator reflects the percentage of houses in a subsidised housing project connected to the electrical network. Proxy for National KPI.

KEY PERFORMANCE AREA:

GOVERNANCE

Strategic Objective: 2.1 Support Institutional Transformation & Development

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
CorpHR13	Percentage budget spent on implementation of Workplace Skills Plan.	Corporate	65%	96%	35%	50%	75%	96%	96%	96%	96%	96%	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate the budget for appropriate training interventions which will address the needs arising out of Local Governments' Skills Sector Plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDP's. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Kpi measures percentage expenditure of vote allocated towards training needs as arise from WSP. Proxy for National KPI.
CorpHR12	Report on percentage of people from employment equity target groups employed in the three highest levels of management in the municipality.	Corporate	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly reports on the percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan. Quarterly report submitted to Municipal Manager. National Key Performance Indicator.

Strategic Objective: 2.2 Financial Viability

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
FinFAdm10	Financial viability expressed as Debt Coverage ratio	Finance	233	200	200	200	200	200	200	200	200	200	This indicator measures debt coverage as (total operating revenue – operating grants received) / debt service payments due within the year. This means the municipality is able to cover its debt service payments from operating revenue
FinFAdm9	Financial viability expressed as Cost-Coverage ratio	Finance	3.3	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	This indicator measures (available cash + investments) / monthly fixed operating expenditure. This indicates that with the available cash the municipality is able to pay its fixed operating expenditure for certain amount of months. Proxy for National KPI.
FinFAdm11	Financial viability expressed outstanding service debtors	Finance	71%	60%	60%	60%	60%	60%	60%	60%	60%	60%	These indicator measure service debtors to revenue (total outstanding service debtors / revenue received for services). This means that a % of revenue in the SFP is still outstanding as at year end. Proxy for National KPI.
FinDI3	Achieve an unqualified opinion of the Auditor-General on annual financial statements of the previous year.	Finance	Unqualified	Unqualified			1		Unqualified	Unqualified	Unqualified	Unqualified	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor having completed his audit has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices.
FinInc15	Increased revenue collection	Finance	88%	95%	95%	95%	95%	95%	95%	95%	95%	95%	This indicator reflects the percentage of revenue collected from service accounts delivered.
MM1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the whole of the municipality.	Municipal Manager	88%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend / preventative- & corrective planned maintenance budget votes for the whole of the municipality. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.
MM2	Percentage spend of capital budget for the whole of the municipality.	Municipal Manager	45%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are approved adjusted budget at the time of the measurement. Contingent liabilities are approved adjusted budget at the time of the measurement. Contingent liabilities are approved adjusted budget at the time of the measurement.

Strategic Objective: 2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
MMIDP9	Number of IDP community engagements held.	Municipal Manager	7	14		7		14	14	14	14	14	Bi-annual community engagements as per IDP Process Plan held in each of the 7 LOWRES
ComSoc49	Number of meetings with inter-governmental partners.	Community	9	12	3	6	9	12	12	12	12	12	Number of Inter-Governmental meetings attended.

KEY PERFORMANCE AREA: COMMUNAL SERVICES

Strategic Objective: 3.1 Provide & maintain facilities that make citizens feel at home.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
ComAmB4	Report on annual customer satisfaction survey on community facilities.	Community	1	1 Report		1			1 Report	1 Report	1 Report	1 Report	Analysis report of a community survey on community perception and satisfaction in respect of the access to and maintenance of certain community facilities.
ComDir1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the Community Department.	Community	54%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend /preventative- & corrective planned maintenance budget votes for the Community Department. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.
ComDir2	% Expenditure on Capital Budget by Community Directorate	Community	29%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the community directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.

KEY PERFORMANCE AREA:

SOCIO-ECONOMIC SUPPORT

Strategic Objective: 4.1 Support the poor & vulnerable through programmes & policy

