



ELM
Elundini Local Municipality
Nqanqarhu | Ugie | Tlokoeng



ADJUSTED SERVICE DELIVERY BUDGET & IMPLEMENTATION PLAN 2025-2026

OFFICE OF THE MUNICIPAL MANAGER



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SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

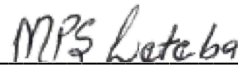
Mayor's Approval

Municipal Finance Management Act, 56 of 2003 (MFMA), section Section 54 (1) on receipt of statement or report submitted by the accounting officer of the municipality in terms of section 71 or section 72

(c)that the mayor must consider, and if necessarily make any revisions to the service delivery and budget implementation plan, provided that revision to service delivery targets and performance indicators in the plan may only be made with an approval of the council following an approval of an adjustment budget.

The Elundini Local Municipality's Section 72 report for 2025/26 financial year was submitted and approved by Council in a special council meeting held on the 28 January 2026.

I, Cllr Mamello Semakaleng Patience Leteba, in my capacity as the Mayor of Elundini Local Municipality, hereby confirm receipt of the Adjusted Service Delivery and Budget Implementation Plan (SDBIP) for 2025/2026 as required in terms of section 54(1) (c) of the Municipal Finance Management Act, 2003 (MFMA) as stated above.



Cllr M.S.P Leteba
Mayor

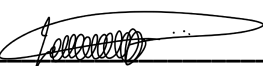
27 February 2026
Date

Municipal Manager's Quality Assurance

Municipal Finance Management Act, 56 of 2003 (MFMA), section 72 1 (a) (b) states the accounting officer of the municipality must by the 25 January of each year

- (a) assess the performance of the municipality during the first half of the financial year, taking into account
 - (i) The monthly statements referred to in section 71 for the first half of the financial year
 - (ii) The municipality's service delivery performance during the first half of the financial year, and service delivery targets and performance indicators set in the service delivery implementation plan.
 - (iii) Past years annual report, and progress on resolving problems identified in the annual report; and the performance of every municipal entity under the sole or shared control of the municipality taking into account reports in terms of section 88 from any such entities
- (b) Submit a report on such assessment to
 - (i) The mayor of the municipality
 - (ii) The National Treasury
 - (iii) The relevant provincial treasury

I, Jack Thando Mdeni, in my capacity as the municipal manager of the Elundini Local Municipality thereby submit the 2025/2026 Adjusted SDBIP to the Mayor for consideration.



J.T Mdeni
Municipal Manager

27 February 2026

Date

Introduction

The purpose of this document is to present the adjusted / revised Service Delivery and Budget Implementation Plan (SDBIP) of the Elundini Local Municipality for the 2025/2026 financial year. The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is a requirement of the Municipal Finance Management Act, 56 of 2003 (MFMA). The Service Delivery and Budget Implementation Plan (SDBIP) gives effect to the Integrated Development Plan (IDP) and Budget of the municipality. It is an expression of the objectives of the municipality in quantifiable outcomes that will be implemented by the administration for the financial period. It includes the service delivery targets and key performance indicators for each quarter which is linked to the performance agreements of senior management. It therefore facilitates oversight over financial and non-financial performance of the municipality.

The SDBIP is a key management, implementation and monitoring tool which provides operational content to the end-of-year service delivery targets set in the municipality's IDP and Budget. It provides a credible information management plan to ensure service targets and other performance management are achieved. It is the mechanism that ensures that the IDP and Budget are aligned. The focus of the SDBIP is the creation of both financial and non-financial measurable performance objectives in the form of service delivery targets.

1. Legislative Framework

Section 1 of the Municipal Finance Management Act (MFMA), defines a SDBIP as a detailed plan approved by the mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality's planned service delivery and annual budget and must indicate (as part of the top-layer) the following:

- a) projections for each month of:-
 - i. revenue to be collected by source; and
 - ii. operational and capital expenditure, by vote;
- b) service delivery targets and performance indicators for each quarter; and
- c) any other matters that may be prescribed and includes any revisions of such plan by the Mayor in terms of section 54(1)(c).

In terms of MFMA section 53 (1) (c)(ii), the Mayor must, within 28 days after the adoption of the municipal budget, approve the municipality's SDBIP.

2. Components of the SDBIP

The five necessary components of the SDBIP in terms of MFMA Circular 13 dated 31 January of 2005 are: -

- Component 1: Monthly projections of revenue to be collected for each source
- Component 2: Monthly projections of expenditure (operating and capital) and revenue for each vote
- Component 3: Quarterly projections of service delivery targets and performance indicators for each vote
- Component 4: Ward information for expenditure and service delivery.

Please note that the information required on this component is already covered on Component 3 and other components and therefore has not been dealt with separately.

- Component 5: Detail Capital works plan broken down by ward over three years.

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

2.1. COMPONENT 1: Monthly projection of Revenue Collection by source

EC141 Elundini - Supporting Table SB14 Adjustments Budget - monthly revenue and expenditure - 2026/02/28																
Description R thousands	Ref	2025/26												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue By Source																
Exchange Revenue																
Service charges - Electricity		1963	4 535	4 221	29 081	478	6 013	(13 498)	–	4 205	4 205	4 205	4 205	52 542	56 538	59 005
Service charges - Water		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - Waste Water Management		0	2	1	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - Waste M anagement		627	562	636	639	640	636	640	–	641	641	641	641	7 692	8 046	8 400
Sale of Goods and Rendering of Services		34	35	33	26	35	12	34	–	32	32	32	32	2 096	2 035	2 125
Agency services		–	–	–	–	–	–	–	–	57	57	57	57	683	734	746
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		978	1038	1043	1067	970	1305	1012	–	396	396	396	396	2 354	2 462	2 571
Interest earned from Current and Non Current Assets		381	297	1977	2 721	138	221	(48)	–	548	548	548	548	6 574	6 877	7 179
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		386	387	385	394	391	392	391	–	406	406	406	406	4 866	5 090	5 314
Licence and permits		143	100	104	151	103	43	237	–	(60)	(60)	(60)	(60)	1895	3 938	4 112
Special Rating Levies		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue		137	228	124	396	391	151	392	–	3 955	3 955	3 955	3 955	102 122	158 798	166 832
Non-Exchange Revenue																
Property rates		4 898	2 394	2 566	2 578	2 572	2 564	2 524	–	2 452	2 452	2 452	2 452	28 900	29 841	31 154
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		9	8	0	7	11	2	5	–	42	42	42	42	509	532	556
Licences or permits		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		84 228	754	571	–	1399	67 583	(383)	–	17 442	17 442	17 442	17 442	209 299	205 240	214 522
Interest		–	–	–	–	–	–	–	–	429	429	429	429	5 351	5 388	5 625
Fuel Levy		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	30	30	30	30	365	382	399
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue		4 415	6 929	8 291	34 049	2 690	8 362	(11 274)	–	9 947	9 947	9 947	9 947	425 049	485 863	508 539
Expenditure By Type																
Employee related costs		12 802	13 075	13 395	12 307	12 534	13 495	12 432	–	11 396	11 396	11 396	11 396	150 263	154 922	152 945
Remuneration of councillors		1172	1143	1143	1172	1172	1172	1172	–	1212	1212	1212	1212	14 549	15 238	15 887
Bulk purchases - electricity		–	10 209	–	4 570	6 570	–	6 227	–	3 740	3 740	3 740	3 740	40 675	39 408	41 142
Inventory consumed		–	–	–	–	34	–	–	–	(53)	(53)	(53)	(53)	412	1238	1271
Debt impairment		–	–	–	–	–	–	–	–	365	365	365	365	4 382	4 584	4 785
Depreciation and amortisation		3 179	3 126	2 928	2 983	2 787	2 752	2 696	–	4 243	4 243	4 243	4 243	50 915	53 257	55 600
Interest		140	238	128	116	(84)	112	87	–	(468)	(468)	(468)	(468)	1530	6 941	7 246
Contracted services		2 407	3 634	4 642	4 045	4 526	4 527	5 352	12	4 252	4 252	4 252	4 252	70 834	86 717	91 908
Transfers and subsidies		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Irrecoverable debts written off		–	68	523	–	569	–	21	–	628	628	628	628	12 667	17 081	17 833
Operational costs		4 232	4 373	2 712	8 030	3 087	5 584	4 315	–	5 220	5 220	5 220	5 220	68 821	76 517	79 920
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		23 934	35 846	25 470	33 222	31 197	27 643	32 113	12	30 534	30 534	30 534	30 534	425 048	485 862	508 538
Surplus/(Deficit)		(19 519)	(28 917)	(17 179)	827	(28 507)	(19 281)	(43 387)	(12)	(20 587)	(20 587)	(20 587)	(20 587)	1	1	1
Transfers and subsidies - capital (monetary allocations)		4 902	7 061	2 774	–	10 684	5 506	936	–	4 262	4 262	4 262	4 262	51 148	69 085	72 355
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers &		(14 617)	(21 856)	(14 404)	827	(17 823)	(13 775)	(42 451)	(12)	(16 325)	(16 325)	(16 325)	(16 325)	51 149	69 086	72 356

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

2.2. COMPONENT 2: Monthly Projections of Expenditure (Operating and Capital) And Revenue for Each Vote

EC141 Elundini - Supporting Table SB13 Adjustments Budget - monthly revenue and expenditure (functional classification) - 2026/02/28																
Description - Standard classification R thousands	Ref	2025/26												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue - Functional																
Governance and administration		89 750	3 963	5 662	6 386	3 766	70 693	4 245	-	20 522	20 522	20 522	2 532	248 563	251 740	263 065
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		89 750	3 963	5 662	6 386	3 766	70 693	4 245	-	20 522	20 522	20 522	20 522	248 563	251 740	263 065
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		1 038	1 020	757	355	1 416	960	(499)	-	599	599	599	(62)	6 782	2 987	3 120
Community and social services		760	695	532	12	120	766	(927)	-	409	409	409	409	4 912	1 334	1 394
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		278	326	225	343	296	394	428	-	390	390	390	390	1 870	1 653	1 725
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		4 908	5 409	2 779	12	9 798	4 760	946	-	7 909	7 909	7 909	97 227	149 565	210 181	220 493
Planning and development		6	10	5	12	1	33	9	-	288	288	288	288	3 458	3 706	3 870
Road transport		4 902	5 399	2 774	-	9 797	4 728	936	-	7 621	7 621	7 621	7 621	146 107	206 475	216 623
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		2 768	6 939	5 037	29 908	2 192	7 615	(12 669)	-	5 767	5 767	5 767	12 198	71 286	90 041	94 026
Energy sources		2 141	6 375	4 399	29 268	1552	6 979	(13 309)	-	5 098	5 098	5 098	5 098	63 266	81 651	85 268
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		627	564	638	639	640	636	640	-	668	668	668	668	8 021	8 390	8 759
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional		98 465	17 331	14 235	36 660	17 172	84 029	(7 978)	-	34 797	34 797	34 797	111 894	476 197	554 948	580 704
Expenditure - Functional																
Governance and administration		12 389	12 640	12 949	16 745	11 762	14 353	13 594	-	12 972	12 972	12 972	57 948	191 295	226 680	236 666
Executive and council		5 694	5 104	5 269	3 851	4 324	4 851	3 900	-	4 497	4 497	4 497	4 497	60 482	67 979	70 970
Finance and administration		6 694	7 536	7 680	12 894	7 438	9 502	9 695	-	8 475	8 475	8 475	8 475	130 814	158 701	165 695
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		3 189	3 320	3 051	3 075	3 203	3 504	3 042	-	2 966	2 966	2 966	11 227	42 510	47 129	50 580
Community and social services		1 042	957	843	845	829	1 360	744	-	861	861	861	861	13 315	13 655	15 632
Sport and recreation		834	862	977	886	923	902	911	-	926	926	926	926	12 014	13 241	13 823
Public safety		133	1 501	1 231	1 344	1 451	1 242	1 386	-	1 179	1 179	1 179	1 179	17 311	20 234	21 124
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		4 944	5 282	5 231	5 142	5 679	6 336	5 529	12	6 176	6 176	6 176	31 108	87 791	102 042	106 442
Planning and development		1 200	1 329	1 397	1 081	1 123	2 040	1 681	-	1 449	1 449	1 449	1 449	22 755	27 806	28 939
Road transport		3 743	3 953	3 834	4 060	4 556	4 297	3 848	12	4 727	4 727	4 727	4 727	65 036	74 236	77 502
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		3 412	14 603	4 239	8 260	10 554	3 449	9 948	-	8 420	8 420	8 420	23 727	103 452	110 011	114 851
Energy sources		1 824	13 090	2 645	6 725	8 766	1 872	8 377	-	6 222	6 222	6 222	6 222	75 273	79 390	82 674
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		1 588	1 513	1 594	1 535	1 788	1 577	1 571	-	2 198	2 198	2 198	2 198	28 178	30 821	32 178
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional		23 934	35 846	25 470	33 222	31 197	27 643	32 113	12	30 534	30 534	30 534	124 009	425 048	485 862	508 538
Surplus/ (Deficit) 1.		74 531	(18 515)	(11 235)	3 438	(14 025)	56 386	(40 091)	(12)	4 262	4 262	4 262	(12 115)	51 149	69 086	72 166

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

2.3. COMPONENT 3 & 4: Quarterly Projections of Service Delivery Targets & Performance

2.3.1. Institutional (Top Layer) SDBIP

KEY PERFORMANCE AREA (KPA) 1: Basic Service Delivery												
Goal 1: Accelerate delivery of reliable basic services and resilient infrastructure												
Strategic Objective: To ensure efficient construction, rehabilitation and maintenance of municipal infrastructure To Promote environmental health and safety of local communities To provide reliable basic services to households and business sector												
Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Infrastructure development	- Ugie Parks Street (800m) - Surfacing of Mt Fletcher Urban Road (400m)	Kms of Paved Roads constructed	R 14.9 million	New	Wards 2, 9	1.2km	N/A	N/A	N/A	1.2KM	Road construction report with Package order, Appointment letters practical completion certificate, APR Listing	Director IP&D
Infrastructure development	- Westhoek access road (6KM) - Delibawo to Maweni access road (6.5KM) - R56 to Khalankomo (2.5M) - Eppainete Mbeki access road (2.5KM)	Kms of unpaved roads constructed	R27.1 Million	New	Ward 1, 9 & 10,	17.5 Km	N/A	N/A	2.5KM	15Km	Road construction report with Package order, Appointment letters practical completion certificate, APR Listing	Director IP&D
infrastructure development	Maintenance of gravel roads	KMs of access roads maintained	R 9 million	90 km	Wards 2,3,4,7,8,9, 10,11,13,14 ,15,16	100km	15Km	35Km	25Km	25Km	Quarterly Progress report, Maintenance acknowledgement Certificate signed	Director IP&D

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

											by Ward CLLR, APR Listing	
Expand infrastructure development	Urban road maintenance (surfaced roads)	No. of Square Metres of urban surfaced roads maintained (Slurry sealing and pothole patching)	R 2.1 million		Ward 2,3, and 9	3500m ²	744 m ²	2506 m ²	125m ²	125m ²	Quarterly Progress Report, APR listing, Hand-over Certificate signed by Ward CLLR	Director IP&D
Infrastructure development	Households' electrification Makoatlane Phase 2 (33) Koebung (55)	No.of of households in electrification programme connected	R3,5 million		Ward 13	88	88	N/A	N/A	N/A	Households Electrification Report, Beneficiary List; Package order, Quarterly progress report Practical completion certificate; APR Listing, PSC Minutes	Director IP&D
Infrastructure development	Kms of 33kv Makotlane Link line	kms of Link line constructed	0,55 million	4km	Ward 13	1,3km	1,3km	N/A	N/A	N/A	Progress report; Package order; completion certificate; APR Listing	Director IP&D
Infrastructure development	Electricity network maintenance distribution lines, substations, transformers	% of maintenance completed for the electricity network as per the maintenance plan	R3.5 million	100%	Ward 3, 4, 17	100%	N/A	N/A	50%	50%	Maintenance for completed electrification, Maintenance report, Maintenance Plan, Inspection sheet	Director IP&D
Infrastructure development	Maclear Mall Electricity Network Upgrade	% electricity network upgraded.	R1.4 Million	100%	Ward 3,4	100%	N/A	N/A	N/A	100%	Customer Application Form, Package Order / Work Order Form and or Progress Report / Practical Completion Certificate; APR Listing	Director IP&D
Infrastructure development	Streetlights Highmast lights	% maintenance of public lighting	R200,000	100%	Ward 2,3,4,9,17	100%	100%	100%	100%	100%	Public Lighting Maintenance report,	Director IP&D

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

											Maintenance plan; Inspection sheet; APR Listing	
Infrastructure development	Smart meter installation	Number of Licensed DCUs installed, to enable Smart Meter functionality	R8 million	New	Ward 2,3,4 & 17	93	N/A	N/A	N/A	93	Package Order; Progress Report, Completion Certificate, APR Listing	Director IP&D
Infrastructure development	Maintenance of public amenities Ugie Public ablution facility Maclear public ablution facility Municipal offices ablution facilities	Number of public amenities under the control of the department maintained.	R 3.3 million	New	Ward 1,2, 3,4,7,9,12, 13,15 & 17	3	N/A	2	1	N/A	Packaged Order and or Quarterly Progress Report; and or Practical Completion Certificate (construction)	Director IP&D
Indigent beneficiation on Free Basic Services	Free Basic Services	Number of indigent Households receiving Free Basic Services	R7 943 760	5 867	All Wards	5742	5497	5742	1819	1819	Free Basic Services status quo report Contour, Munisoft and KES attachments signed by CFO with APR/Beneficiary list	CFO
Provision of basic services to promote healthy environment	Refuse Collection	Number of areas receiving refuse collection, for household and commercial properties.	R5 168 204	59	Ward 2,3 & 9	59	59 areas	59 areas	59 areas	59 areas	Refuse Collection Report; approved collection schedule, collection register.	Director Community Services
KEY PERFORMANCE AREA (KPA) 3: LOCAL ECONOMIC DEVELOPMENT												
Goal(s) 2: Promote economic growth, environmental sustainability through job absorbing sectors												
Strategic Objective: To promote creation of employment opportunities and decent jobs To support the development of SMME to participate in a diversified and growing economy To increase investment through land and socio-economic infrastructure development												