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
ComSoc41	Number of account holders subsidised through the municipality's Indigent Policy	Community	3093	4500	4500	4500	4500	4500	4500	4400	4300	4300	Refers to the number of account holders subsidised through the municipality's Indigent Policy as at the end of reporting period.
ComLed8	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	409	400	100	200	300	400	405	405	410	410	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP) and contracts for temporary workers and temporary workers employed through contractors on projects. Proxy for National KPI
ComSoc-42	Number of engagements with target groups with the implementation of social development programmes.	Community	25	20	5	10	15	20	20	20	20	20	The indicator refers to the number of engagements with target groups for the implementation social developmental programmes and /or initiatives .
ComHS14	Number of housing opportunities provided per year.	Community	199	0	0	0	0	0	0	100	100	100	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Practically completed Subsidy Housing which provides a minimum 40m ² house.
ComHS15	Number of Rental Stock transferred	Community	30	30	5	10	20	30	40	40	50	50	Number of rental stock transferred to approved beneficiaries, using established criteria. Rental stock is being defined as subsidised houses constructed before 1994 (scheme houses) and leased by the municipality to identified and approved beneficiaries.

Strategic Objective: 4.2 Create an enabling environment to attract investment & support local economy.

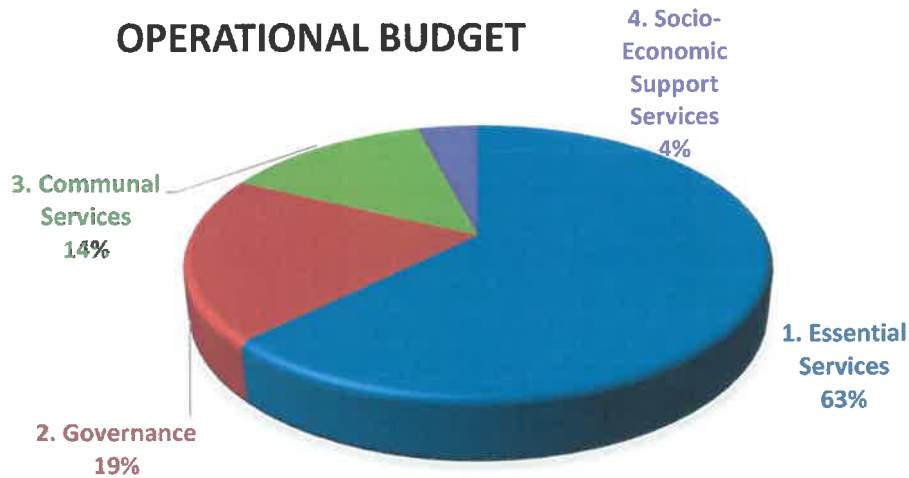
Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Target 2021/22	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Definitions
ComLed19	Bi-annual report on investment incentives implemented.	Community	4	2 Reports		1		1	2 Reports	2 Reports	2 Reports	2 Reports	Bi-annual report on investment incentives implemented.
ComLed20	Quarterly report on the Small Business Entrepreneurs Development Programme.	Community	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly report on the Small Business Entrepreneurs Development Programme
ComLed4	Quarterly report on the implementation of strategies and planned actions as identified in the Witzenberg LED Strategy.	Community	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Progress reports on the implementation of strategies and planned actions as identified in the Witzenberg LED Strategy.

9. BUDGETARY ALIGNMENT WITH IDP

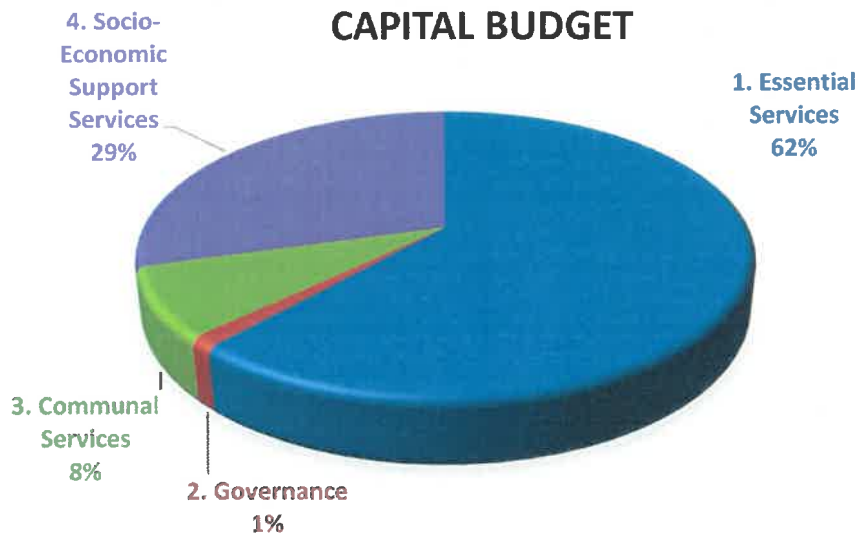
BUDGET PER KEY PERFORMANCE AREA

KEY PERFORMANCE AREA	OPERATIONAL BUDGET		CAPITAL BUDGET	
1. Essential Services	R	485 294 225	R	55 055 754
2. Governance	R	151 825 613	R	1 080 000
3. Communal Services	R	106 675 960	R	6 955 652
4. Socio-Economic Support Services	R	31 126 095	R	26 153 043
TOTAL	R	774 921 893	R	89 244 450