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Strategy	Project	Output Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Coordinate job creation	EPWP	Number of work opportunities created through EPWP	R 0		Whole of municipality	355 160 (IPD :90 PMU; 10 Elec; 60 Roads) 185 (CS) 10 OMM	120 10 OMM 61 PMU 30 Roads 50 CS	19 PMU	205 10 PMU 30 Roads 135 CS 10 Elec	N/A	EPWP Reports with incentive grant agreement signed by the MM / proof of transfer of funds from DEDEAT and list of beneficiaries with APR Listing; Contract register.	Director: IP&D; Community Services; SM: SSS
SMME development	Local SMMEs sub-contracting work	Number of work packages awarded to SMMEs contractor	R6 Million	9	Whole of municipality	6	4	2	N/A	N/A	Package orders for main contractor and sub-contractor; Appointment letters of main contractor and sub-contractor	Director: IP&D
SMME development	SMME Capacitation in transport sector	Number of Local SMMEs capacitated through LED initiatives	R500,000	83	All wards	25	N/A	10	N/A	15	Capacitation of Local SMMEs Report, APR listing and attendance register.	Director Planning and Economic Development
Agro Processing Hub	Enterprise development programmes implanted for the establishment of the Agro Hub processing Poultry Beef Maize	Number of Agro Hub enterprise development programmes implemented	N/A	New	Ward 2,4,17	4	N/A	N/A	N/A	4	Report Beneficiary list	Director Planning and Economic Development
KPA 4: Financial Viability and management												
Goal3: Improve the effectiveness of governance administrative and financial systems.												
Strategic objective: To enhance organisational performance, financial viability and management of municipal resources To improve public participation and oversight to enhance accountability To strengthen integrated planning, monitoring and evaluation of Municipal programmes												

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Strategic Objective	Project	Output Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Improve infrastructure grant expenditure	Expenditure of infrastructure Grants	% expenditure on all infrastructure grants	R56.8 million	100%	Head Office	100%	30%	30%	25%	15%	Expenditure Reports, printout from Muni soft for MIG and INEP	Director: IP&D and Finance Manager: Projects
Analysis of municipal financial health	Cost coverage Ratio	Number of months for the municipality ability to meet monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue. (cost coverage ratio)	R0	1-3 months	Head Office	1-3 Months	1-3 Months	1-3 Months	1-3 Months	1-3 Months	Signed Section 52d Report	Manager Budget and Reporting
Analysis of municipal financial health	Debtors Billing rate	Percentage collection on billed revenue	R0	95%	Head office	95%	95%	95%	95%	95%	Signed Section 52d Report	Manager Income & Expenditure
Payment of Creditors within stipulated periods	Creditors Payment	Average Number of days taken to pay Creditors	R0	30 days	Head Office	30 days	30 Days	30 Days	30 Days	30 Days	Creditors Payment Reports signed by CFO	Manager: Income & Expenditure
Analysis of municipal financial health	Current Ratio	Municipality's ability to payback its short-term liabilities with its short term loans	R0	1.5-2:1	Head Office	1.5-2:1	1.5-2:1	1.5-2:1	1.5-2:1	1.5-2:1	Signed Section 52(d) Report	Manager Budget and Reporting
Analysis of municipal financial health	Asset management ratios (budgeted)	% of Capital expenditure to total expenditure (budgeted)	R0	20%	Head Office	20%	20%	20%	20%	20%	Signed Section 52d Report	Manager SCM and Assets
Improved financial health, budget planning and reporting	Preparation and submission of Annual FS	Number of Annual Financial Statements submitted to the Auditor General (AGSA) on or before 31 August	R0	annual FS submitted to AG on or before 31 August	Head Office	1 annual financial statement submitted to AG on or before 31 August	1 Annual Financial Statements submitted to AG on or before 31 August	N/A	N/A	N/A	Proof of submission of AFS to AG. on or before 31 August	CFO
Improved financial health, budget planning and reporting	4x Section 52(d) (30 days after the end of the quarter	Number of days taken to submit financial statutory documents to Council	R0	New Indicator	Head Office	Within 30 days after the end of	1 Section 52(d)30 days after	1 Section 52(d)30 days after	2 Section 52(d)30 days after	1 Section 52(d)30 days after	Compliance report developed, Proof of submission to	CFO

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	1x Section 72 (Midyear) 25 January each year					the quarter	the end of the quarter	the end of the quarter	the end of the quarter	the end of the quarter	Council and Council resolution	
Improved financial health, budget planning and reporting	Submission of funded budget to Council within 30 days before the start of the financial year Submission of adjusted budget by the 28 of February	Number of days taken to submit funded annual and adjusted budgets submitted to Council as per MFMA	R0	New Indicator	Head Office	2 funded budgets developed and submitted to Council	N/A	N/A	1 Adjusted funded budget submitted to council by the 28 th of February	1 Annual funded Budget submitted to council by the 31 st May	Annual budget and Adjusted Budget submitted to council, proof of submission to Council and Council resolution	CFO
KPA 2: Municipal Transformation and Organisational Development												
GOAL 3: Improve effectiveness of governance administrative and financial systems												
Strategic Objective: To enhance organisational performance, financial viability and management of municipal resources												
Strategy	Project	Output Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Implementation of the Workplace Skills Plan	Workplace Skills Plan	Percentage expenditure of the municipality's budget for training and development	R1 759 996	New	Head Office	100%	N/A	25%	50%	100%	Annual Training Plan; Training report with expenditure report; Attendance registers	Director: Corporate Services
KPA 5: Good Governance and Public Participation												
Goal : To improve the effectiveness of governance and financial systems												
Strategy	Project	Output Indicator	Budget Allocation 2025/2025	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Integrated municipal planning	Municipal Strategic Plan	Number of municipal strategic plans developed.	R900 000	New	Municipal offices	1 Municipal Strategic Plan developed	N/A	N/A	1 Municipal Strategic Plan developed	N/A	Strategic Plan developed and Report of strategic plan session signed by the MM, proof of submission to council and council resolution	Senior Manager Strategic Support Services

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Improve effectiveness and efficiency of the internal audit	Submission of Audit and Risk committee reports to Council	Number of audit and risk committees oversight reports submitted to council	R0.0	New	Municipal offices	2	N/A	1	N/A	1	ARC reports submitted to Council which is drafted by the chairperson to report on oversight functions conducted by ARC and Council resolution	Manager: Internal Audit
To ensure compliance with legislation	1. Employment Equity & 2. COIDA – DoEL 3. Workplace Skills Plan – LGSETA	Number of legislative compliance reports submitted to 5 relevant public bodies	N/A	3	Head Office	3	N/A	N/A	1	2	HR compliance report with copies of acknowledgment letter and proof of submission.	Director: Corporate Services
Promote good governance and compliance	Compliance with Risk Adjusted Strategy (RAS)	Percentage of grant spent to meet RAS compliance.		New	Head Office	100%	30%	60%	80%	100%	Quarterly RAS expenditure report, PMU quarterly report	Director IP&D
Strengthen functionality of oversight and ward committees	1. Ward committee co-ordination. 2. Section 79 Committee co-ordination. 3. Public participation events 4. Petition Management 5. Annual Report Community Consultation	Number of public participation and oversight projects implemented	R2 407 913	5	All wards	5	4	4	5	4	Public Participation and oversight reports signed by SM: SSS with attendance registers;	Senior Manager : Strategic Support Services

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2.3.2. Departmental (Lower Layer) SDBIP

2.3.2.1. Infrastructure Planning and Development

KEY PERFORMANCE AREA (KPA) 1: Basic Service Delivery												
Goal 1: Accelerate delivery of reliable basic services and resilient infrastructure												
Strategic Objective: To ensure efficient construction, rehabilitation and maintenance of municipal infrastructure To provide reliable basic services to households and business sector												
Strategy	Project	Output Indicator	Budget 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Infrastructure development	- Ugie Parks Street (800m) - Surfacing of Mt Fletcher Urban Road (400m)	Kms of Paved Roads Constructed	R 14.9 Million	New	Wards 2, 9	1.2km	N/A	N/A	N/A	1.2km	Road construction report with Package order, Appointment letters practical completion certificate, APR Listing	Director IP&D
Infrastructure development	- Westhoek access road (6KM) - Delibawo to Maweni access road (6.5KM) - R56 to Khalankomo (2.5M) - Eppainete Mbeki access road (2.5KM)	Kms of unpaved roads constructed	R27.1 Million	New	Ward 1, 9 & 10,	17.5 Km	N/A	N/A	2.5km	15km	Road construction report with Package order, Appointment letters practical completion certificate, APR Listing	Director IP&D
Expand infrastructure development	Procurement of material for fencing of landfill site Tlokoeng and Ugie landfill site	% Rehabilitation of public amenities	R1.5 million	New	Ward 02, 09	100% procurement material	N/A	N/A	N/A	100%	Package Order and Progress report.	Director IP&D
infrastructure development	Maintenance of gravel roads	KMs of access roads maintained	R 9 million	90 km	Wards (1,2,3,4,6,7,8 , 9,14,15,16 &17)	100km	15Km	35Km	25Km	25Km	Access Roads Maintenance Report, Quarterly Progress report, Maintenance acknowledgement Certificate signed by Ward CLLR, APR Listing	Director IP&D

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Expand infrastructure development	Urban road maintenance (surfaced roads)	No. of Square Metres of urban surfaced roads maintained (Slurry sealing and pothole patching)	R 2.1 million		Ward 2,3, and 9	3500m ²	744 m ²	2506 m ²	125m ²	125m ²	Quarterly Progress Report, APR listing, Hand-over Certificate signed by Ward CLLR	Director IP&D
Expand infrastructure development	Maintenance of bridges culvert & pipe crossing	Number of bridges (culvert & pipe crossings) repaired/maintained	1.2 million	New	Ward 5,6,13	3	N/A	N/A	3	N/A	Quarterly Progress report with before and after pictures or appointment letter, package order and completion certificate	Director IP&D
Infrastructure development	Households electrification Makoatlane Phase 2 (33) Koebung (55)	No. of households of in electrification programme connected	R3,5 Million		Ward 13	88	88	N/A	N/A	N/A	Households Electrification Report, Beneficiary List; Package order, Quarterly progress report Practical completion certificate; APR Listing, PSC Minutes	Director IP&D
Infrastructure development	Lubisini Jojweni (Nkunyana) Khalazembe Thabatlana Gqaqala Makgadising	Number of Households completed for electrification Pre-Eng designs	R1.1 Million	New	Ward , 8, 11, 12, 13 & 17	385	N/A	N/A	385	N/A	Package Order, Progress Report, Final Design Package	Director IP&D
Infrastructure development	Kms of 33kv Makotlane Link line	kms of Link line constructed	0,55 million	4km	Ward 13	1,3km	1,3km	N/A	N/A	N/A	Progress report; Package order; completion certificate; APR Listing	Director IP&D
Infrastructure development	Electricity network maintenance distribution lines, substations, transformers	% of maintenance completed for the electricity network as per the maintenance plan	R3.5 Million	100%	Ward 3, 4, 17	100%	N/A	N/A	50%	50%	Maintenance for completed electrification, Maintenance report, Maintenance Plan, Inspection sheet	Director IP&D
Infrastructure development	Maclear Mall Electricity Network Upgrade	% electricity network upgraded.	R1.4 Million	100%	Ward 3,4	100%	N/A	N/A	N/A	100%	Customer Application Form, Package Order / Work Order Form and or Progress Report / Practical Completion Certificate; APR Listing	Director IP&D

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Infrastructure development	Streetlights Highmast lights	% maintenance of public lighting	R200,000	100%	Ward 2,3,4,9,17	100%	100%	100%	100%	100%	Public Maintenance report, Lighting report, Maintenance plan; Inspection sheet; APR Listing	Director IP&D
Infrastructure development	Smart meter installation	Number of Licensed DCUs installed to enable smart meter functionality	R8 million	New	Ward 2,3,4 & 17	93	N/A	N/A	N/A	93	Package Order; Progress Report, Completion Certificate, APR Listing	Director IP&D
Infrastructure Development	Maintenance of Vehicle Testing Station	Number of VTS maintained	R1.8m	New	Ward 9		N/A	N/A	N/A	1	Public Amenities Maintenance Report, Packaged Order; Quarterly Progress Report; Practical Completion Certificate	Director IP&D
Infrastructure development	Maintenance of public amenities Ugie Public ablution facility Maclear public ablution facility Municipal offices ablution facilities	Number of public amenities under the control of the department maintained.	R 3.3 million	New	Ward 1,2, 3,4,7,9,12, 13,15 & 17	3	N/A	2	1	N/A	Packaged Order and or Quarterly Progress Report; and or Practical Completion Certificate (construction)	Director IP&D
Human Settlements	Improved building control environment	Turnaround time for building plans response (Within 60 days after receiving all required information	Internal human resource	60 days	All wards	60 days	60 days	60 days	60 days	60 days	Building plan register Building plan and approval or disapproval letters	Manager: Housing
Human Settlements	Inspection of Low-cost houses	% of inspections upon invitation	R0	New	All wards	100%	100%	100%	100%	100%	Progress report, Evidence of invitation, attendance registers	Manager: Housing

KEY PERFORMANCE AREA (KPA) 3: LOCAL ECONOMIC DEVELOPMENT

Goal(s) 2: Promote economic growth, environmental sustainability through job absorbing sectors

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Strategic Objective: To promote creation of employment opportunities and decent jobs. To support the development of SMME to participate in a diversified and growing economy												
Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Coordinate job creation	EPWP	Number of work opportunities created through EPWP	R 0		Whole of municipality	160 90 PMU 10 Electricity 60 Roads maintenance	90 61 PMU 30 Roads maintenance	19PMU	55 10 PMU 30 Roads 10 Elec	N/A	EPWP Report with APR Listing; Contract register.	Director: IP&D
SMME development	Local SMMEs sub-contracting work	Number of work packages awarded to SMMEs contractor	R6 Million	9	Whole of municipality	6	4	2	N/A	N/A	Package orders for main contractor and sub-contractor; Appointment letters of main contractor and sub-contractor	Director: IP&D
KPA 4: Financial Viability and management												
Goal3: Improve the effectiveness of governance administrative and financial systems.												
Strategic objective: To enhance organisational performance, financial viability and management of municipal resources												
Strategic Objective	Project	Output Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/ 2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Improve infrastructure grant expenditure	Expenditure of infrastructure Grants	% expenditure on all infrastructure grants	R56.8 million	100%	Head Office	100%	30%	60%	85%	100%	Expenditure Reports with relevant evidence	Director: I P & D and Finance Manager: Projects
KPA 5: Good Governance and Public Participation												
Goal 3: To improve the effectiveness of governance and financial systems												
Strategic Objective: To strengthen integrated planning, monitoring and evaluation of municipal programmes.												
Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Promote good governance and compliance	1. Risk Adjusted Strategy (RAS)	Percentage of grant spent to meet RAS compliance	R0	New	Head Office	100%	30%	60%	80%	100%	RAS Project tracker, quarterly MIG expenditure report, PMU quarterly report	Manager: PMU. Finance Manager: Projects

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2.3.2.2. Community Services

Key Performance Area (KPA)1 : Basic Service Delivery												
Goal-1: Accelerate delivery of reliable basic services and resilient infrastructure												
Goal 2: promote economic growth, Environmental sustainability through Job 'absorbing sectors												
Strategic Objective: To promote environmental health and safety of local communities												
To promote the protection and conservation of natural resources through green lifestyle												
Strategy	Project	Output Indicator	Budget 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Provision of basic services to promote healthy environment	1. Arbor Month, 2. Waste and environment, 3. fire and disaster, 4. Road safety Awareness Campaign	Number of environmental and public safety awareness campaigns conducted.	N/A	34	Ward 2,3 & 9	35	(9) Arbor month (1) waste and environment awareness campaign (4) Fire and disaster (4)	(9) Road Safety awareness campaign (1) waste and environment 4, fire and disaster (4)	(8) Waste and environment 4, fire and disaster (4),	(9) Road Safety 1 waste and environment 4 Fire and disaster (4)	Environmental and public safety awareness Campaigns quarterly reports attendance registers.	Director: Community Services
Promote public safety and healthy environment	Roadblocks	Number of road blocks conducted	N/A	25	Ward 2,3 & 9	20	5	5	5	5	Roadblocks Report with attendance register & itinerary.	Director Community Services
	Joint Public Safety Operations	Number of joint public safety operations conducted.	N/A		Ward 2, 3 & 9	12	3	3	3	3	Joint public safety operations report with attendance register	Director Community Services
	3. Library management	Number of functional libraries managed through SLA with DSRAC		New	Ward 2, 3, 9	6	N/A	N/A	6	6	Library management quarterly report signed by Director	Director Community Services
KEY PERFORMANCE AREA (KPA) 1: Basic Service Delivery												
Goal 1: Accelerate delivery of reliable basic services and resilient infrastructure												
Strategic Objective: To provide reliable basic services to households and the business sector.												