OPERATIONAL BUDGET

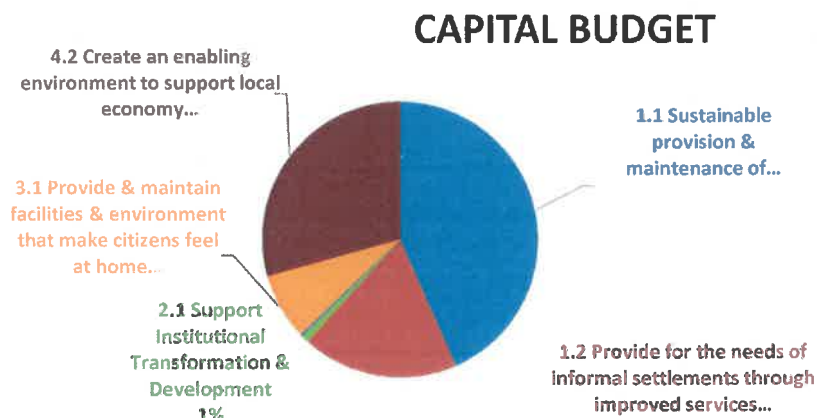
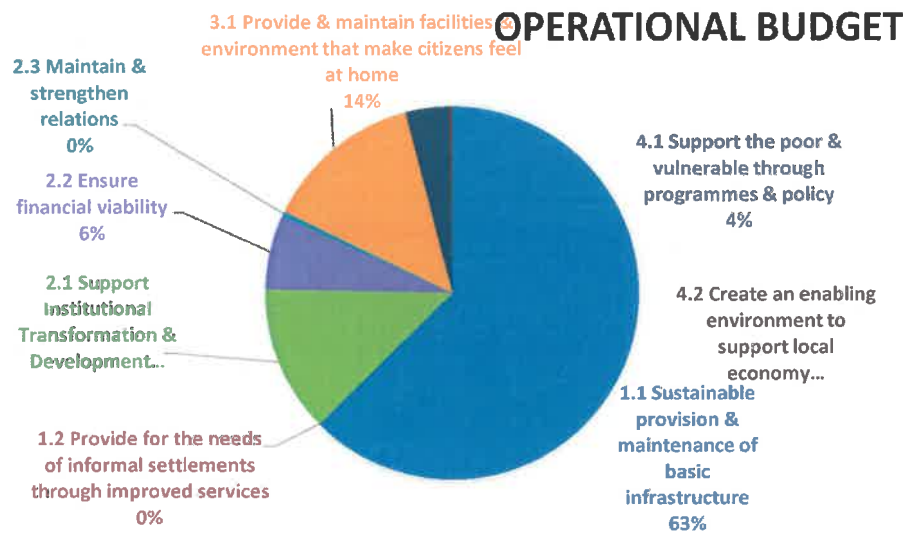


CAPITAL BUDGET



BUDGET PER STRATEGIC OBJECTIVE

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	OPERATIONAL BUDGET	CAPITAL BUDGET 2021/22
1. Essential Services	1.1 Sustainable provision & maintenance of basic infrastructure	R 485 294 225	R 38 728 053
	1.2 Provide for the needs of informal settlements through improved services	R -	R 16 327 701
2. Governance	2.1 Support Institutional Transformation & Development	R 98 352 785	R 800 000
	2.2 Ensure financial viability	R 50 442 201	R 280 000
	2.3 Maintain & strengthen relations	R 3 030 627	R -
3. Communal Services	3.1 Provide & maintain facilities & environment that make citizens feel at home	R 106 675 960	R 6 955 652
4. Socio-Economic Support Services	4.1 Support the poor & vulnerable through programmes & policy	R 29 011 143	R -
	4.2 Create an enabling environment to support local economy	R 2 114 952	R 26 153 043
Total		R 774 921 893	R 89 244 450