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Key Performance Area (KPA)1 : Basic Service Delivery												
Goal-1: Accelerate delivery of reliable basic services and resilient infrastructure												
Goal 2: promote economic growth, Environmental sustainability through Job 'absorbing sectors												
Strategic Objective: To promote environmental health and safety of local communities												
To promote the protection and conservation of natural resources through green lifestyle												
Strategy	Project	Output Indicator	Budget 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Provision of basic services to promote healthy environment	Refuse Collection	Number of areas receiving refuse collection, for household and commercial properties.	R5 000 004	59	Ward 2,3 & 9	59	59 areas	59 areas	59 areas	59 areas	Refuse Collection Report; approved collection schedule, collection register.	Director Community Services
KPA 3: Local Economic Development												
Goal(s) 2: Promote economic growth, environmental sustainability through job absorbing sectors												
Strategic Objective : To promote creation of employment opportunities and decent jobs.												
Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Creation of job opportunities to alleviate poverty	EPWP Work Opportunities	Number of work opportunities created through EPWP	R2 079 000 (Incentive Grant) R1 500 000 (DEDEAT) Grant	414	Whole of municipality	185	50	N/A	135	N/A	EPWP Report with incentive grant agreement / proof of transfer of funds from DEDEAT and list of beneficiaries and list of beneficiaries	Director Community Services
KEY PERFORMANCE AREA (KPA) 4: FINANCIAL MANAGEMENT & VIABILITY												
Goal(s) 3: To improve the effectiveness of governance administrative and financial systems												
Strategic Objective: To enhance organisational performance, financial viability and management of municipal resources.												
Strategic Objective	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Revenue generation	Revenue generated	Rand value of revenue generated from vehicle's	R,00	R3.6 million	Head Office	R3 200 000	R800 000	R800 000	R800 000	R800 000	Revenue Generation Report signed by Director,	Director Community Services

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Key Performance Area (KPA)1 : Basic Service Delivery												
Goal-1: Accelerate delivery of reliable basic services and resilient infrastructure												
Goal 2: promote economic growth, Environmental sustainability through Job 'absorbing sectors												
Strategic Objective: To promote environmental health and safety of local communities												
To promote the protection and conservation of natural resources through green lifestyle												
Strategy	Project	Output Indicator	Budget 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
		registration and licensing (rand value)										
KEY PERFORMANCE AREA (KPA) 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION												
Goal(s) 3: To improve the effectiveness of governance administrative and financial systems												
Strategic Objective :												
Strategy	Project	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Development of new policy and reviewal of available policies/bylaws	Policy / strategy Review EPWP policy Destitute & Pauper Burial policy Integrated Environmental Management policy Green procurement strategy Firearm policy	Number of departmental policies reviewed	R0	12	Whole of municipality	5	N/A	N/A	N/A	5 EPWP policy Destitute & Pauper Burial policy, Integrated environmental Management policy, Green procurement strategy , Firearm policy	Report; Council Resolution; copies of reviewed strategy / policy	Director Community Services
Environmental Management promote healthy environment	Climate Change Strategy Disaster management plan	Number of environmental management and disaster Management policies developed	R1 million	New	Ward 2,3 & 9	2	N/A	N/A	N/A	2	Council Resolution	Director Community Services

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2.3.2.3 Planning and Economic Development

KEY PERFORMANCE AREA (KPA) 3: LOCAL ECONOMIC DEVELOPMENT												
Goal(s) 2: Promote economic growth, environmental sustainability through job absorbing sectors												
Strategic Objective: To support the development of SMME to participate in a diversified and growing economy To Facilitate industrialisation that unlocks the manufacturing potential of the local economy To increase investment through land and socio-economic infrastructure												
Strategy	Project	Indicator	Budget Allocation 2025/2026	Baseline	Spatial Ref.	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
SMME Development	Street trading facilities	Number of street trading facilities maintained	R500 000	New	Ward 2,3,9	20	N/A	N/A	20	N/A	Report with pictures of the renovated street trading facilities	Director Planning and Economic Development
Mansory industry development support	Mansory Development	Number of verification report on Mansory development project by Coega	R300 000	New	N/A	1	N/A	N/A	N/A	1	Masonry verification report by Coega submitted to council and Council resolution	Director Planning and Economic Development
Tourism development	Tourism awareness	Number of rural tourism awareness campaigns conducted (protection of assets) Partnership with Tour guides	R150 000	4	All wards	4	1	1	1	1	Report signed by the Director on awareness campaign with attendance registers	Manager: LED & Property Development
Marketing of Elundini as a prime tourist destination	Destination Marketing	Number of destination marketing initiatives	R400 000	2	All wards	2	N/A	N/A	1 Tourism Conference	1 Durban Arts Festival (Marketing ELM Tourism attraction)	Performance reports signed by the Director supported by the tourism destination marketing initiatives	Manager: LED & Property Development
Property Development	Property development	Number of Tlokoeng Mall lease agreements completed	N/A	New	Ward 9	1	1	N/A	N/A	N/A	Copy of the agreement and implementation plan	Director Planning and Economic Development
Property Investment Attraction	Property investment attraction	Number of investment attraction initiatives implemented (property development)	Internal human resource	1.property plan	All wards	1	N/A	N/A	N/A	1 Expression of interest	Proof of expression of interest	Director planning and economic development

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Property Investment Attraction	Layout plans for human settlements in traditional areas	Number of layout plans developed for traditional areas in partnership with SALGA	R0	1 (Shape file is completed)	Ward 5	1	N/A	N/A	N/A	1	Report and Layout plan submitted to the Council; proof of submission	Director Planning and Economic Development
Improved land use planning & management	Improved land use planning & management	Turnaround time for land use applications processed (30)	Internal human resource		All wards	30 days	30 days	30 days	30 days	30 days	Listing of applications considered authorised official; Decision notice; Register as proof of submission and record of decision	Director Planning and Economic Development
Improved business licencing & permitting	Improved business licencing and permitting	% of businesses licenses issued on compliance	Internal human resource		All wards	100%	100%	100%	100%	100%	1. Copy of business license issued 3. Business licence register with beneficiaries' signature.	Director Planning and Economic Development
KPA 5: Good Governance and Public Participation												
GOAL 3: Improve effectiveness of governance administrative and financial systems												
Strategic Objective: To enhance organisational performance, financial viability and management of municipal resources												
Review General Valuation Roll	Review General Valuation Roll	Number of final General Valuation Rolls submitted	R2.2 million	New	Ward;	01	N/A	N/A	N/A	01	Proof of submission by the Valuer to the municipality	Director Planning and Economic Development

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2.3.2.4 Budget and Treasury Office

KPA 1: Basic Service Delivery												
Goal 1: Accelerate service delivery and infrastructure development.												
Strategic Objective: To provide reliable basic services to households and the business sector.												
Strategy	PROJECT	Output Indicator	Budget allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Indicator Custodian
Improved financial health, budget planning and reporting	Submission of Interim FS to Council	Number of interim Financial Statements developed and submitted to council	R0	Interim FS submitted to Council	Head Office	1 interim financial statement developed and submitted to CFO	N/A	N/A	1 Interim Financial Statement developed and submitted to CFO	N/A	Interim FS submitted to Council; proof of submission and Council resolution	CFO
Indigent beneficitation on Free Basic Services	Free Basic Services	Indigent register developed	R7 943 760	New Indicator	All Wards	1	1	1	1	1	Copy of developed indigent register	Manager: Income & Expenditure
KPA 4: Financial Viability and management												
Goal3: Improve the effectiveness of governance administrative and financial systems.												
Strategic objective: To enhance organisational performance, financial viability and management of municipal resources												
Strategy	PROJECT	Output Indicator	Budget allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Indicator Custodian
Analysis of municipal financial health	Repairs & Maintenance to PPE Ratio	% of repairs and maintenance to ensure adequate maintenance to prevent breakdowns and interruptions to service delivery	R0	8%	Head Office	8%	8%	8%	8%	8%	Section 52(d) Report	Manager SCM and Assets
Revenue enhancement	Cost Containment	Number of cost containment measures implemented as per the approved strategy.	R0	20	Head Office	20	20	20	20	20	Cost Containment Report with relevant evidence signed by CFO	Manager SCM and Assets

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Revenue enhancement	Revenue enhancement strategy	% of revenue enhancement strategies implemented	R0	1	Head Office	100%	100%	100%	100%	100%	Revenue Enhancement Report signed by CFO	Manager : Income & Expenditure
Revenue enhancement	Revenue enhancement strategy	Number of revenue enhancement strategies reviewed	R0	New	Head Office	1 draft Revenue enhancement strategy	N/A	N/A	N/A	1 draft revenue enhancement strategy	Draft Revenue Enhancement Strategy, proof of consultation sessions on the draft	CFO
Improve efficiency of asset and fleet management	1. Asset verification 2. Asset reconciliations	Number of Asset Projects implemented:	R0	2	Head Office	2 asset verification 12 asset reconciliation	3 Asset reconciliations	1 Asset verification 3 asset reconciliations	3 asset reconciliations	1 Asset verification 3 Asset reconciliations	Asset Verification and reconciliation Report signed by CFO	Manager: SCM & Assets

KPA 5: Good Governance and Public Participation

Goal 3 : To improve the effectiveness of governance and financial systems

Strategic Objective: To strengthen integrated planning, monitoring and evaluation of municipal programmes.

Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Maximise efficiency in demand management, acquisition, and contract management	Implementation of 1. Demand management plan 2. Contract Management 3. SCM Reporting 4. Deviations	Number of SCM projects implemented:	R0	4	Head Office	4	4 1. Demand management plan 2. Contract Management 3. SCM Reporting	4 1. Demand management plan 2. Contract Management 3. SCM Reporting 4. Deviation	4 1. Demand management plan 2. Contract Management 3. SCM Reporting	4 1. Demand management plan 2. Contract Management 3. SCM Reporting	Quarterly SCM Report signed by CFO and proof of submission to CFO	Manager: SCM and Assets

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							4. Deviations		4. Deviation	4. Deviation		
Improved financial health, budget planning and reporting	Review Budget related policies and tariffs and submit to council	Number of budget related policies and tariffs reviewed and submitted to council	R0	New Indicator	Head Office	15	N/A	N/A	N/A	15 Budget related policies and tariffs (Final)	List of Budget related Policies and tariffs with their proof of submission to Council and Council Resolution	CFO
Promote good governance and compliance	Grants Expenditure Monitoring 2. FMCMM & E monitoring Reporting 3. UIFW Monitoring	Number of municipal compliance indicators implemented	New Indicator	R0	Head Office	3	3	3	3	3	Municipal Compliance Indicators consolidated Report signed by the CFO with proof of implementation.	Manager : Budget & Reporting; Manager : Income & Expenditure; Manager: SCM and Assets;

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3.2.3.5 Corporate Services

KPA 2: Municipal Transformation and Organisational Development												
GOAL 3: Improve effectiveness of governance administrative and financial systems												
Strategic Objective: To enhance organisational performance, financial viability and management of municipal resources												
Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
To promote sound labour relations	Local Labour Forum	Percentage functionality of local labour forum and its committees	R0	100%	Head Office	100%	100%	100%	100%	100%	Local Labour Forum Report with attendance register	Manager : HRM&D
Review of the organisational structure	Review of the Organisational structure	Review of the organizational structure	R0	New	Head Office	Organisational structure reviewed	N/A	N/A	N/A	Organisational structure reviewed	Adopted Organizational structure and organizational review report; council resolution	Director: Corporate Services
Promote the well-being of employees	Wellness Strategy Implementation	Percentage of implementation of Wellness Strategy Implementation plan.		100%	Head Office	100%	100%	100%	100%	100%	Wellness Report with evidence of implementation.	Manager : HRM&D
Promote occupational health & safety of employees	OHS	Percentage of implementation of OHS strategy		100%	Head Office	100%	100%	100%	100%	100%	Occupational Health & Safety Reports with evidence of implementation.	Manager : HRM&D
Promote the safety & security of municipal resources	Security system	Number of reports on security services functionality	R11m	1	Head Office	1	1	1	1	1	Security services functionality report	Manager : Admin. & Council Support

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KPA 2: Municipal Transformation and Organisational Development												
GOAL 3: Improve effectiveness of governance administrative and financial systems												
Strategic Objective: To enhance organisational performance, financial viability and management of municipal resources												
Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Policy development and review	Policy review	Number of departmental policies reviewed	N/A	New Indicator	Head Office	31	N/A	N/A	N/A	31	Departmental Policy Review Report with a copy of policies (HR. Admin. ICT), council resolution	Director: Corporate Services
Provision of ICT services	1. Upgrade of LAN to Cat6 2. Migration of systems to cloud based 3. Monitoring of Remote Backups (RB) 4. Development of ICT asset register	Number of ICT projects implemented	R2 Million	5	Head Office	4	1 (Remote Backup)	2 1. Migration of systems to cloud based 2. Upgrade of LAN to Cat6	N/A	1 1. ICT Asset Register	ICT Report with system generated report on remote backups, Approved information security plans	Director: Corporate Services
Provision of administration and secretariat support to council and its committees	Council Functionality	Percentage functionality of council and its committees	R500 000	100%	Head Office	100%	100%	100%	100%	100%	Council Functionality Report submitted to MM with copies of attendance registers resolution registers	Director: Corporate Services

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3.2.3.6 Municipal Manager's Office

1. KPA5: Good Governance and Public Participation												
Goal 3: improve the effectiveness of governance and financial systems												
Strategic Objective: To strengthen integrated planning, monitoring and evaluation of municipal programmes. To enhance organisational performance , financial viability and management of municipal resources												
Strategy	Project	Output Indicator	Budget Allocation 2025/2026	Baseline	Spatial Reference	Annual Target 2025/2026	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Performance Management	Institutional Performance management	% Implementation of Institutional PMS process plan	R300 000	100%	Municipal Offices	100%	100%	100%	100%	100%	PMS Process Plan Implementation Report signed by SM:SSS with evidence of activity implementation.	Manager : IDP/M&E/ PMS
Integrated municipal planning	IDP process plan implementation	% implementation of IDP process plan	R126 924		Municipal Offices	100%	100%	100%	100%	100%	IDP Process Plan Implementation Report signed by SM:SSS with evidence of activity implementation.	Manager : IDP/M&E/ PMS
Promote good governance and compliance	Submission of Circular 88	Number of Institutional Circular 88 compliance report submitted	R0	New	Head Office	2	N/A	N/A	1	1	Circular 88 Report; Consolidated Circular 88 template; proof of submission	Manager : IDP/M&E/ PMS
Promote risk management culture	1. Risk management policy & risk management charter 2. Strategic Annual Risk Assessment 3. Anti-Fraud & Corruption (Fraud & Corruption Anonymous Hotline) 4. Ethics & Integrity management 5. Legislative compliance	Number of risk management projects implemented	R20 000	New Indicator	Head Office	5	N/A	N/A	4 1. Strategic Annual Risk Assessment 2. Anti-Fraud & Corruption (Fraud & Corruption Anonymous Hotline) 3. Ethics & Integrity management 4. Legislative compliance	4 1. Risk management policy & risk management charter 2. Anti-Fraud & Corruption (Fraud & Corruption Anonymous Hotline) 3. Ethics & Integrity management 4. Legislative compliance	Quarterly progress reports of implemented projects; consolidated strategic and operational risk register; proof of submission of reports and council resolution	Senior Manager Strategic Support Services

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Improve effectiveness and efficiency of the internal audit	1. Development of Internal audit plan	% of completed internal audit projects of the approved internal audit plan	R1.5m	85% (21)	Municipal offices	14	90% (3)	90% (3)	90% (4)	90% (4)	Internal Audit Progress against the Plan & internal audit reports signed by MM; approved internal audit plan with proof of submission to Audit Committee.	Manager: Internal Audit
Compliance and Litigation Management	1. Litigation management. 2. SLA Vetting. 3. Compliance 4. Bylaw	Number of legal services projects implemented	R3m	New Indicator	Municipal offices	4	4	4	4	4	Legal Services Report signed by the MM with Litigation report, SLA vetting report, compliance report & by-laws development report	Manager: Legal Services & Compliance
Improve effectiveness & efficiency of communications	1. Social media analysis, 2. Municipal Publication, 3. website management, 4. Local Communicators Forum 5. Branding Management	Number of communications projects implemented	R900 000	7	Municipal offices	5	5	5	5	5	Communications Report signed by SM: SSS with evidence of social media analysis, website management, LCF, copies of publication & Branding management	Strategic Communications Coordinator
Customer service	1. Community Satisfaction Survey (CSS); 2. Presidential hotline. 3. IMIS walk-ins. 4. Proof of residence	Number of customer care projects implemented	R0	5	All wards	4	4	4	4	4	Customer Care Report Signed by SMSSS with Community Satisfaction Survey Outcomes; Presidential Hotline; IMIS Report with WhatsApp screenshot /	Manager: Governance and Political office support

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											Manual Register & Proof of Residence reports	
Focus Group Mainstreaming	1. PWD program 2. Gender-based Violence & Femicide program	Number of focus groups social projects implemented	R224 000	6	All Wards	5	1. PWD support	1 PWD support	2 GBVF RRT meeting PWD Support	1 PWD support	Focus Group Social Projects, (RRT minutes and attendance registers, PWD consolidated Report, PWD NGO Partnership agreements)	Manager: SPU
HIV & AIDS Coordination	1. Local Aids Council 2. HCBC Support	Number of HIV/AIDS projects implemented	R 968 000	2	All wards	2	2 LAC HCBC Support	2 LAC HCBC Support	2 LAC HCBC Support	2 LAC HCBC Support	HIV/AIDS report with copies of SLA; LAC report and attendance registers, monitoring report and attendance register	Manager: SPU
Social relief and skills development	1. Bursary	Number of MSI projects implemented.	R358 000	3	All wards	1	N/A	N/A	1 Bursary	N/A	MSI Report with Bursary Report and POP	Manager: SPU
KEY PERFORMANCE AREA (KPA) 3: LOCAL ECONOMIC DEVELOPMENT												
Goal(s) 2: Promote economic growth, environmental sustainability through job absorbing sectors												
Strategic Objective: To promote creation of employment opportunities and decent jobs.												
To support the development of SMME to participate in a diversified and growing economy												
Strategy	Project	Output Indicator	Budget Allocation 2025/26	Baseline	Spatial Reference	Annual Target 2025/26	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian
Coordinate job creation	EPWP Work Opportunities	Number of work opportunities created through EPWP	R210 000 (SPU)	10	Whole of municipality	10 SPU	10 SPU	N/A	N/A	N/A	EPWP Work opportunities report; APR Listing; Employment Contract register (physical contracts verifiable on request)	Manager: SPU
Focus Group Mainstreaming	Conduct Information session	Number of information session conducted	R0.00	New	All Wards	1	N/A	N/A	N/A	1	Report of information session conducted, and	Manager: SPU

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

											attendance registers	
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SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

COMPONENT 5: Detail Capital Works Plan Broken Down by Ward Over Three Years.