FIVE YEAR PROJECTED CAPITAL EXPENDITURE PER WARD

KEY PERFORMANCE AREA:

1. ESSENTIAL SERVICES

Strategic Objective:

1.1 Sustainable provision and maintenance of basic infrastructure

Department	Description	Funding Source	Ward	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025	Budget 2025_2026
Electricity Adminis	MV Substation Equipment	CRR	All	500 000	1 000 000		1 500 000	1 500 000
Electricity Adminis	Upgrade of LV Network Cables	CRR	All		1 000 000		1 000 000	1 000 000
Electricity Adminis	MV Network Equipment	CRR	All		1 000 000		1 000 000	1 000 000
Electricity Adminis	Upgrade of MV Cables	CRR	All		1 000 000		600 000	600 000
Electricity Adminis	Tools & Equipment	CRR	All				150 000	150 000
Electricity Streetli	Upgrade of Streetlights	CRR	All				350 000	350 000
Roads	Network streets	CRR	All		2 000 000		2 500 000	3 000 000
Sewerage	Aerator replacement programme	CRR	All				500 000	
Sewerage	Refurbishment WWTW	CRR	All				750 000	
Sewerage	Sewer Pumps-replacement	CRR	All				250 000	500 000
Sewerage	Sewer Network Replacement	CRR	All		1 500 000		2 000 000	1 500 000
Sewerage	Security upgrades	CRR	All				300 000	
Solid Waste Dispos	Transfer stations & related infrastructure (CRR	3	5 817 400				
Storm Water	Network - Storm Water Upgrading	CRR	All				450 000	500 000
Water Distribution	Infrastructure Management System	CRR	All				200 000	
Water Distribution	Plant & Equipment	CRR	All				50 000	
Water Distribution	Security upgrades	CRR	All				450 000	
Water Distribution	Network- Water Pipes & Valve Replaceme	CRR	All		1 500 000		2 000 000	2 500 000
Water Distribution	Tulbagh Dam	RBIG	7, 11	17 391 304	16 729 565			
Electricity Adminis	Electrical Network Refurbishment	CRR	All				1 500 000	1 500 000
Roads	Vredebes Ph1 Busroutes	MIG	5				210 436	
Solid Waste Dispos	New Material Recovery Facility/Drop Off	MIG	All	11 164 767				
Fleet Managemen	Vehicle Replacement Program	Loans	All	1 000 000	1 000 000	1 000 000		
Water Distribution	Grey Water System	CRR	All				1 500 000	1 500 000
Roads	Tools & Equipment	CRR	All				50 000	50 000
Roads	NMT Sidewalks Ceres	CRR	3,5				500 000	500 000
Solid Waste Rem	Drop-offs Transfer stations	CRR	All				2 000 000	4 000 000
Water Distribution	Op-Die-Berg Reservoir	MIG	8	2 854 582				
Water Distribution	Tulbagh Reservoir	MIG	7,11			7 000 000		
Water Distribution	Tierhokskloof bulk pipeline	MIG	2,7		8 026 177			

Strategic Objective:

1.2 Provide for the needs of Informal Settlements through improved services.

Department	Description	Funding Source	Ward	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025	Budget 2025_2026
Electricity Adminis	Vredebes Electrical Network	INEP	5	11 097 391				
Electricity Adminis	Nduli infill Electrical Network	INEP	12		2 714 783	3 478 261		
Storm Water	Vredebes New Storm water Channel & De	MIG	5	107 609				
Roads	Nduli Infill Internal Roads	IHHSDG	1,12		2 820 000			
Sewerage	Nduli Infill Internal Sewerage	IHHSDG	1,12		2 820 000			
Water Distribution	Nduli Infill Internal Water	IHHSDG	1,12		2 820 000			
Storm Water	Nduli Infill Internal Storm water	IHHSDG	1,12		2 820 000			
Roads	Vredebes Access Collector	MIG	5		1 390 435	8 085 217		
Roads	Vredebes Phase H Internal Roads	IHHSDG	5	889 371				
Water Distribution	Vredebes Phase H Internal Water	IHHSDG	5	889 371				
Storm Water	Vredebes Phase H Internal Storm Water	IHHSDG	5	889 371				
Sewerage	Vredebes Phase H Internal Sewerage	IHHSDG	5	889 371				
Electricity Streetli	Vredebes Phase H Streetlights	MIG	5	1 565 217				