Three Year Capital Plan (MIG)

No	Project Name	Ward No	Extent of Works	Status	Project Value	Registration Status (Yes/No)	Funder			
								2025 / 2026	2026 / 2027	2027 / 2028
								<i>R</i> 47,450,000.00	<i>R</i> 51,668,000.00	<i>R</i> 53,959,000.00
	Project Management Unit	-	-		-		MIG	R2,385,800.00	R2,583,400.00	R2,697,950.00
1	Upgrading & Rehabilitation of Maclear Roads (Cluster 1 Roads) - Phase 3	3	1,11km	Complete	R 31,527,721.71	Yes	MIG			R12,850,000.00
2	Construction of Refele Sport Field	14	1 unit	Complete	R 20,779,792.97	Yes	MIG			
3	Construction of Chevy-Chase - Nkangala Access Road	16	4,5km	Complete	R 4,602,191.14	Yes	MIG			
4	Castle Rocks and Bridge	16	1.95	Complete	R 3,781,042.18	Yes	MIG			
5	Surfacing of Ugie Park Streets & Stormwater	2	3.23	Designs	R 27,087,942.90	Yes	MIG			
6	Surfacing of Greenfields Streets & Stormwater	17	5.84	Designs	R 34,780,379.44	Yes	MIG			
7	Construction of Bhethula to Mrhorwana Access Road	4	2,78km	Complete	R 6,509,043.25	Yes	MIG			
8	Ntokozweni / Kuyasa Preschool	2	1 unit	Complete	R 4,428,573.68	Yes	MIG			
9	Castle Rocks and Bridge			Complete						
10	Construction of Refele Sport Field PH 2	8	1 unit	Complete	R 20,779,792.97	Yes	MIG			
11	Surfacing of Ugie Park Streets & Stormwater (Ph 1,2&3)	<u>2</u>	3,23km	Construction	R 27,087,942.90	Yes	MIG	R8,445,247.00		

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12	Surfacing of Greenfields Streets & Stormwater (Ph 1,2&3)	17	5,84km	Construction	R 34,780,379.44	Yes	MIG	R1,673,539.02		
13	Surfacing of Mt Fletcher Urban Roads & Stormwater	9	2km	Construction	R 17,231,531.00	Yes	MIG	R6,538,592.00		
14	Epainette Mbeki Access Road	9	2,5km	Construction	R 5,492,343.18	Yes	MIG	R6,271,148.38		
15	R56 to Khalankomo Upgrade	9	2,5km	Construction	R 5,492,343.18	Yes	MIG	R3,995,110.60		
16	Construction of Xaxazana Special School Access Road	11	2km	Complete	R 5,093,063.18	Yes	MIG			
17	West Hoek Access Road	10	6km	Construction	R 9,119,213.18	Yes	MIG	R8,097,862.00	R -	
18	Katlehong Township and Ilisolomzi Township Streets (Planning)	9	6,71km	Complete	R 54,186,436.00	Yes	MIG			
19	Delibawo via Maweni Access Road (Planning)	1	4,48km	Construction	R 7,661,965.91	Yes	MIG	R6,308,701.00	R -	
20	Seqhobong Access Road (Planning)	13	2km	Complete	R 5,307,250.00	Yes	MIG			
21	Thutsing Access Road (Planning)	14	1,7km	Complete	R 5,125,047.62	Yes	MIG			
22	Roads and Storwater Master plan	All Wards	1	Complete	R2,401,750.00	Yes	MIG			
23	Procurement of Specialised Waste Management Yellow Plant	All Wards	1	Construction	R16,236,250.80	Yes	MIG	R4,000,000.00		R2,236,250.80
24	Upgrade of Hopedale Sportsfield (Phase 3)	6	1 unit	Registration	R 14,601,270.97	Yes	MIG			
25	Community Hall for ward 14	14	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG			
26	Sonwabile PH1 & PH2 remedial work									
27	Moroqa to Sophonia Bridges									
28	Mt fletcher Public Toilets									
29	Queen Noti Clinic to Jamangile SSS AR	6	8km	Require Business Plan	TBC	No	MIG			

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30	Tembeni housing project: infrastructure roads	9	TBC	Require Business Plan	TBC	No	MIG			
31	Community Hall for ward 12 at Kinira Poort	12	1 Unit	Require Business Plan	TBC	No	MIG			
32	Upgrading of Katlehong Township and Ilisolomzi Township Streets	9	2.34 km	Construction	R22,069,797.03	Yes	MIG		R11,034,898.50	R11,034,898.53
33	Upgrading of Nqanqarhu Roads - Cluster 2	3	1.30 km	Construction	R9,958,706.16	Yes	MIG		R9,337,091.45	R621,614.71
34	Construction of Seqhobong Access Road	13	3.14 km	Construction	R4,861,565.89	Yes	MIG		R4,861,565.00	R0.89
35	Construction of Thutsing Access Road	14	1.70 km	Construction	R2,535,068.97	Yes	MIG		R2,535,068.97	R0.00
36	Construciton of Marhombe Access Road	7	5.50 km	Construction	R8,392,729.37	Yes	MIG		R 6,392,729.37	R2,000,000.00
37	Construction of St Augustine Access Road	5	4.14 km	Construction	R6,361,520.16	Yes	MIG			R6,361,520.16
38	Construction of Mpokone Access Road	5	2.66 km	Construction	R4,342,023.71	Yes	MIG		R4,342,023.71	
39	Construction of Madzura Access road	10	5.0 km	Construction	R8,052,473.18	Yes	MIG		R6,081,223.00	R1,971,250.18
40	Kose to Mbonisweni via Diphini (Planning)	5	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
41	Mpukane Access Road (Planning)	6	5.0 km	Planning	R 500,000.00	Yes	MIG			R500,000.00
42	Khalatsu Access Road with Bridge (Planning)	15	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
43	Lephofung Access Road (Planning)	15	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
44	Upper Sinxako Access Road (Planning)	6	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
45	Mabekong Access Road (Planning)	12	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
46	Fletcherville Access Road (Planning)	11	5.0 km	Planning	R 500,000.00	Yes	MIG			R500,000.00

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47	Ntywenka Access Road (Planning)	5	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
48	Matsupelele Access Road (Planning)	7	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
49	Mahlathini Access (Planning)	7	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
50	Nxaxha Goji Access Road (Planning)	7	5.0 km	Planning	R 500,000.00	Yes	MIG		R 500,000.00	
51	Ntaboduli Access Road (Planning)	7	5.0 km	Planning	R 500,000.00	Yes	MIG			
52	Community Hall for ward 05	5	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG			
53	Community Hall for ward 06	6	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG			
54	Community Hall for ward 08	8	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG			
55	Community Hall for ward 11	11	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG			
56	Community Hall for ward 13	13	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG			
57	Community Hall for ward 14	14	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG			
58	Community Hall for ward 15	15	1 Unit	Require Business Plan	R 4,366,870.96	No	MIG		R -	
59	Maintenance of Roads	All Wards						R -	R -	R3,580,571.33
								R47,716,000	R 51,668,000.00	R 44,354,056.60

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4 INEP Three Year Project Implementation Plan

ELUNDINI MUNICIPALITY: INEP THREE YEAR CAPITAL IMPLEMENTATION PLAN								
2024-2025 to 2026-2027 FINANCIAL YEAR								
Item	Village Name	Ward No	No of connections	Project Cost	Funder	Three Year Period		
						2025/2026	2026 / 2027	2028 / 2029
						R5 817 000,00	R20 000 000,00	R20 000 000,00
1	Makotlane P2	13	33	R2 430 154,70	INEP	R2 430 154,70		
2	Koebung P2	13	37	R1 140 048,92	INEP	R1 140 048,92		
3	Lubisini (Pre-eng)	11	87	R290 000,00	INEP	R290 000,00		
4	Jojweni (Nkunyana Pre-eng)	8	73	R290 000,00	INEP	R290 000,00		
5	Khalazembe (Pre-eng)	11	73	R290 000,00	INEP	R290 000,00		
6	Umnga flats 32km link line (pre-eng)	1		R640 000,00	INEP	R640 000,00		
7	Thabatlana (pre-eng)	12	25	R226 000,00	INEP	R226 000,00		
8	Gqaqala (pre-eng)	17	40	R256 000,00	INEP	R256 000,00		
9	Makgaditseng (pre-eng)	12	37	R255 031,00	INEP	R255 031,00		
10	Makotlane P3	13	50	R1 540 606,65	INEP		R1 540 606,65	
11	Lubisini	11	87	R2 680 655,58	INEP		R2 680 655,58	
12	Jojweni (Nkunyana)	8	73	R2 249 285,71	INEP		R2 249 285,71	
13	Khalazembe	11	73	R2 249 285,71	INEP		R2 249 285,71	
14	Thabatlana	12	25	R770 303,33	INEP		R770 303,33	
15	Cicirha	1	60	R1 860 000,00	INEP		R1 860 000,00	
16	Ngxaxha Goji	7	22	R682 000,00	INEP		R682 000,00	
17	Gqaqala	17	40	R1 232 485,32	INEP		R1 232 485,32	
18	Makgaditseng	12	37	R1 140 048,92	INEP		R1 140 048,92	
19	Mbidlana (pre-eng)	17	40	R256 000,00	INEP		R256 000,00	

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20	Ward 12 extensions (Thabatlala, Leqolong, Popopo, Setaka, Lehlokaneng, Moleko, Mahanyaneng) (Pre-eng)	12	70	R290 000,00	INEP		R290 000,00	
21	Ward 8 Extensions (Luzie, Moroka, Mokgalong, Sekoting, Batlokoa Village, Umfanta, Makhatlanyeng) (Pre-eng)	8	158	R627 670,00	INEP		R627 670,00	
22	Ward 16 Extensions (Balweni, Nkalweni, Calucalu, Mafusini, Nkangala, Ntabamkhitha, Kwaza, Magedla, Chevychase, Zwelitsha, Msasangeni, Sihom, Dryin, Qolweni, Bhantiti, Taung, No.5, Ntatyani, Mabalala) (Pre-eng)	16	350	R1 393 329,00	INEP		R1 000 000,00	
23	Top Blocks	13	121	R3 484 500,00	INEP		R1 484 500,00	
24	Top Blocks 7km Link line	11	30	R2 969 500,00	INEP		R1 969 500,00	
25	Umnga Flats	1	100	R5 600 000,00	INEP			R5 600 000,00
26	Mbidlana	17	40	R1 240 000,00	INEP			R1 240 000,00
27	Ward 12 extensions (Thabatlala, Leqolong, Popopo, Setaka, Lehlokaneng, Moleko, Mahanyaneng)	12	70	R2 170 000,00	INEP			R2 170 000,00
28	Ward 8 Extensions (Luzie, Moroka, Mokgalong, Sekoting, Batlokoa Village, Umfanta, Makhatlanyeng)	8	158	R4 898 000,00	INEP			R4 898 000,00
29	Ward 16 Extensions (Balweni, Nkalweni, Calucalu, Mafusini, Nkangala, Ntabamkhitha, Kwaza, Magedla, Chevychase, Zwelitsha, Msasangeni, Sihom, Dryin, Qolwein, Bhantiti, Taung, No.5, Ntatyani, Mabalala)	16	350	R6 125 000,00	INEP			R6 125 000,00

5 TIDs and SOPs for 2025/2026

5.2 Infrastructure Planning and Development

PMU SECTION

Indicator Name	kms of paved roads constructed	Indicator Number	
Indicator Type	Output	Reporting Frequency	Annually
Unit of Measurement	Kms	Indicator Formula	Sum of km paved
Indicator Definition	Roads for construction include paved roads at Ward 2, 9, Construction of these roads would be gravel and other roads would be block surfaced. (Ugie Park Street 800m and Surfacing of Mount Fletcher Urban Road 400m. The total kms of paved road for 2025/26 will be 1.2km)		
Indicator Rationale	To deliver basic services and quality infrastructure to communities.		
Notes on Calculation	Standalone		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. Areas where there is a need for construction of public toilets are identified and also included in the IDP & SDBIP.		
Inputs and Activities	• Appoint consultants to execute the project planning, design, monitoring and close-out. • Appoint a service provider for the construction of access roads on a framework contract over a defined period of time. • Issue a package order for the implementation of the works • Establish project steering committee to monitor implementation • Develop monthly progress reports on the project and submitted to the infrastructure department by the Engineer and site meetings are also held to discuss project progress. • Capture expenditure report on MIG MIS (the reporting system for the funder)" • Develop and submit monthly expenditure reports to portfolio committee and COGTA • Conduct site visits on the projects monthly to monitor progress and minutes for such visits are maintained as proof of work completed at set dates. • Capture actual achievements as well as upload supporting evidence on the system used to manage performance at the end of each quarter. • Issue completion certificate to certify project completion • Enter into defects period and wait for expiration of the set defects period • Inspect defects and issue end of defects certificate		

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	Develop close-out report when the project is complete and retention fees are paid.		
Processing Transactions & Controls	A package order is issued for the implementation of the works. Monthly progress reports on the project are made to the infrastructure department by the Engineer and site meetings are also held to discuss project progress. On a quarterly basis the infrastructure department reports to Council through the Portfolio Committee reports. The Director: Infrastructure Planning & Development is responsible for reporting to the committee. Monthly expenditure reports are also captured on MIG MIS (the reporting system for the funder)” Each technician conducts site visits on the projects monthly to monitor progress and minutes for such visits are maintained as proof of work completed at set dates. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Progress report with Package order, Appointment letters practical completion certificate, APR Listing
Responsible Person	Director: Infrastructure Planning & Development		

Indicator Name	kms of unpaved roads constructed	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	kms	Indicator Formula	Sum of the kilometres of unpaved roads constructed
Indicator Definition	This indicator measures the kms of unpaved roads constructed. The construction of unpaved roads would be at Ward 1, 9, 10. (Westhoek access road (6.5KM); Delibawo to Maweni access road (6KM); R56 to Khalankomo (2.5M); Eppainete Mbeki access road (2.5KM).		
Indicator Rationale	To deliver basic services and quality infrastructure to communities.		
Notes on Calculation	Accumulative		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and		

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	integrated public transport to increase household access to basic services. Areas where there is a need for construction of public toilets are identified and also included in the IDP & SDBIP.
Inputs and Activities	• Appoint consultants to execute the project planning, design, monitoring and close-out. • Appoint a service provider for the construction of access roads on a framework contract over a defined period of time. • Issue a package order for the implementation of the works • Establish project steering committee to monitor implementation • Develop monthly progress reports on the project and submitted to the infrastructure department by the Engineer and site meetings are also held to discuss project progress. • Capture expenditure report on MIG MIS (the reporting system for the funder)" • Develop and submit monthly expenditure reports to portfolio committee and COGTA • Conduct site visits on the projects monthly to monitor progress and minutes for such visits are maintained as proof of work completed at set dates. • Capture actual achievements as well as upload supporting evidence on the system used to manage performance at the end of each quarter. • Issue completion certificate to certify project completion • Enter defects period and wait for expiration of the set defects period • Inspect defects and issue end of defects certificate • Develop close-out report when the project is complete and retention fees are paid.
Processing Transactions & Controls	A package order is issued for the implementation of the works. Monthly progress reports on the project are made to the infrastructure department by the Engineer and site meetings are also held to discuss project progress. On a quarterly basis the infrastructure department reports to Council through the Portfolio Committee reports. The Director: Infrastructure Planning & Development is responsible for reporting to the committee. Monthly expenditure reports are also captured on MIG MIS (the reporting system for the funder)" Each technician conducts site visits on the projects monthly to monitor progress and minutes for such visits are maintained as proof of work completed at set dates. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.

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System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Progress report with Package order, Appointment letters practical completion certificate, APR Listing
Responsible Person	Director: Infrastructure Planning & Development		

Indicator Name	Number of Contractor SMMEs awarded sub-contracting work	Indicator Number	
Indicator Type	Output	Reporting Frequency	
Unit of Measurement	Number	Indicator Formula	Sum of the total number of SMMEs
Indicator Definition	The number of SMMEs and informal businesses benefitting from municipal infrastructure programmes rolled out directly or in partnership with other stakeholders, within the municipal area. Infrastructure programmes can include: fencing, roads construction, building construction or electricity in any of the registered CIDB categories such as SQ, EP, EB, GB, CE etc. SMME stands for small, medium and micro-enterprises. These businesses must be formally registered, VAT and non-VAT registered organisations. Small to medium-sized businesses typically employ over a hundred people and are comparable to the small- and medium-sized enterprises (SME) segment found in developed countries. Micro-enterprises, on the other hand, typically encompass survivalist self-employed persons from the poorest layers of the population. This measures any business who has been subcontracted work in any infrastructure project.		
Indicator Rationale	This indicator monitors the number of SMMEs and informal businesses benefitting from municipal infrastructure programmes rolled out directly or in partnership with other stakeholders.		
Notes on Calculation			
Indicator Origin	CoGTA Back 2 Basics. The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation. It aligns in terms of the Outcome- More decent jobs created and sustained with youth, women and persons with disabilities prioritised. It contributes directly to the indicator "Number of work opportunities reported through other public employment programmes". Formerly indicator GG6.12 in the previous iterations of Circular No. 88.		
Inputs and Activities	Inclusive participation of local contracting forums, SMMEs will have access to bidding information, confirmation of locality would be verified as per CIDB. Cumulative, financial year to date.		
Processing Transactions & Controls	Data capturing, Community Satisfaction survey outcomes The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit		

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	will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	MS Word, MS Excel, Customer Care Survey System; PMS System	Output Documentation	Package orders for main contractor and sub-contractor; Appointment letters of main contractor and sub-contractor
Responsible Person	Manager Electricity, Manager PMU, Manager Civil		

Indicator Name	Number of work opportunities created through EPWP	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of work opportunities created.
Indicator Definition	Work opportunity is defined as paid work for an individual on an EPWP project for any period of time. The same person can be employed on different projects and each period of employment will be counted as a work opportunity. The Expanded Public Works Programme (EPWP) is a South African Government initiated programme aimed at creating work opportunities. The Programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The total estimated number for work opportunities for Infrastructure will be 180 through electrical construction projects; public amenities and roads construction projects.		
Indicator Rationale	EPWP purpose is to provide poverty and income relief through temporary work for the unemployed. The indicator tracks the contribution of Public Employment Programmes to work opportunities as a means of growing inclusive local economies.		
Notes on Calculation	Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year.		
Indicator Origin	The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation. It aligns in terms of the Outcome- More decent jobs created and sustained with youth, women and persons with disabilities prioritised. It contributes directly to the indicator "Number of work opportunities reported through other public employment programmes". IDP & SDBIP.		

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Inputs and Activities	- Identify the number of work opportunities to be created per project. - Facilitate recruitment process through the ISD Officer liaison with the PSC - Monitor compliance of service provider with health and safety requirements which include the provision of personal protective equipment and entry medicals, etc. - Monitor payment of general workers participating in the EPWP - Coordinate the provision of accredited training for EPWP workers specifically for MIG - Report work opportunities created into the EPWP system and meetings		
Processing Transactions & Controls	EPWP contracts between EPWP worker and the contractor; payment template; data capturing on EPWP Reporting System; EPWP Regional Steering Committee reporting on a monthly basis; and Provincial Steering Committees for reporting on a quarterly basis. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	MS Word, MS Excel, EPWP Reporting System and Action Assist PMS System for reporting.	Output Documentation	EPWP Report with APR Listing; Contract register.
Responsible Person	Manager Electricity, Manager PMU, Manager Building and Civil Works		

ROADS SECTION

Indicator Name	KMs of access roads maintained	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Kilometres	Indicator Formula	Sum of Kilometres of unsurfaced municipal roads.
Indicator Definition	Unsurfaced road is understood as a road without a prepared, durable surface intended to withstand traffic volume, usually a tar macadam (asphalt) or concrete surface. Usually dirt, gravel or natural surface. Road “graded” is the process of restoring the driving surface of a gravel or natural surface road to a desired smoothness and shape by removing irregularities such as corrugations and potholes and redistributing gravel. This is a national indicator which identifies a basic service and the need to maintain municipal assets within the municipal area. These roads are both surfaced and unsurfaced which are in both urban and rural areas which provide access to medical and educational facilities, police stations and villages.		

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Indicator Rationale	This indicator measures the number of kilometres of roads maintained. Regular maintenance of unsurfaced roads increases the safety of municipal roads and is indicative of maintenance and road upkeep.		
Notes on Calculation	Accumulative The graded road is measured as at the end of financial reporting period.		
Indicator Origin	This relates to MTSF Priority 2: Economic transformation and job creation and advances the Outcome- Increase access to affordable and reliable transport systems. SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport. SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport. The maintenance of roads is a national KPI which is related to the maintenance of municipal assets. IDP and SDBIP		
Inputs and Activities	• Develop a maintenance schedule and consult ward councillors to ensure that no deviations take place • Assess all the roads that are required to be maintained during the financial year • Implement work according to maintenance schedule and in accordance with the standard operating procedures which indicate how the work should be implemented and the standard to be achieved. • Develop quarterly progress report. • Sign-off completed work by ward councillor and is reported to the portfolio committee of the department.		
Processing Transactions & Controls	Quality control is confirmed by the road technician and reported to the IP&D Stanco. Ward Councillor also sign-off completed work within his/her ward. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	MS Word, MS Excel, TGIS System	Output Documentation	Quarterly Progress report, Maintenance acknowledgement Certificate signed by Ward CLLR, APR Listing
Responsible Person	Manager: Buildings and Civil Works		

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Indicator Name	Square meters of urban roads maintained	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Square Meters	Indicator Formula	Square metres (Length x width)
Indicator Definition	Urban roads maintenance refers to repairing of potholes; application of slurry to the road surface		
Indicator Rationale	To extend the lifespan of the surfaced road and increase road safety.		
Notes on Calculation	Number of roads resurfaced or resealed / planned number of roads surfaced or resealed		
Indicator Origin	This relates to MTSF Priority 2: Economic transformation and job creation and advances the Outcome- Increase access to affordable and reliable transport systems. SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport. SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport.		
Inputs and Activities	- Identify roads that require maintenance on an adhoc basis. - Assess the condition of the road to determine the amount of work and material that is required - Procure the required material - Implement required work according to the outcomes of the assessment. This maintenance is done according to the standard operating procedures - Develop urban road maintenance report		
Processing Transactions & Controls	Quality control is confirmed by the road technician and reported to the IP&D Stanco.		
System Used to plan, process & report achievement	MS Word, MS Excel, TGIS System	Output Documentation	Quarterly Progress report, Maintenance acknowledgement Certificate signed by Ward CLLR, APR Listing
Responsible Person	Manager: Buildings and Civil Works		

Indicator Name	Number of bridges (culvert & pipe crossings) repaired/maintained	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Total number of bridges, culverts and pipe crossings repaired or maintained

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Indicator Definition	Bridges maintenance refers to routine and corrective repair and maintenance of municipal bridge structures, including culvert crossings and pipe crossings, to ensure structural integrity, safe passage, and uninterrupted connectivity on the municipal road network.		
Indicator Rationale	To maintain the safety, functionality and lifespan of municipal bridge infrastructure, prevent structural failure, and ensure reliable access for vehicles and pedestrians, particularly in flood-prone areas.		
Notes on Calculation	Only bridges, culverts and pipe crossings where repair or maintenance work has been completed and verified during the reporting period are counted.		
Indicator Origin	This relates to MTSF Priority 2: Economic transformation and job creation and advances the Outcome- Increase access to affordable and reliable transport systems. SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport. SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport.		
Inputs and Activities	• Identification of bridges, culverts and pipe crossings requiring repair or maintenance on ad hoc basis • Structural inspection and condition assessment • Determination of scope of work and material requirements • Procurement of required materials or Contractor • Implementation of repair and maintenance works in accordance with approved Standard Operating Procedures • Compilation of quarterly progress reports • Issuing of Completion Certificate		
Processing Transactions & Controls	Quality control is confirmed by the road technician and reported to the IP&D Stanco.		
System Used to plan, process & report achievement	MS Word, MS Excel, TGIS System	Output Documentation	Quarterly Progress report; Before, during and after photo report OR for contractor Appointment letter, Package Order, Completion Certificate
Responsible Person	Manager: Buildings and Civil Works		

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HOUSING SECTOR

Indicator Name	Number of public amenities under the control of the department maintained.	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of public amenities maintained.
Indicator Definition	Maintenance of public amenities refers to maintenance of defects that were identified during the inspection period.		
Indicator Rationale	To provide basic services to communities to protect the environment and enjoy the right to dignity. Promote public participation in the affairs of the municipality and other socio-economic affairs.		
Notes on Calculation	Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year.		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. IDP & SDBIP.		
Inputs and Activities	- Assess and quantify defects of all public amenities targeted for maintenance. - Allocate funding from equitable share for public amenities. - Initiate procurement process for acquisition of maintenance material. Initiate procurement of service providers where there are inadequate resources. - Issue package order to the appointed service provider in the event where a service provider is required. - Commence with the actual maintenance of the defects. - Conduct site meetings during the maintenance period. - Develop and submit monthly progress reports to relevant authorities. - Develop and submit close out report at the completion stage of maintenance.		
Processing Transactions & Controls	Materials for the required works will be procured and the works will be undertaken by the relevant team working in each area. A monthly report will be tabled at portfolio committee and a quarterly report on maintenance activities issued for the review by Manager & Director. During the maintenance period site meetings are held by the contractor (where applicable) and the municipal project manager. Signed minutes are filed in the project file. Vendor performance management is conducted by SCM where a service provider is involved and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance		

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	(Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Packaged Order; Quarterly Progress Report; Practical Completion Certificate (construction);
Responsible Person	Manager: Building and Civil Works/ Manager: Housing		

Indicator Name	Number of Vehicle Testing Station (VTS) maintained (Tlokoeng)	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of Vehicle Testing Station (VTS) maintained.
Indicator Definition	Vehicle Testing Station is the facility provided by municipal council for public use such as vehicle testing and licensing. It is a facility that includes competency of the provincial and the municipality. There is only one Vehicle Testing Station planned for maintenance for the current financial year – Tlokoeng VTS.		
Indicator Rationale	To provide basic services to communities and promote right to dignity; to protect the environment.		
Notes on Calculation	Standalone		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. Areas where there is a need for construction of vehicle testing station is identified and also included in the IDP & SDBIP.		
Inputs and Activities	• Appoint consultants to execute the project planning, design, monitoring and close-out • Appoint a service provider for the construction of vehicle testing station over a defined period of time. • Issue an appointment letter / package order for the implementation of the works. • Develop monthly progress reports on the project and submit to the infrastructure department by the professional services and site meetings will also be held to discuss project progress. • Develop and submit quarterly expenditure reports to portfolio committee		

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	- Conduct site visits on the projects monthly to monitor progress and minutes for such visits are maintained as proof of work completed at set dates. - Capture actual achievements as well as upload supporting evidence on the system used to manage performance at the end of each quarter. - Issue completion certificate to certify project completion - Enter into defects period and wait for expiration of the set defects period - Inspect defects and issue end of defects certificate - Develop close-out report when the project is complete and retention fees are paid		
Processing Transactions & Controls	An appointment letter or package order is issued for the implementation of the works. Monthly progress reports on the project are made to the infrastructure department by the professional service provider and site meetings are also held to discuss project progress. On a quarterly basis the infrastructure department reports to Council through the Portfolio Committee reports. The Director: Infrastructure Planning & Development is responsible for reporting to the committee. Manager : Housing conducts site visits on the projects monthly to monitor progress and minutes for such visits are maintained as proof of work completed at set dates. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Appointment letter or Package Order, Progress report; completion certificate; Closeout report; end of defects certificate;
Responsible Person	Director: Infrastructure Planning & Development		

Indicator Name	Turnaround time for building plans response (within 60 days after receiving all required information)	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	Legislated compliance
Indicator Definition	Legislative compliance process for building plans		
Indicator Rationale	Improved building control environment		

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Notes on Calculation	Legislated compliance		
Indicator Origin	National Building Plan Regulations		
Inputs and Activities	• Site visits • Building plan registration on the system • Circulation for inputs		
Processing Transactions & Controls	• Building Control Officer approves / decline application		
System Used to plan, process & report achievement	• Standing committee • IMIS	Output Documentation	Report on building plans
Responsible Person	Director : Infrastructure Planning & Development		
Indicator Name	% of inspections upon invitation	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Legislated compliance
Indicator Definition	Legislative compliance process for inspection of RDP Houses		
Indicator Rationale	Improved human settlement environment		
Notes on Calculation	Legislated compliance		
Indicator Origin	Constitution of the RSA; Housing Act, National Building Regulation and Building Standards		
Inputs and Activities	• Site visits upon invitation		
Processing Transactions & Controls	• Director acknowledges the report.		
System Used to plan, process & report achievement	• Standing committee	Output Documentation	Progress report, Evidence of invitation, attendance registers
Responsible Person	Director : Infrastructure Planning & Development		

Indicator Name	% Expenditure on all infrastructure grant	Indicator Number	
Indicator Type	Outcome Indicator	Reporting Frequency	Quarterly

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Unit of Measurement	Percentage	Indicator Formula	Expenditure incurred against all infrastructure grants / total grant allocations) * 100
Indicator Definition	It is the percentage of expenditure incurred in all Infrastructure grants received from different funders in a particular financial year.		
Indicator Rationale	Allocated budget to the Municipality must be fully spent by the end of the financial and the municipality has to comply with grant conditions.		
Notes on Calculation	Last value		
Indicator Origin	Grant allocations are stipulated in the DORA and funding confirmation letters issued by funders		
Inputs and Activities	• Grant application (Drafting of Business Plans) • Development of Grant Implementation Plan • Development of project cashflow projects • Monitoring of projects expenditure against approved budget • Processing of payment certificates • Verification of correct attachment on payment certificates • Develop Grant report with recommendations		
Processing Transactions & Controls	Payments certificate processing, Cash flow management and grant budget management.		
System Used to plan, process & report achievement	MS Word, MS Excel, MIG – MIS System; PMS System	Output Documentation	Expenditure Reports with munsoft print outs
Responsible Person	Finance Manager: Projects		

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Indicator Name	% Expenditure on all infrastructure grant	Indicator Number	
Indicator Type	Outcome Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Expenditure incurred against all infrastructure grants / total grant allocations) * 100
Indicator Definition	It is the percentage of expenditure incurred in all Infrastructure grants received from different funders in a particular financial year.		
Indicator Rationale	Allocated budget to the Municipality must be fully spent by the end of the financial and the municipality has to comply with grant conditions.		
Notes on Calculation	Last value		
Indicator Origin	Grant allocations are stipulated in the DORA and funding confirmation letters issued by funders		
Inputs and Activities	• Grant application (Drafting of Business Plans) • Development of Grant Implementation Plan • Development of project cashflow projects • Monitoring of projects expenditure against approved budget • Processing of payment certificates • Verification of correct attachment on payment certificates • Develop Grant report with recommendations		
Processing Transactions & Controls	Payments certificate processing, Cash flow management and grant budget management.		
System Used to plan, process & report achievement	MS Word, MS Excel, MIG – MIS System; PMS System	Output Documentation	Expenditure Reports with relevant evidence
Responsible Person	Finance Manager: Projects		

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ELECTRICITY SECTION

Project Name: Number of households in electrification programme connected

Indicator Name	Number of households in electrification programme connected Makoatlane Phase 2 (33) Koebung(55)	Indicator Number	
Indicator Type	Output	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Sum of the total number of households connected.
Indicator Definition	Households connection refers to construction of infrastructure (i.e. network poles, conductors and meter installation); tie up the customer from the pole to the house where the meter is installed. Households connection excludes energising of the meters. Energising activity is done by Eskom at a later stage. Include the scope of work once the locations are confirmed.		
Indicator Rationale	To deliver basic services to the residence of Elundini and to ensure that all new dwellings are provided with electricity. The municipality has a responsibility to eradicate electricity backlog.		
Notes on Calculation	Standalone		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. B2B framework. IDP & SDBIP of the municipality.		
Inputs and Activities	• Conduct project identification and prioritization through the municipal IDP; Three Year Capital Plan & SDBIP • Apply to Department of Mineral Resources and Energy (DMRE) for funding for prioritised projects • Receive approval of projects and funding from DMRE • Facilitate appointment of service providers for designs and construction. • Commence with designs once service providers are appointed. • Follow ESKOM design approval process for the municipal designs • Issue package order to the appointed service provider. • Implement construction of the project as per approved designs • Develop and submit monthly progress report to Infrastructure portfolio committee. • Submit monthly expenditure reports to DMRE. • Conduct site meetings during the construction period. • Develop and submit close out report and PCS files at the completion stage of construction.		

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Processing Transactions & Controls	Municipality appoints the service provider for connection of the households. Package order is issued and/or a Service Level Agreement is signed. A monthly progress report will be submitted as part of the Infrastructure portfolio committee submissions to council. Grant monthly expenditure reports are sent to the funder and signed off by the accounting officer. During the construction period site meetings are held by the site engineer, contractor and the municipal project manager. Signed minutes are filed in the project file (compiled by the engineer). Vendor performance management is conducted by SCM and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Package order, progress reports, Practical Completion certificate, Beneficiary list, APR listing
Responsible Person	Manager Electricity		

Indicator Name	Number of electrification Pre-Eng designs completed	Indicator Number	
Indicator Type	Output	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Sum of Electrification Pre-Eng designs completed
Indicator Definition	Electrification Pre-Eng refers to project definition scope, technical calculation and creating initial designs (i.e. it involves preparedness for implementation of the project). Approval of designs requires ESKOM approval to meet the standards.		
Indicator Rationale	To deliver basic services to the residence of Elundini and to ensure that all new dwellings are provided with electricity. The municipality has a responsibility to eradicate electricity backlog.		
Notes on Calculation	Standalone		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and		

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	integrated public transport to increase household access to basic services. B2B framework. IDP & SDBIP of the municipality.		
Inputs and Activities	• Conduct project identification and prioritization through the municipal IDP; Three Year Capital Plan & SDBIP • Apply to Department of Mineral Resources and Energy (DMRE) for funding for prioritised projects • Receive approval of projects and funding from DMRE • Facilitate appointment of service providers for designs • Commence with designs once service providers are appointed • Follow ESKOM design approval process for the municipal designs		
Processing Transactions & Controls	Municipality appoints the service provider for connection Electrification Pre Eng designs. Package order is issued and/or a Service Level Agreement is signed. A monthly progress report will be submitted as part of the Infrastructure portfolio committee submissions to council. Grant monthly expenditure reports are sent to the funder and signed off by the accounting officer. During the construction period site meetings are held by the site engineer, contractor and the municipal project manager. Signed minutes are filed in the project file (compiled by the engineer). Vendor performance management is conducted by SCM and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Package Order, progress reports, Practical Completion certificate, Beneficiary list, APR listing
Responsible Person	Manager Electricity		

Indicator Name	Kilometres of link-line constructed 1,3km at Makotlane	Indicator Number	
Indicator Type	Output	Reporting Frequency	Annually
Unit of Measurement	Kilometres	Indicator Formula	Sum of kilometres

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Indicator Definition	Bulk infrastructure refers to electricity link line construction to connect areas that have electricity and those that do not have electricity. Include the scope of work once the locations are confirmed.
Indicator Rationale	To provide bulk infrastructure as enabler for households' connections.
Notes on Calculation	Standalone
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. B2B framework. IDP, Three Year Capital Plan and SDBIP of the municipality.
Inputs and Activities	• Conduct project identification and prioritization through the municipal IDP; Three Year Capital Plan & SDBIP • Apply to Department of Mineral Resources and Energy (DMRE) for funding for prioritised projects • Receive approval of projects and funding from DMRE • Facilitate appointment of service providers for designs and construction. • Commence with designs once service providers are appointed. • Follow ESKOM design approval process for the municipal designs • Issue package order to the appointed service provider. • Implement construction of the project as per approved designs • Develop and submit monthly progress report to Infrastructure portfolio committee. • Submit monthly expenditure reports to DMRE. • Conduct site meetings during the construction period. • Develop and submit close out report at the completion stage of construction.
Processing Transactions & Controls	Municipality appoints the service provider for connection of the households. Package order is issued and/or a Service Level Agreement is signed. A monthly progress report will be submitted as part of the Infrastructure portfolio committee submissions to council. Grant monthly expenditure reports are sent to the funder and signed off by the accounting officer. During the construction period site meetings are held by the site engineer, contractor and the municipal project manager. Signed minutes are filed in the project file (compiled by the engineer). Vendor performance management is conducted by SCM and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.

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System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Package order, progress reports, Completion certificate, APR listing
Responsible Person	Manager Electricity		

Indicator Name	% of maintenance completed for electricity network as per the maintenance plan	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Actual defects in the electricity network maintained/ the total number of defects in the electricity network x 100
Indicator Definition	Maintenance of electricity network refers to maintenance of defects that were identified during the inspection period. The percentage is therefore calculated based on the number of these defects that were identified.		
Indicator Rationale	To maintain reliable source of supply		
Notes on Calculation	Standalone		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. IDP & SDBIP.		
Inputs and Activities	• Develop electricity network maintenance plan • Conduct electricity line inspections annually. • Allocate funding from equitable share for network maintenance. • Analyse the inspection findings to determine the material required and sourcing strategy • Initiate procurement process for acquisition of maintenance material. Initiate procurement of service providers where there are inadequate resources. • Issue package order to the appointed service provider in the event where a service provider was required. • Commence with the actual maintenance of the defects in the electricity network. • Fill in work order forms for work done. • Develop and submit monthly progress report to Infrastructure Planning & Development portfolio committee.		

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	- Conduct site meetings during the construction period. - Develop and submit close out report at the completion stage of construction		
Processing Transactions & Controls	Materials for the required works will be procured and the works will be undertaken by the relevant team working in each area. A monthly report will be tabled at portfolio committee and a quarterly report on maintenance activities issued for the review of the Manager Electricity. During the maintenance period site meetings are held by the contractor (where applicable) and the municipal project manager. Signed minutes are filed in the project file. Vendor performance management is conducted by SCM and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Inspection sheet, maintenance schedule, progress report, APR listing
Responsible Person	Manager Electricity		

Indicator Name	% electricity network upgraded.	Indicator Number	
Indicator Type	Output	Reporting Frequency	Annually
Unit of Measurement	Percentage	Indicator Formula	Percentage of networks upgraded completed
Indicator Definition	An 'upgrade' is a planned refurbished/maintenance task scheduled by the municipality. This indicator measures the % of electricity networks upgraded to increase electricity network capacity and performance to comply with relevant electricity regulations and standards		
Indicator Rationale	Network upgrade (upgrade of distribution transformers, electricity MV/LV overhead or underground conductors along with its accessories) is conducted to ensure that there is adequate electricity capacity to service designated areas. This informed either by electricity master plan as well as customer needs		
Notes on Calculation	Standalone		

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Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. IDP & SDBIP.		
Inputs and Activities	• Conduct project identification and prioritization through the municipal IDP & SDBIP • Allocate funding from equitable share for network upgrades. • Initiate procurement process for appointment of service providers to upgrade the network. • Issue package order to the appointed service provider. • Implement construction of the project as per specification • Develop and submit monthly progress report to Infrastructure Planning & Development portfolio committee. • Conduct site meetings during the maintenance period. • Develop and submit close out report at the completion stage of maintenance.		
Processing Transactions & Controls	Municipality appoints the service provider for the implementation of the identified project. Package order is issued and/or a Service Level Agreement is signed. A monthly progress report will be submitted as part of the Infrastructure portfolio committee submissions to council. During the construction period site meetings are held by the contractor and the municipal project manager. Signed minutes are filed in the project file. Vendor performance management is conducted by SCM and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Customer Application Form, Package Order and or Quarterly progress report; and or Practical completion certificate; APR Listing
Responsible Person	Manager Electricity		

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Indicator Name	% maintenance of public lighting.	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Actual public light defects maintained divided by the total number of public lights defects x 100
Indicator Definition	Public lighting refers to high mast lights and street lights. This indicator measures the number of both the high mast and street lights that will be maintained in areas identified within Elundini jurisdiction. Maintenance of public lighting refers to maintenance of defects that were identified during the inspection period. The percentage is therefore calculated based on the number of these defects that were identified.		
Indicator Rationale	To promote safer communities and contribute towards crime prevention.		
Notes on Calculation	Standalone		
Indicator Origin	The indicator relates to MTSF: Priority 5: Spatial integration, Human settlements and local government. It is aligned in terms of the Outcome- Improved capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services. IDP & SDBIP.		
Inputs and Activities	• Develop public lighting maintenance plan • Conduct public lighting inspections monthly. • Allocate funding from equitable share for public lighting. • Analyse the inspection findings to determine the material required and sourcing strategy • Initiate procurement process for acquisition of maintenance material. Initiate procurement of service providers where there are inadequate resources. • Issue package order to the appointed service provider in the event where a service provider was required. • Commence with the actual maintenance of the defects in public lighting. • Fill in work order forms for work done. • Develop and submit monthly progress report to Infrastructure Planning & Development portfolio committee. • Conduct site meetings during the maintenance period. • Develop and submit close out report at the completion stage of maintenance		
Processing Transactions & Controls	Materials for the required works will be procured and the works will be undertaken by the relevant team working in each area. A monthly report will be tabled at portfolio committee and a quarterly report on maintenance activities issued for the review of the Manager Electricity. During the maintenance period site meetings are held by the contractor (where applicable) and the municipal project manager. Signed minutes are filed in the project file. Vendor performance management is conducted by SCM and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting.		