KEY PERFORMANCE AREA:**2. GOVERNANCE**

Strategic Objective:

2.1 Support Institutional Transformation and Development

Department	Description	Funding Source	Ward	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025	Budget 2025_2026
Dir Corp	Office Equipment	CRR	All				50 000	
Dir Comm	Office Equipment	CRR	All				30 000	
Dir Tech	Office Equipment (Director)	CRR	All				30 000	
Information Techn	IT Equipment	CRR	All	200 000	600 000		650 000	700 000
Municipal Manage	Office Equipment	CRR	All				30 000	30 000
Municipal Manage	Office Equipment	MIG	All			20 000		
Roads	Traffic Calming	CRR	All				200 000	250 000
Administrative & C	Council chambers furniture	CRR	All	600 000				

Strategic Objective:

2.2 Financial Stability

Department	Description	Funding Source	Ward	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025	Budget 2025_2026
Dir Fin	Office Equipment	CRR	All				30 000	
Finance	IT Equipment	Prov Grant	All	100 000				
Finance	IT Equipment	CRR	All	100 000	100 000	100 000		
Finance	Furniture & equipment	CRR	All	30 000	30 000	30 000		
Finance	Computer hardware	CRR	All	50 000	50 000	50 000		

Strategic Objective:

2.3 Maintain and Strengthen Relations

Department	Description	Funding Source	Ward	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025	Budget 2025_2026
Communication	Access Control - Furniture and Equipmen	CRR	All					75 000
Communication	Signage & Billboards	CRR	All					80 000
Communication	Camera equipment	CRR	All				20 000	

KEY PERFORMANCE AREA:**3. COMMUNAL SERVICES**

Strategic Objective:

3.1 Provide and Maintain Facilities and Environment that make citizens feel at home

Department	Description	Funding Source	Ward	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025	Budget 2025_2026
Community Parks	Chainsaws	CRR	All				90 000	
Community Parks	Brushcutters	CRR	All				120 000	
Community Parks	Irrigation equipment for parks	CRR	All					500 000
Sport Grounds &	Containers 3x3m	CRR	All				100 000	
Community Parks	Truck 1.3 ton	CRR	All				350 000	
Cemeteries	Expanding of Cemetery	CRR	All				300 000	500 000
Fire Fighting & Pr	Capex Fire Fighting Equipment	CRR	All				350 000	
Fire Fighting & Pr	Firefighting Response Vehicle	Prov Grant	All			856 522		
Sport Grounds &	Ceres upgrade Of Leyell Str Sport Facilitie	MIG	3	5 455 652	6 843 477			
Cemeteries	New regional cemetery	MIG	All		4 819 042	6 767 826		
Community Halls	Fencing Nduli Comm Hall	CRR	1, 12					500 000
Sport Grounds &	Kliprug sportfield change rooms	CRR	4					1 500 000
Sport Grounds &	Sportsground development	CRR	All				400 000	400 000
Sport Grounds &	Resurface netball courts	CRR	All				200 000	300 000
Community Parks	Landscaping of parks	CRR	All				300 000	300 000
Community Halls	Townhalls Equipment	CRR	All		40 000			
Sport Grounds &	Sportfield equipment	CRR	All		30 000			
Community Parks	Parks equipment	CRR	All		40 000			
Public Toilets	Wolseley Public Toilets	CRR	2,7	1 000 000				
Public Toilets	Wolseley Public Toilets	District	2,7	500 000				

KEY PERFORMANCE AREA:**4. SOCIO-ECONOMIC SUPPORT SERVICES**

Strategic Objective:

4.2 Create an enabling environment to support local economy

Department	Description	Funding Source	Ward	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025	Budget 2025_2026
Roads	Upgrade Van Breda Bridge	Prov Grant	3,5	20 547 826	6 200 000	152 174		
LED	Hamlet Economic Hub	RSEP	4,1	695 652				
Roads	Rehabilitation - Streets Tulbagh	CRR	11				3 500 000	2 500 000
Resorts	Chalet Furniture	CRR	3				450 000	
Roads	Upgrade Van Breda bridge (own contribut	CRR	3,5	4 909 565	1 240 000			