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	At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Public Lighting Maintenance report, Maintenance plan; Inspection sheet; APR Listing
Responsible Person	Manager Electricity		

Indicator Name	Number of work opportunities created through EPWP	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of work opportunities created.
Indicator Definition	Work opportunity is defined as paid work for an individual on an EPWP project for any period of time. The same person can be employed on different projects and each period of employment will be counted as a work opportunity. The Expanded Public Works Programme (EPWP) is a South African Government initiated programme aimed at creating work opportunities. The Programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The total estimated number for work opportunities for Infrastructure will be created 170 through electrical construction projects; public amenities and roads construction projects.		
Indicator Rationale	EPWP purpose is to provide poverty and income relief through temporary work for the unemployed. The indicator tracks the contribution of Public Employment Programmes to work opportunities as a means of growing inclusive local economies.		
Notes on Calculation	Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year.		

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Indicator Origin	The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation. It aligns in terms of the Outcome- More decent jobs created and sustained with youth, women and persons with disabilities prioritised. It contributes directly to the indicator "Number of work opportunities reported through other public employment programmes". IDP & SDBIP.		
Inputs and Activities	- Identify the number of work opportunities to be created per project. - Facilitate recruitment process through the ISD Officer liaison with the PSC - Monitor compliance of service provider with health and safety requirements which include the provision of personal protective equipment and entry medicals, etc. - Monitor payment of general workers participating in the EPWP - Report work opportunities created into the EPWP system and meetings		
Processing Transactions & Controls	EPWP contracts between EPWP worker and the contractor; payment template; data capturing on EPWP Reporting System; EPWP Regional Steering Committee reporting on a monthly basis; and Provincial Steering Committees for reporting on a quarterly basis. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	MS Word, MS Excel, EPWP Reporting System and Action Assist PMS System for reporting.	Output Documentation	EPWP report; list of EPWP workers; EPWP workers contracts.
Responsible Person	Manager Electricity, Manager PMU, Manager Building and Civil Works		

Indicator Name	Number of smart meters installed	Indicator Number	
Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of smart meters installed
Indicator Definition	Number of smart meters installed within areas of supply of Elundini LM (i.e. Data concentrators, Power line conductors, customer interphase unit and meter installation). This indicator measures the Number of smart meters installed.		
Indicator Rationale	To curb electricity distribution losses and enable the municipality to monitor electricity consumption remotely		

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Notes on Calculation	The achievement is accumulative		
Indicator Origin	The indicator relates to NERSA requirements on distribution losses tolerance levels which needs to be at least 13%. Curb Electricity distribution losses incurred by the municipality in the provision of electricity services to its customers. IDP & SDBIP		
Inputs and Activities	• Conduct project identification and prioritization through the municipal IDP & SDBIP • Allocate funding from equitable share for network upgrades. • Initiate procurement process for appointment of service providers to upgrade the network. • Issue package order to the appointed service provider. • Implement construction of the project as per specification • Develop and submit monthly progress report to Infrastructure Planning & Development portfolio committee. • Conduct site meetings during the maintenance period. • Develop and submit close out report at the completion stage of maintenance.		
Processing Transactions & Controls	Municipality appoints the service provider for the implementation of the identified project. Package order is issued and/or a Service Level Agreement is signed. A monthly progress report will be submitted as part of the Infrastructure portfolio committee submissions to council. During the construction period site meetings are held by the contractor and the municipal project manager. Signed minutes are filed in the project file. Vendor performance management is conducted by SCM and reports are developed monthly. The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	IDP & SDBIP in excel spreadsheet or word for planning. GIS for plotting. Action assist system for performance reporting on a quarterly basis.	Output Documentation	Smart Meters Installation Close out report with list of beneficiaries and meter work forms
Responsible Person	Manager Electricity		

Indicator Name	Number of appointed SMMEs per project	Indicator Number	
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Indicator Type	Output	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of SMMEs
Indicator Definition	The number of SMMEs and informal businesses benefitting from municipal infrastructure programmes rolled out directly or in partnership with other stakeholders, within the municipal area. Infrastructure programmes can include: fencing, roads construction, building construction or electricity in any of the registered CIDB categories such as SQ, EP, EB, GB, CE etc. SMME stands for small, medium and micro-enterprises. These businesses must be formally registered, VAT and non-VAT registered organisations. Small to medium-sized businesses typically employ over a hundred people and are comparable to the small- and medium-sized enterprises (SME) segment found in developed countries. Micro-enterprises, on the other hand, typically encompass survivalist self-employed persons from the poorest layers of the population. This measures any business who has been subcontracted work in any infrastructure project.		
Indicator Rationale	This indicator monitors the number of SMMEs and informal businesses benefitting from municipal infrastructure programmes rolled out directly or in partnership with other stakeholders.		
Notes on Calculation	Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year. Calculation should be taken so as to avoid double-counting appointments that may have been active across multiple quarters.		
Indicator Origin	CoGTA Back 2 Basics. The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation. It aligns in terms of the Outcome- More decent jobs created and sustained with youth, women and persons with disabilities prioritised. It contributes directly to the indicator "Number of work opportunities reported through other public employment programmes". Formerly indicator GG6.12 in the previous iterations of Circular No. 88.		
Inputs and Activities	Inclusive participation of local contracting forums, SMMEs will have access to bidding information, confirmation of locality would be verified as per CIDB. Cumulative, financial year to date.		
Processing Transactions & Controls	Data capturing, Community Satisfaction survey outcomes The Director IPD will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		

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System Used to plan, process & report achievement	MS Word, MS Excel, Customer Care Survey System; PMS System	Output Documentation	Community Satisfaction Survey Report
Responsible Person	Manager Electricity, Manager PMU		

5.3 Community Services

Indicator Name	Number of waste management projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of waste management projects implemented.
Indicator Definition	The total number of waste management projects to be implemented under this indicator is five (5) with an objective of improving efficiency w.r.t waste management services. The projects are as follows: Renovations of the Material Recovery Facility (MRF) – the department is responsible for ensuring that waste minimization initiatives in the form of recycling are facilitated. Supply Chain Processes will be followed in terms of procuring services for the renovations of the facility. After completion of renovation activities, the facility will be utilised for the implementation of recycling programmes and this will contribute to decreased waste volumes landfilled / deposited to landfill sites. Fencing of landfill sites - the department is responsible for the operation and management of landfill sites and ensuring that they are licensed as per legislative requirements. As such, conditions stipulated in the licenses require all sites to be fenced for ease of management of landfill operations as well as to curb nuisances that might arise from landfill activities. The supply, delivery and installation / erection of fences in all landfill sites will be procured through Supply Chain Management Processes (SCM). Installation of a weigh bridge in Ugie landfill site - the department is responsible for the operation and management of landfill sites and ensuring that they are licensed as per legislative requirements. As such, conditions stipulated in the licenses require the site to have a weigh-bridge for recording of waste volumes and for reporting of such volumes as per South African Waste Information Systems (SAWIS) regulations. The supply, delivery and installation of fences in all landfill sites will be procured through Supply Chain Management Processes (SCM). Construction of guard house in Ugie landfill site – the construction of a guard house in a landfill site/s is also a requirement as per license conditions. The guard house is used for manning the entrance and recording all vehicles utilising the site as well as personnel		

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	visiting the site. The guard house will be constructed using the services of an external person through Supply Chain Management Processes (SCM). 5. Procurement of a skip truck – the department is responsible amongst others for refuse collection, where the service is rendered to residential, commercial and public open spaces within the municipality. As such, the municipality is inundated with rife illegal dumping of waste mostly in residential areas. In trying to mitigate the challenge, the department procured skip bins strategically located within the municipality, there's a need for a skip truck to load and off-load these bins. The truck will also assist in accessing inaccessible areas by municipal trucks due to poor road infrastructure, where skip bins are placed as an alternative for refuse collection.
Indicator Rationale	Solid waste collection is one of the core services that local government provides and is a key element in both creating decent living conditions and maintaining a healthy environment through employment of efficient & effective systems for compliance
Notes on Calculation	The achievement is standalone
Indicator Origin	This indicator originates from the • national general key performance indicators • Constitution of the Republic of South Africa, 1996 • National Environmental Management: Waste Act • Waste Management Regulations and Norms and Standards on landfill management • SDBIP
Inputs and Activities	• Develop weekly schedule for refuse collection • Draft specifications for sourcing of procurement • SCM Bid Committees • Appointment of service provider (SLA) • Joint PSC meetings • Portfolio Committee Meetings, Exco and Council Meetings • PMS assurance of the report
Processing Transactions & Controls	• Capture refuse collection per area using Smart Serve. • Vendor performance forms • Portfolio Committee Meetings, Exco and Council Meetings • PMS assurance of the report

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System Used to plan, process & report achievement	SDBIP, MS Word for development of report; Refuse collection and PMS System for reporting	Output Documentation	Weekly Refuse Schedule; Completion Certificate, Delivery Note, Refuse Collection Report quarterly;
Responsible Person	Director: Community Services		

Indicator Name	Number of urban areas receiving refuse collection for households and commercial properties	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of areas where municipality collects refuse.
Indicator Definition	The total number of areas is 39 for all three towns – Nqanqarhu; Tlokoeng & Ugie. NQANQARHU has a total of 12 areas - 1, Sithole Park; 2. Vincent Park; 3. Greenfields; 4. TV Park; 5. New Rest; 6. Zakhele; 7. Clear View; 8. Train Station; 9. Main Road CBD; 10. Peter Mokhaba; 11. Sonwabile & 12. Old Location. TLOKOENG has a total of 16 areas - 1. Special School; 2. Transido; 3. Back Street; 4. Hospital SLA; 5. Main Street; 6. Ingwe TVET; 7. Clinic; 8. Locations; 9. Main Street; 10. Suburbs; 11. Sunshine; 12. Business; 13. Ilingeletu; 14. Correctional Services; 15. Forensic; 16. Enkululekweni. UGIE has a total number of 11 areas - 1. Old location; 2. Ebholeni; 3. Shoprite; 4. Land Camp; 5. Main Road CBD; 6. Sbabalo High School; 7. Bhekela 1; 8. Town Houses; 9. Board Houses; 10. Popcorn Valley; 11. Bhekela 2. Households and commercial properties within these areas receive basic standard of service for refuse collection and this service is received through weekly collection of refuse. Some households especially in the township establishments receive refuse collection service through central refuse bins designated in specific areas. Municipal waste includes waste originating from households, commerce and trade, small businesses, office buildings and institutions. It also includes bulky waste and waste from selected municipal services, however excludes waste from municipal sewage network and treatment, municipal construction and demolition waste. This indicator only reports on the presence of basic refuse removal services provided to urban households and commercial properties in Tlokoeng, Nqanqarhu and Ugie towns and townships. Collection excludes rural areas and informal settlements.		

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Indicator Rationale	Solid waste collection is one of the core services that local government provides and is a key element in both creating decent living conditions and maintaining a healthy environment.		
Notes on Calculation	The achievement is standalone		
Indicator Origin	This indicator originates from the • national general key performance indicators • Constitution of the Republic of South Africa,1996 • National Environmental Management: Waste Act • Waste Management Regulations and Norms & Standards • SDBIP		
Inputs and Activities	• Develop weekly schedule for refuse collection		
Processing Transactions & Controls	Capture refuse collection per area.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for development of report; Refuse collection and PMS System for reporting	Output Documentation	Weekly Refuse Schedule; Refuse Collection Report quarterly;
Responsible Person	Director : Community Services		

Indicator Name	Number of Climate Change Strategies developed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of climate change strategies developed.
Indicator Definition	All spheres of government are mandated as per the Air Quality Management Act, Act No.39 of 2004 to develop strategies to mitigate climate change effects in order to protect the environment by providing reasonable measures for the prevention of pollution and ecological degradation. As such, local government (District & Local municipalities) are mandated to develop the strategy and align it with the district's strategy for the management and mitigation of climate change effects / activities. The strategy will be developed and implemented for the management of climate change effects within the municipality's jurisdiction. The department will procure the services of professional to develop the strategy through Supply Chain Processes.		

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Indicator Rationale	Climate change mitigation / management is one of the services that local government is mandated to undertake in ensuring that the environment is protected through employment of efficient & effective systems for management and compliance.		
Notes on Calculation	The achievement is standalone		
Indicator Origin	This indicator originates from the • Constitution of the Republic of South Africa, 1996 • National Climate Change Response White Paper • National Environmental Management Air Quality Act, Act 36 of 2004 • Air Quality Management Regulations and Norms and Standards • SDBIP		
Inputs and Activities	• Draft specifications for sourcing of professional services • SCM Bid Committees • Appointment of the service provider • Formulation of a PSC for the development of the strategy • Development of the Climate Change Strategy • Submission of draft strategy to Council for approval • Final approved Climate Change Strategy		
Processing Transactions & Controls	• Service Level Agreement • Portfolio Committee Meetings, Exco and Council Meetings • Vendor Performance • PMS assurance of the report		
System Used to plan, process & report achievement	SDBIP, MS Word for development of implementation plan and report and PMS System for reporting	Output Documentation	Climate Change Strategy, Report from the service provider
Responsible Person	Director: Community Services		

Indicator Name	Number of awareness campaigns conducted	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of awareness campaigns conducted.
Indicator Definition	The department of Community Services Department as part of rendering services mandated to the department i.t.o waste & environmental management services, fire & disaster services and		

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	public safety services. As such, the department is responsible for conducting awareness campaigns so as to keep the ELM's community members abreast with legislative requirements for compliance purposes. The said awareness campaigns are: 1. Arbour Month Celebrations – the event is celebrated annually in September, where the aim to educate communities on the importance and preservation of trees. The importance of greening and beautification is underpinned through the different themes as well as partnerships forged by different spheres of government through donation of trees for greening and ensuring the environmental message is communicated successfully. 2. Waste and environment campaigns – the campaign's objective is to educate residents, commercial properties, schools and communities on proper waste and environmental management as well outlining responsibilities by the municipality and the public at large. 3. Fire and Disaster campaigns: the campaigns on fire services are conducted to educate residents, businesses, schools, motorists and communities on fire safety, risk reduction and mitigation measures in a case of a fire incident. The same principle applies for disaster management campaigns w.r.t safety precautions to be adhered to in the event of a disaster. 4. Road safety campaigns: road safety campaigns are conducted during Easter and Festive seasons annually, where the department through the Public Safety Section conduct joint campaigns with SAPS, Provincial Traffic, DoT (Road Safety) and EMS. The aim of the campaigns is to educate motorists on the rules of the road in terms of the National Road Traffic Act 93 of 1996. The campaign also looks into issues of un-road worthy vehicles, issuing of traffic fines and reduction of motor vehicle accidents.
Indicator Rationale	The rationale behind conducting education awareness campaigns stems from the mandate / obligation of all spheres of government w.r.t provision of services as categorised in the Constitution of the Republic of South Africa, 1996, The Municipal Systems Act 32 of 2000. The services rendered by spheres of government require transparency, access to information and public participation or involvement in decision making.
Notes on Calculation	The achievement is accumulative
Indicator Origin	This indicator originates from the • Constitution of the Republic of South Africa, 1996 • National Environmental Management Waste Act, Act 59 of 2008 • Waste Management Regulations and Norms and Standards • National Road Traffic Act 93 of 1996

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	- Disaster Management Act 57 of 2002 - National Veld and Forest Fire Act 101 of 1998 - Fire Brigade Act 99 of 1987 - SDBIP		
Inputs and Activities	- Develop awareness plan / schedule - Draft invitations to stakeholders - Joint plenary meetings - Procure catering, promotional material etc - Conduct awareness campaigns		
Processing Transactions & Controls	- Vendor performance forms - Portfolio Committee Meetings, Exco and Council Meetings - PMS assurance of the report		
System Used to plan, process & report achievement	SDBIP, MS Word for development of awareness plan / schedule and report and PMS System for reporting	Output Documentation	Report on awareness campaigns conducted
Responsible Person	Director: Community Services		

Indicator Name	Number of road blocks conducted	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of road blocks conducted.
Indicator Definition	The department of Community Services is mandated amongst others with public safety activities which includes conducting of road blocks for enforcement and compliance. The Public Safety Section conducts a total of 20 Road blocks conducted for all three towns – Nqanqarhu; Tlokoeng & Ugie. Road blocks assist in ensuring that vehicles on the road are roadworthy, and that motorists are complying with rules of the road and adhere to the requirements of the National Road Traffic Act 93/1996, stop and check, serving of warrants of arrest and fitness of drivers and all other traffic related matters.		
Indicator Rationale	The rationale behind conducting road blocks is to ensure compliance with the requirements of the National Road Traffic Act 93 of 1996 as well as manage road users / motorists i.t.o reduction of motor vehicle accidents and prosecution of transgressors.		
Notes on Calculation	The achievement is accumulative		
Indicator Origin	This indicator originates from the		

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	• Constitution of the Republic of South Africa, 1996 • National Road Traffic Act 93 of 1996 • Criminal Procedures Act 57 of 1977 • SDBIP		
Inputs and Activities	• Develop road block / schedule • Joint plenary meetings with other stakeholders • Procure promotional material via specification • Conduct road blocks		
Processing Transactions & Controls	• Portfolio Committee Meetings, Exco and Council Meetings • PMS assurance of the report		
System Used to plan, process & report achievement	SDBIP, MS Word for development of road block itinerary and report and PMS System for reporting.	Output Documentation	Report on road blocks conducted.
Responsible Person	Director: Community Services		

Indicator Name	Number of parks constructed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of parks constructed.
Indicator Definition	The department of Community Services Department as part of rendering services mandated i.t.o waste & environmental management services with regards to the management & maintenance of parks to be specific. The municipality currently does not have any formal parks in any of three units, as such, the department is embarking on developing at least one park in 2023/24 FY with the aim of improving the town's aesthetics, potential revenue generated as well as contribute towards small towns revitalization drive.		
Indicator Rationale	The rationale behind the indicator is to contribute towards small town revitalization as well greening and beautification.		
Notes on Calculation	The achievement is standalone.		
Indicator Origin	This indicator originates from the • National Environmental Management Act, Act 107 of 1998 • National Environmental Management Waste Act, Act 59 of 2008 • Waste Management Regulations and Norms and Standards		

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	SDBIP		
Inputs and Activities	- Develop designs for the park - Draft specification for the development of the park - SCM processes - Appointment of a service provider (SLA) - Joint PSC meetings - Issuing of completion certificate / closure report / handover - Portfolio Committee Meetings, Exco and Council Meetings - PMS assurance of the report		
Processing Transactions & Controls	- Vendor performance forms - Portfolio Committee Meetings, Exco and Council Meetings - PMS assurance of the report		
System Used to plan, process & report achievement	SDBIP, MS Word for development of awareness plan / schedule and report and PMS System for reporting	Output Documentation	Report on awareness campaigns conducted
Responsible Person	Director: Community Services		

Indicator Name	Number of animal Pounds constructed with fully compliant infrastructure	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of animal pounds constructed with fully compliant infrastructure
Indicator Definition	The department of Community Services Department as part of rendering services mandated i.t.o waste & environmental management services with regards to the operation, management & maintenance of animal pounds. The municipality currently does not have any compliant animal pounds with fully compliant infrastructure in any of three units, as such, the department is embarking on developing at least one animal pound in 2023/24 FY and renovating the other facilities into compliant holding facilities. The objective is to ensure compliance with all legislative requirements pertaining to the impounding of animals, ensuring good housekeeping in order to eliminate animal cruelty once animals have been impounded and to boost revenue generated from impounding activities.		