GG1.22	Percentage of vacant posts filled within 3 months	GG1.21(2) (2) The number of permanent employees in the municipality	496						
GG1.22(1)	(1) Number of vacant posts filled within 3 months since the date (dd/mm/yyyy) of authority to proceed		100%	95%	95%	95%	95%		
GG1.21(2)	(2) Number of vacant posts that have been filled		9						
GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)		100%	100%	0%	100%	100%		
GG2.11(1)	(1) Total number of ward committees with 6 or more members		12						
GG2.11(2)	(2) Total number of wards		12						
GG2.12	Percentage of wards that have held at least one councillor-convened community meeting		0%	0%	0%	0%	0%		Community meetings arranged through IDP process and not ward
GG2.12(1)	(1) Total number of councillor convened ward community meetings		0						
GG2.12(2)	(2) Total number of wards		12						No baseline data
GG3.31	Percentage of official complaints responded to through the municipal complaint management system								System to be put in place February 2022
GG3.31(1)	(1) Number of official complaints responded to according to municipal norms and standards		22800						No baseline data
GG3.31(2)	(2) Number of official complaints received		19						
GG4.11	Number of agenda items deferred to the next council meeting		0						
GG4.11(1)	(1) Sum total number of all council agenda items deferred to the next meeting		19	20	5	10	15	20	
GG5.11	Number of active suspensions longer than three months		0						
GG5.11(1)	(1) Simple count of the number of active suspensions in the municipality lasting more than three months		0						
GG5.12	Quarterly salary bill of suspended officials		R0,00	R0,00	R0,00	R0,00	R0,00	R0,00	
GG5.12(1)	(1) Sum of the salary bill for all suspended officials for the reporting period		R0,00						

OUTPUT INDICATORS FOR ANNUAL REPORTING

WS5.31	Percentage of total water connections metered		100%	100%					
WS5.31(1)	(1) Number of water connections metered		12462						
WS5.31(2)	(2) Number of connections unmetered		0						
ENV4.11	Percentage of biodiversity priority area within the municipality		15%	19%					
ENV4.11(1)	(1) Total land area in hectares classified as "biodiversity priority areas"		203582HA						
ENV4.11(2)	(2) Total municipal area in hectares		1075459HA						
ENV4.21	Percentage of biodiversity priority areas protected		28%	30%					
ENV4.21(1)	(1) Area of priority biodiversity area in hectares which is protected		296807HA						
ENV4.21(2)	(2) Total area identified as a priority biodiversity area in hectares		203582HA						
T06.11	Percentage of unsurfaced road graded		100%	100%					
T06.11(1)	(1) Kilometres of municipal road graded		14						
T06.11(2)	(2) Kilometres of unsurfaced road network		14						
GG3.12	Percentage of councillors who have declared their financial interests		100%	100%					
GG3.12(1)	(1) Number of councillors that have declared their financial interests		23						
GG3.12(2)	(2) Total number of municipal councillors		23						

QUARTERLY COMPLIANCE INDICATORS

C1.	Number of signed performance agreements by the MM and section 56 managers		4						
C2.	Number of ExCo or Mayoral Executive meetings held		10						
C3.	Number of Council portfolio committee meetings held		42						
C4.	Number of NPAC meetings held		4						
C5.	Number of formal (minutes) meetings between the Mayor, Speaker and MM were held to deal with municipal matters		0						Meetings informal on Meetings to be minute March 2022
C7.	Number of formal (minutes) meetings - to which all senior managers were invited-held		23						
C8.	Number of councillors completed training		0						
C9.	Number of municipal officials completed training		214						
C10.	Number of work stoppages occurring		0						
C11.	Number of litigation cases instituted by the municipality		0						
C12.	Number of litigation cases instituted against the municipality		0						
C13.	Number of forensic investigations instituted		0						
C14.	Number of forensic investigations conducted		2470						
C15.	Number of days of sick leave taken by employees		496						
C16.	Number of permanent employees employed		41						
C17.	Number of temporary employees employed		4						
C18.	Number of approved demonstrations in the municipal area		0						
C19.	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings		0						
C20.	Number of permanent environmental health practitioners employed by the municipality		0						
C22.	Number of Council meetings held		10						
C23.	Number of disciplinary cases for misconduct relating to fraud and corruption		0						
C24.	Number of council meetings disrupted		0						
C25.	Number of protests reported		2						