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Indicator Rationale	The rationale behind the construction of a pound with fully compliant infrastructure in order to enforce compliance with municipal By-laws and other relevant legislative requirements w.r.t impounding of animals.		
Notes on Calculation	The achievement is standalone.		
Indicator Origin	This indicator originates from the • Constitution of the Republic of South Africa, 1996 • Animals Protection Act 71 of 1962 • Regulations relating to animal protection • SDBIP		
Inputs and Activities	• Draft specification for the construction of a pound • SCM processes • Appointment of a service provider (SLA) • Joint PSC meetings • Issuing of completion certificate / closure report / handover • Portfolio Committee Meetings, Exco and Council Meetings • PMS assurance of the report		
Processing Transactions & Controls	• Vendor performance forms • Portfolio Committee Meetings, Exco and Council Meetings • PMS assurance of the report		
System Used to plan, process & report achievement	SDBIP, MS Word for development of a specification and report and PMS System for reporting.	Output Documentation	Certificate of completion / close-out report.
Responsible Person	Director: Community Services		

Indicator Name	Number of designs developed for the upgrading of Nqanqarhu DLTC	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of designs developed for the upgrading of the Nqanqarhu DLTC.
Indicator Definition	The department of Community Services is mandated amongst others with public safety activities which includes operation, maintenance and management of Driving License Testing Centre/s		

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	(DLTC). The municipality has an existing DLTC (Grade D) in Nqanqarhu however, due to the grading, it does not allow for testing of heavy motor vehicles. The designs will be developed for the said upgrade in order to change the grading from D to B which allow for testing of heavy motor vehicles. Once construction activities are completed, the DLTC will also increase revenue generation i.t.o licensing activities.		
Indicator Rationale	The rationale behind the indicator is revenue enhancement and improving the quality of services rendered to the ELM's communities as well for compliance.		
Notes on Calculation	The achievement is standalone		
Indicator Origin	This indicator originates from the • Constitution of the Republic of South Africa,1996 • National Road Traffic Act 93 of 1996 • Criminal Procedures Act 57 of 1977 • SDBIP		
Inputs and Activities	• Develop designs for the upgrade • Draft specification • Appointment of a service provider (SLA) • PSC meetings • Completion certificate / close-out report • PMS assurance of the report		
Processing Transactions & Controls	• Vendor performance form • Portfolio Committee Meetings, Exco and Council Meetings • PMS assurance of the report		
System Used to plan, process & report achievement	SDBIP, MS Word for development of specification and report and PMS System for reporting.	Output Documentation	Completion certificate / close-out report
Responsible Person	Director: Community Services		

5.4 Corporate Services

Promoting sound labour relations (Lower level SDBIP)

Indicator Name	Percentage functionality of local labour forum and its committees	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Total number of meetings held divide by total number of meetings planned X 100
Indicator Definition	The indicator includes convening of Local Labour Forum and its sub committees such as Training and Development, Wellness Committees and Occupational Health and Safety. Quarterly committee meetings will minimise disputes within the municipality, creating a platform for consultation on issues affecting employees. It excludes disciplinary hearing sessions.		
Indicator Rationale	This indicator is created to encourage engagements with employee representatives / trade unions within the municipality to promote harmony within the municipality and to maintain labour peace.		
Notes on Calculation	The achievement is a standalone		
Indicator Origin	IDP, SDBIP, Labour relations Act, SALGBC Collective Agreements, Basic conditions of employment act, Occupational Health and Safety Act, Skills Development Act, Staff Regulations, Municipal Systems Act and Municipal Policies.		
Inputs and Activities	• Developing the Council Calendar (Q4) • Issue notice, agendas • Convene LLF meetings • Convene training and development committee meetings • Convene Wellness committee meetings • Convene Occupational health and safety committee meetings • Attendance registers and minutes		
Processing Transactions & Controls	• Securing of the venue for meetings • Terms of reference • Quarterly reports • Sitting of LLF & Sub Committee meetings		
System Used to plan, process & report achievement	SDBIP for planning, MS Word for development of reports, minute taking, PMS System for reporting	Output Documentation	Agenda pack to the LLF and its sub - committees, Portfolio

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			Committee reports, Minutes, attendance registers
Responsible Person	Director: Corporate Services		

To ensure compliance with legislation (Top layer)

Indicator Name	Number of legislative compliance reports submitted to relevant public bodies	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of legislative compliance reports
Indicator Definition	Employment Equity Report (EE – Department of Labour), Workplace Skills Plan (WSP – LGSETA) and Return of Earnings (Department of Labour) are developed annually and submitted for compliance purposes.		
Indicator Rationale	The indicator seeks to ensure compliance with the employment laws governing the sector while ensuring a fair discrimination in the recruitment and employment, capacitation of Councillors and employees to improve productivity and work performance.		
Notes on Calculation	The achievement is accumulative		
Indicator Origin	IDP, Employment Equity Act, SDBIP, Skills Development Act, COIDA		
Inputs and Activities	• Employment Equity – Q3 • Conduct & complete desktop review of municipal workforce. • Present Draft EE plan and report to Training & Development Committee. • Electronically submit signed EE report and plan to Department of Employment & Labour. • Workplace Skills Plan – Q4 • Source employee personal development plans from performance agreements and source training needs for lower-level employees from respective departments. • Consult Departments on identified training needs • Table training needs report to Training & Development Committee for prioritisation • Capture training needs on WSP template and submit to LGSETA • Return of Earnings – Q4 • Capture workforce information on Department of Employment & Labour system (DoL)		

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	- Consult Budget & Treasury Office for confirmation of municipal earnings - Upload Municipal Return of Earnings data on DoL system - Submit invoice to finance department.		
Processing Transactions & Controls	Data capturing, data analysis, table Employment Equity plans and reports to training EE committee.		
System Used to plan, process & report achievement	SDBIP; municipal staff establishment for planning, MS Excel for the development of staff establishment and EE analysis; MS Word for development of report; and PMS System for reporting. DoL systems for reporting for submission of municipal information. LGSETA System for submission of WSP	Output Documentation	- Employment equity report - WSP Authorisation form - Workforce analysis report - Confirmation of submissions.
Responsible Person	Director Corporate Services		

Capacitation of Workforce, Councillors and the unemployed strategy (Lower layer)

Indicator Name	Percentage implementation of the annual training plan	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Total number of trainings implemented divide by total number of planned trainings X 100
Indicator Definition	The implementation of the training plan to capacitate municipal employees and Councillors.		
Indicator Rationale	The indicator seeks to ensure the capacitation of employees and councillors to improve workforce.		
Notes on Calculation	Last value		
Indicator Origin	IDP, Employment Equity Act, SDBIP, Skills Development Act		
Inputs and Activities	- Developing training implementation plan for the financial year. - Creating requisitions for trainings on financial systems. - Developing and circulation training memorandums to affected stakeholders. - Preparing and circulating attendance registers - Sourcing and submitting training invoices to Finance Department.		

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	Developing and submitting training expenditure report.		
Processing Transactions & Controls	Data capturing, data analysis, interacting with internal and external stakeholders, creating registers and training expenditure reports.		
System Used to plan, process & report achievement	SDBIP; municipal staff establishment for planning, MS Excel for the development of staff establishment and training analysis; MS Word for developing memorandums and reports; and PMS System for reporting and email to interact with training providers.	Output Documentation	- Annual Training Plan - Training report - Attendance registers
Responsible Person	Director Corporate Services		

Organisational Structure review (Lower layer)

Indicator Name	Number of organizational structures reviewed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Sum of the total number of organisational structures reviewed
Indicator Definition	This indicator measures the number of organisational structures reviewed and adopted per financial year.		
Indicator Rationale	To ensure that legislative prescripts are complied with and the process to review the organogram is outlined. The municipality must ensure availability of resources to execute the IDP, mainly the organisational structure.		
Notes on Calculation	Accumulative		
Indicator Origin	RSA Constitution, Municipal Systems Act; IDP; SDBIP; Municipal Staff Regulations of 2021; Main Collective Agreement		
Inputs and Activities	- Source inputs into the organisational structure from municipal departments. - Consolidate inputs, analyse and prepare a draft organisational structure. - Prepare item to Council for adoption. - Submit report and organisational structure to CoGTA for comments.		

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Processing Transactions & Controls	• Departmental consultation • Draft organisational structure • Organisational structure report • Council resolution		
System Used to plan, process & report achievement	IDP; SDBIP; Visio for the development of the organogram, MS Word for development of report; and PMS System for reporting	Output Documentation	organisational structure report and municipal organogram, Attendance registers for consultation sessions
Responsible Person	Director: Corporate Services		

Organisational Structure review (Lower layer)

Indicator Name	Number of organizational structures subjected to consultation	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of organisational structures subjected to management and local labour forum for consultation
Indicator Definition	This indicator measures the number of organisational structures reviewed and submitted management and local labour forum for consultation per financial year.		
Indicator Rationale	To ensure that legislative prescripts are complied with and the internal stakeholders are consulted. The municipality must ensure availability of resources to execute the IDP, mainly the organisational structure.		
Notes on Calculation	Accumulative		
Indicator Origin	RSA Constitution, Municipal Systems Act; IDP; SDBIP; Municipal Staff Regulations of 2021; Main Collective Agreement		
Inputs and Activities	• Source inputs into the organisational structure from municipal departments. • Consolidate inputs, analyse and prepare a draft organisational structure. • Prepare item for consultation in the municipality and subsequently to management and local labour forum.		

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	• Submit report and organisational structure to Head of Department.		
Processing Transactions & Controls	• Departmental consultation • Draft organisational structure • Organisational structure report • Council resolution		
System Used to plan, process & report achievement	IDP; SDBIP; Visio for the development of the organogram, MS Word for development of report; and PMS System for reporting	Output Documentation	organisational structure report and municipal organogram, Attendance registers for consultation sessions
Responsible Person	Director: Corporate Services		

Healthy & Motivate workforce strategy (Lower layer)

Indicator Name	% of implementation of wellness strategy implementation plan	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Total number of achieved wellness activities divided by planned wellness activities X 100
Indicator definition	This indicator measures the number of programmes to be implemented on employee wellness plan.		
Indicator Rationale	To ensure that legislative prescripts are complied with and employee wellness is incorporated as part of institutional culture for improved organizational performance.		
Notes on Calculation	Stand alone		
Indicator Origin	IDP; Municipal Systems Act; SDBIP, EAP strategy and plan		
Inputs and Activities	• Submitting wellness plan to wellness committee for prioritization of activities for the financial year. • Implementing the Wellness plan approved by the Head of Department.		
Processing Transactions & Controls	• EAP Plan • Committee reports		

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System Used to plan, process & report achievement	SDBIP for planning; MS Word for development of report; and PMS System for reporting	Output Documentation	EAP Plan, reports, invitations and/or memorandums and attendance registers
Responsible Person	Director Corporate Services		

Occupation Health and Safety Strategy (Lower layer)

Indicator Name	% of implementation of OHS strategy	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Total number of OHS activities achieved divided by the total number of activities planned X 100
Indicator Definition	This indicator measures the number of programmes to be implemented on OHS plan.		
Indicator Rationale	To ensure that legislative prescripts are complied with and Occupational health & safety is incorporated as part of institutional culture for improved organizational performance.		
Notes on Calculation	Stand alone		
Indicator Origin	IDP; Municipal Systems Act; SDBIP, OHS Strategy		
Inputs and Activities	- Submitting OHS strategy and plan to committee for prioritization of activities for the financial year. - Implement OHS plan approved by the Head of Department - Monitor OHS Compliance in the municipality		
Processing Transactions & Controls	Indicate factors of potential hazard in the municipality and municipal facilities, facilitate the resolution of all health and safety factors identified through consulting relevant municipal departments. Draft a report to OHS committee.		
System Used to plan, process & report achievement	SDBIP planning; MS Word for development of report; and PMS System for reporting.	Output Documentation	OHS strategy, OHS Plan, OHS Reports, memorandums and attendance registers.
Responsible Person	Director: Corporate Services.		

HR Policy (Lower layer)

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Indicator Name	Number of draft HR policies developed and subjected to internal consultation	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of HR policies submitted to Management and local labour forum for consultation
Indicator definition	This indicator measures the number of developed/reviewed policies governing human resources and employee relations tabled to the local labour forum for consultation.		
Indicator Rationale	To ensure clearly governed employee relations, standardised systems and procedures applied in a fair manner.		
Notes on Calculation	Accumulative		
Indicator Origin	Municipal Systems Act; IDP; SDBIP; Labour Relations Act; Basic Conditions of employment; Main Collective Agreement		
Inputs and Activities	- Analysing below listed HR policies in line with legislation and related amendments i.e. - Acting allowance - Bereavement - Cellphone Allowance - Conditions of Employment - Employee Assistance - HIV and AIDS - Induction and Code of Conduct - Job Evaluation - Leave Management - Occupational Health and Safety - Overtime and Emergency work - Performance Management - Recruitment, Selection and Probation - S&T Policy - Sexual and Racial Harassment - Staff Movement - Training and Development - Consult internal stakeholders to solicit inputs to policies. - Consolidate inputs and develop draft policies. - Table draft HR policy to local labour forum for consultation.		
Processing Transactions & Controls	Memos/email for policy review Draft policies		

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System Used to plan, process & report achievement	SDBIP; MS Word for development of policies and report; and PMS System for reporting	Output Documentation	Attendance registers for consultative session, reviewed HR Policies and HR policy review report.
Responsible Person	Director: Corporate Services		

INFORMATION COMMUNICATION & TECHNOLOGY

Number of ICT projects implemented (Lower layer)

Indicator Name	Number of ICT projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Number of ICT projects implemented. 1. Upgrade to Cat6 2. Cloud-based Solution 3. Remote Backups 4. ICT Security Applications 5. ICT Asset Register
Indicator Definition	- The number of municipal offices connected to municipal systems. - The number systems accessible through cloud solution. - The percent of offsite backups to ensure data protection and business continuity. - Ensuring that all computers have security systems installed. - Management of ICT assets.		
Indicator Rationale	- To ensure safeguarding of municipal data. - The indicator measures access to municipal systems anywhere at any time. - The indicator provides monitoring of ongoing remote backups on municipal systems. - Monitoring and management of ICT assets be it Hardware or Software.		
Notes on Calculation	Accumulative		
Indicator Origin	- Approved IDP - ICT Asset management policy - ICT Disaster recovery plan - Approved ICT Systems master plan		
Inputs and Activities	- Monitor backup power supply to keep the server room running. - Procurement of ICT equipment - Physically verifying all ICT assets - Invite all ICT users to a policy workshop. - Install and monitor Security applications to user's computers. - Migration of the existing system from the Server room to cloud based.		
Processing Transactions & Controls	- Conduct daily monitoring for successful backups. - Pay license fees whenever they become due. - Ensuring that all computers are connected to the internet and servers to receive daily updates. - Issue distribution form when releasing a new computer to a user.		

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	• Use of transfer forms when reallocating a used computer. • Dispose ICT assets after 3 years.		
System Used to plan, process & report achievement	MS Word, MS Excel, PMS	Output Documentation	• Project Closeout report. • Report on offsite backups • ICT Asset register • Report on Security Systems • Report on network upgrade to Cat6
Responsible Person	Director: Corporate Services		

Number of draft ICT policies/plans/procedure manuals reviewed (Lower layer)

Indicator Name	Number of draft ICT policies/plans/procedure manuals reviewed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Total number of ICT policies/plans and procedure manuals reviewed
Indicator Definition	Development and monitoring implementation of ICT governance.		
Indicator Rationale	Ensure compliance with relevant legislative frameworks		
Notes on Calculation	Accumulative		
Indicator Origin	• Approved IDP • ICT Asset management policy • ICT Disaster recovery plan • Approved ICT Systems master plan		
Inputs and Activities	Reviewing ICT policies/plans and procedure manuals i.e. 1. Acceptable use Policy 2. Access control Policy 3. ICT Charter Policy 4. ICT Software Policy 5. ICT Strategy Policy 6. Incident Management Policy 7. Information Security Policy 8. Network Policy 9. Physical Security and Environmental Controls Policy 10. Internet and Email use Policy		
Processing Transactions & Controls	Monitoring Municipal compliance with relevant legislative frameworks.		

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System Used to plan, process & report achievement	MS Word, MS Excel, PMS	Output Documentation	Reviewed ICT Policies/Plans and Procedure Manuals
Responsible Person	Director: Corporate Services		

ADMINISTRATION & COUNCIL SUPPORT SERVICES

% Functionality of Council and its Committees (Lower Layer)

Indicator Name	% Functionality of Council and its committees	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percent	Indicator Formula	Total number of meetings achieved divided by total number of meetings planned multiply by 100
Indicator Definition	The indicator measures the functionality of council and its committees which includes the sitting of Council, EXCO and Portfolio Committees. The facilitation of resolutions taken by the Council to ensure implementation thereof. The functionality includes the Council and section 80 committees and excludes section 79 committees.		
Indicator Rationale	The indicator promotes good governance and oversight of the council.		
Notes on Calculation	Stand alone		
Indicator Origin	Systems Act 32 of 2000, Municipal Structures Act 117 of 1998, MFMA, Standing Rules and Orders of Council		
Inputs and Activities	- Develop the council calendar for approval by council - Facilitate the compilation of the agenda items for council and its committee meetings (Council, Exco and s80 committees) - Coordinate the sitting of all section 80 committees - Coordinate the sitting of EXCO - Coordinate the sitting of Council - Circulate the EXCO and Council resolution registers for implementation by directorates - Tracking resolutions implemented		
Processing Transactions & Controls	Notices signed-off by Political Heads, MM and Directors, Agenda processing, Minutes compilation, attendance registers, development of resolutions registers Provision of secretariat services Report on the functionality of Council and its Committees		
System Used to plan, process & report achievement	MS Word, Outlook; IMIS, PMS	Output Documentation	1. Approved council calendar 2. Signed Agendas 3. Minutes of meetings 4. Resolution registers 5. Reports on functionality of council and its committees

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Responsible Person	Director: Corporate Services
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Number of activities Performed around Electronic Document and Records Management System
(Lower Layer)

Indicator Name	Number of draft document management policies/ plans reviewed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Total number of document management policies reviewed
Indicator Definition	This indicator measures the number of developed/reviewed records and document management systems as tools for sound document management.		
Indicator Rationale	To ensure sound document management within the municipality. To monitor the efficiency and effectiveness of document and records within the municipality in alignment with legislative prescripts.		
Notes on Calculation	Accumulative		
Indicator Origin	NARSSA, EC-Provincial Archives and Records Services Act, POPIA,		
Inputs and Activities	Review the following policies: 1. Registry Procedure Manual 2. File Plan 3. Records Management Policy		
Processing Transactions & Controls	Review draft Registry Procedure Manual, File Plan, Records Management Policy		
System Used to plan, process & report achievement	MS Word, Outlook; EDRMS, IMIS	Output Documentation	• Registry Procedure Manual • File Plan • Records Management Policy
Responsible Person	Director: Corporate Services		

Number of Reports on Security Services Functionality (Lower Layer)

Indicator Name	Number of Reports on Security Services Functionality	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of security services functionality reports developed
Indicator Definition	The indicator measures the functionality of the services provided around the municipality.		

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Indicator Rationale	The indicator monitors the functionality of security services through reported cases and security services contracts status		
Notes on Calculation	Accumulative		
Indicator Origin	MFMA, no. 56 of 2003 s63(1)(a)		
Inputs and Activities	1. Monitoring of SLA 2. Confirm rendering of services		
Processing Transactions & Controls	Conduct routine security related measures within the municipality.		
System Used to plan, process & report achievement	MsWord,	Output Documentation	Security Services Report
Responsible Person	Director: Corporate Services		

DEPARTMENTAL PLANS, POLICIES AND PROCEDURE MANUALS

Number of departmental policies reviewed (Lower Layer)

Indicator Name	Number of departmental policies reviewed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of departmental plan, policies and procedure manuals submitted to council for approval
Indicator definition	This indicator measures the number of plan, policies and procedure manuals reviewed governing Corporate Services and Municipal operations tabled to Council for approval.		
Indicator Rationale	To ensure clearly governed Municipal operations, standardised systems and procedures applied in a fair manner.		
Notes on Calculation	Stand Alone		
Indicator Origin	Municipal Systems Act; IDP; SDBIP; Labour Relations Act; Basic Conditions of employment; Main Collective Agreement		
Inputs and Activities	• Analysis of existing municipal plans, policies and procedure manuals in line with legislation and related amendments • Table draft plans, policies and procedure manuals to Council for approval. i.e 1. Registry Procedure Manual 2. File Plan 3. Records Management Policy 4. Acceptable use Policy 5. Access control Policy 6. ICT Charter Policy 7. ICT Software Policy 8. ICT Strategy Policy 9. Incident Management Policy 10. Information Security Policy 11. Network Policy 12. Physical Security and Environmental Controls Policy 13. Internet and Email use Policy 14. Acting allowance		

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	15. Bereavement 16. Cellphone Allowance 17. Conditions of Employment 18. Employee Assistance 19. HIV and AIDS 20. Induction and Code of Conduct 21. Job Evaluation 22. Leave Management 23. Occupational Health and Safety 24. Overtime and Emergency work 25. Performance Management 26. Recruitment, Selection and Probation 27. S&T Policy 28. Sexual and Racial Harassment 29. Staff Movement 30. Training and Development 31. Transport/ Travel Allowance policy		
Processing Transactions & Controls	Memos/email for policy review Draft plans, policies and procedure manuals		
System Used to plan, process & report achievement	SDBIP; MS Word for development of policies and report; and PMS System for reporting	Output Documentation	1. 31 listed policies and Council resolutions.
Responsible Person	Director: Corporate Services		

5.5 Planning and Economic Development

Indicator Name	Number of street trading facilities maintained	Indicator Number	20
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number of street trading facilities	Indicator Formula	Total Number of street trading facilities maintained
Indicator Definition	The municipality has in the past years provided wooden made facilities which need to be maintained through painting and minor repairs to remain attractive and conducive and has since not done that. So this financial year, 20 of the facilities will be maintained (painting only).		
Indicator Rationale	Conducive trading environment.		
Notes on Calculation	Previously funded street trading facilities in Ugie and Maclear		
Indicator Origin	- LED Strategy - SDBIP		
Inputs and Activities	- Street trading allocating policy - LED Strategy - SDIP		
Processing Transactions & Controls	- Street trading Data Base - Street trading forum.		
System Used to plan, process & report achievement	- Street trading forum - Municipal Committees.	Output Documentation	Before and after pictures of all the street trading facilities maintained
Responsible Person	Director Planning and Economic Development		

Indicator Name	Number of verification report by Coega	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	1 verification report
Indicator Definition	The municipality should develop feasibility plans for all long-term lease agreement projects, as required by the MFMA. This is very crucial to ensure that projects are financially viable, technically feasible and align with the municipality's strategic objectives, as well as comply with MFMA requirements before proceeding with projects. A verification report needs to be produced first that will advise the council on it's decision.		
Indicator Rationale	To ensure compliance with the MFMA Act, transparent and cost-effective financial spending.		
Notes on Calculation	1 verification report		
Indicator Origin	All long term development projects require a feasibility report to test its sustainability.		

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Inputs and Activities	SDBIP		
Processing Transactions & Controls	On site verification by COEGA		
System Used to plan, process & report achievement	Standing committee meetings Management meetings	Output Documentation	Verification report
Responsible Person	Director Planning and Economic Development		

Indicator Name	Number of destination marketing initiatives	Indicator Number	2
Indicator Type	Output Indicator	Reporting Frequency	Twice a year
Unit of Measurement	Number	Indicator Formula	Two initiatives take place each year.
Indicator Definition	The municipality is using different platforms locally and nationally to market Elundini Municipality as a choice of destination.		
Indicator Rationale	Marketing of Elundini as a tourism destination		
Notes on Calculation	2 (Tourism conference and Tourism Indaba)		
Indicator Origin	Tourism Plan		
Inputs and Activities	Inter municipal engagements		

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Processing Transactions & Controls	• Inter municipal engagements • Tourism conference • Tourism indaba report		
System Used to plan, process & report achievement	• Standing committee meetings • Management meetings	Output Documentation	Reports on marketing destination initiatives
Responsible Person	Director Planning and Economic Development		

Indicator Name	Number of Professional Service Providers appointed for pegging of informal settlement	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Appointment of a service provider
Indicator Definition	Number budgeted sites to be pegged in the financial year towards the relocation.		
Indicator Rationale	To ensure the appointment is made by the end by the end of the financial year and the pegging starts after the consultation with communities		
Notes on Calculation	1 Appointment of a professional service provider		
Indicator Origin	To redress the illegal land invasion of upper and lower block.		
Inputs and Activities	• Spatial Development Framework • The demand survey		
Processing Transactions & Controls	• Geographic Information System • Municipal Procurement Process		
System Used to plan, process & report achievement	• Local community members • Municipal Committees	Output Documentation	Appointment letter of a service provider
Responsible Person	Manager: Land Use Management		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of investment attraction initiatives implemented (property development)	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	1 expression of interest
Indicator Definition	The municipality has developed a property development plan and the council has approved some strategic land parcels to be put into the market to enhance the balance sheet of the municipality through it's property portfolio. The expression of interest that was put into the market was non responsive. Through the support of the Supply chain, the specification has been considered and placed in the market again.		
Indicator Rationale	Leveraging revenue through the property portfolio.		
Notes on Calculation	1 expression of interest to be placed in the market		
Indicator Origin	LED strategy and property plan		
Inputs and Activities	Supply chain procurement processes		
Processing Transactions & Controls	- Council resolutions - Valuation roll - Supply chain management processes		
System Used to plan, process & report achievement	- Supply chain procurement processes - Municipal Committees	Output Documentation	1 expression of interest advertised
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of layout plans developed for traditional areas in partnership with SALGA (Incremental SPLUMA implementation)	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	1 layout plan
Indicator Definition	One of the resolutions of the property engagement summit was that SALGA will partner with the municipality promote planned settlement in the traditional areas.		
Indicator Rationale	Rural Spatial Planning		
Notes on Calculation	1 area has been selected as a pilot		
Indicator Origin	Property Investment stakeholder resolution		
Inputs and Activities	• Site verification by Town Planners • GIS		
Processing Transactions & Controls	• Engagements with SALGA		
System Used to plan, process & report achievement	• Project PSC • Standing committee • Management meetings	Output Documentation	Layout Plan
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of Agro Hub implementation Plan milestones (Down/upstream)	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number of milestones	Indicator Formula	Total Number of milestones implemented towards the implementation of Elundini Agro Industrial Park (Down/ upstream)
Indicator Definition	The municipality has signed an agreement with Ndibano Consortium which is required that 3 months after the council approved the Master plan, they should develop an implementation plan. So the milestone to be implemented is one of the implementation plan deliverables.		
Indicator Rationale	Improved GDP Contribution through primary and secondary production.		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Notes on Calculation	Milestones have been selected from the implementation plan		
Indicator Origin	PPP Agreement of Ndibano Consortium		
Inputs and Activities	Master plan approved by the council and implementation plan		
Processing Transactions & Controls	• Presentation of the implementation plan to the stakeholders • Identification of the projects to be implemented sequentially • Engagement with the stakeholders on the project		
System Used to plan, process & report achievement	• Agro Hub PSC • Business sector groupings	Output Documentation	• Reports on the milestones
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of Local SMMEs capacitated through LED initiatives	Indicator Number	25
Indicator Type	Output Indicator	Reporting Frequency	Twice per year
Unit of Measurement	Number of SMMEs	Indicator Formula	Total Number of SMMEs participating in capacity building programs organised by the municipality, private sector & other government partners.
Indicator Definition	These are diversified trainings meant to empower the SMMEs in order to participate in various industries. These can be formal training with certificates or workshops done in partnership with sister departments. Training reports from the service provider and certificates will be issued when formal training is done, but workshops with sister departments, a report from the manager and attendance register will form part as the evidence.		
Indicator Rationale	SMME sector participation for economic growth.		
Notes on Calculation	• SMMEs with potential to be selected for participation in the programme		
Indicator Origin	• LED Strategy • SDBIP		
Inputs and Activities	• Construction Procurement Strategy • LED Strategy • Elundini Agro Hub Master plan		
Processing Transactions & Controls	• SMME Data Base • SMME Workshops		
System Used to plan, process & report achievement	• Business Forums • Municipal Committees.	Output Documentation	Training Reports by service provider and certificates or report of the LED manager and attendance register where necessary.
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of Tlokoeng Mall agreements completed	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Quarterly (1 st)
Unit of Measurement	Number of long-term lease agreements	Indicator Formula	1 lease agreement to be signed.
Indicator Definition	The municipality has appointed a developer for the Tlokoeng mall which it's lease agreement is to be signed in the 1 st quarter of the year after which an implementation plan will be developed and monitored.		
Indicator Rationale	The agreement will be developed and it's implementation will be monitored		
Notes on Calculation	• 1 lease agreement		
Indicator Origin	• LED Strategy • SDBIP		
Inputs and Activities	• Appointment letter of the developer • The development of the lease agreement		
Processing Transactions & Controls	• Development of draft by a municipal lawyer • Assessment by an external commercial lawyer • Assessment by the developer's lawyer • Production of the Draft agreement • Production of the Draft long-term lease		
System Used to plan, process & report achievement	• Internal PSC	Output Documentation	Draft long-term agreement developed.
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of street trading facilities maintained	Indicator Number	20
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number of street trading facilities	Indicator Formula	Total Number of street trading facilities maintained
Indicator Definition	The municipality has in the past years provided wooden made facilities which need to be maintained through painting and minor repairs to remain attractive and conducive and has since not done that. So this financial year, 20 of the facilities will be maintained (painting and minor repairs).		
Indicator Rationale	Conducive trading environment.		
Notes on Calculation	• Identification will be made with the assistance of the street trading forum.		
Indicator Origin	• LED Strategy • SDBIP		
Inputs and Activities	• Street trading allocating policy • LED Strategy • SDIP		
Processing Transactions & Controls	• Street trading Data Base • Street trading forum.		
System Used to plan, process & report achievement	• Street trading forum • Municipal Committees.	Output Documentation	Before and after pictures of all the street trading facilities maintained
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of initiatives implemented towards wool industry development	Indicator Number	2
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	10 shearing sheds selected by Wool Growers Association. 1 study tour done in partnership with ECDC\DTIC.
Indicator Definition	The Municipality has already invested into the preparation of sheds for the auditing of Responsible Production Standards and the first 10 sheds are currently in the auditing process. The need is now to broaden the process to include more shearing sheds in the Elundini municipal area. 10 shearing sheds are targeted to be assisted in preparation for the audit and certification. The municipality intends to do a study tour in Norway/ any other relevant country in partnership with the ECDC/DTIC.		
Indicator Rationale	Promote Responsible Production and certification For investment promotion		
Notes on Calculation	10 to be selected by the Wool Growers Association. 1 Country to be approved by the council.		
Indicator Origin	LED Strategy		
Inputs and Activities	• Preparation of each shed for the audit • Auditing of shearing sheds • Loading of the information into the system • Processing information by Certifying authority • Approval by certifying body		
Processing Transactions & Controls	• Preparation of each shed for the audit • Auditing of shearing sheds • Loading of the information into the system • Processing information by Certifying authority • Approval by certifying body		
System Used to plan, process & report achievement	• Procurement Process • Auditing • Certification	Output Documentation	10 Certificates Report on the study tour
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of rural tourism awareness campaigns conducted (protection of assets) Partnership with Tour guides	Indicator Number	3
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Each quarter should has 3 awareness campaign which results to 12 per annum.
Indicator Definition	Tourism attraction assets in the rural areas are damaged by community members due to lack of knowledge. The program is meant to empower the rural people about tourism and the usefulness of the natural assets and how communities can benefit out of them.		
Indicator Rationale	Protection of tourism assets		
Notes on Calculation	4 campaigns focusing on diversified topics suitable for the area, as selected by the Tour Guides.		
Indicator Origin	Tourism Plan		
Inputs and Activities	3 Tour Guides are appointed		
Processing Transactions & Controls	- Plans for training - Reports by Tour Guides		
System Used to plan, process & report achievement	Standing committee meetings	Output Documentation	Reports for awareness campaigns
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of feasibility plans developed in compliance with treasury requirements	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Each quarter should have 1 feasibility plan
Indicator Definition	The municipality should develop feasibility plans for all long-term lease agreement projects, as required by the MFMA. This is very crucial to ensure that projects are financially viable, technically feasible and align with the municipality's strategic objectives, as well as comply with MFMA requirements before proceeding with projects.		
Indicator Rationale	To ensure compliance with the MFMA Act, transparent and cost-effective financial spending.		
Notes on Calculation	1 Feasibility report will be produced		
Indicator Origin	All long term development projects require a feasibility report to test its sustainability.		
Inputs and Activities	SDBIP		
Processing Transactions & Controls	Appointment of a service provider through municipal procurement processes.		
System Used to plan, process & report achievement	Standing committee meetings Management meetings	Output Documentation	Draft feasibility report.
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of Spatial Development Framework (SDF) Review	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Once every 5 years the municipality must review the SDF.
Indicator Definition	The municipality reviews the SDF as an investment guide and to ensure that spatial planning remains relevant and aligned with changing development priorities local conditions and ensure alignment with IDP.		
Indicator Rationale	To ensure spatial planning remains relevant, legally compliant and responsive to developmental needs.		
Notes on Calculation	1 Spatial development Framework reviewed		
Indicator Origin	SPLUMA requires that each municipality should develop it's Spatial Development framework and review it in 5 years.		
Inputs and Activities	Existing SDF		
Processing Transactions & Controls	- Appointment of a service provider - Development of a Draft SDF - Geographic Information System		
System Used to plan, process & report achievement	- Project PSC - Standing committees	Output Documentation	Reviewed draft Spatial Development framework
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of destination marketing initiatives	Indicator Number	2
Indicator Type	Output Indicator	Reporting Frequency	Twice a year
Unit of Measurement	Number	Indicator Formula	Two initiatives take place each year.
Indicator Definition	The municipality is using different platforms locally and nationally to market Elundini Municipality as a choice of destination.		
Indicator Rationale	Marketing of Elundini as a tourism destination		
Notes on Calculation	2 (Tourism month celebration and Tourism Indaba)		
Indicator Origin	Tourism Plan		
Inputs and Activities	Supply chain procurement processes		
Processing Transactions & Controls	• Tourism month celebration report • Tourism indaba report		
System Used to plan, process & report achievement	• Standing committee meetings • Management meetings	Output Documentation	Reports on marketing initiatives
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of sites pegged for the relocation of informal settlements	Indicator Number	200
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Number of sites could be pegged using the existing budget.
Indicator Definition	Number budgeted sites to be pegged in the financial year towards the relocation.		
Indicator Rationale	To ensure that there are sites pegged for relocation in this financial year.		
Notes on Calculation	Number of sites which it's layout has been approved after the EIA approval which are situated in ERF 214 & 217.		
Indicator Origin	To redress the illegal land invasion of upper and lower block.		
Inputs and Activities	• Spatial Development Framework • The demand survey • Approved layout plans		
Processing Transactions & Controls	• Geographic Information System • Municipal Procurement Process		
System Used to plan, process & report achievement	• Local community members • Municipal Committees	Output Documentation	GIS approved layout and Report on sites pegged submitted to the Standing committees.
Responsible Person	Manager: Land Use Management		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of investment attraction initiatives implemented (property development)	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	1 stakeholder engagement
Indicator Definition	The municipality has developed a property development plan and has made an expression of interest to developers.		
Indicator Rationale	Leveraging revenue through the property portfolio.		
Notes on Calculation	1 investor to developer/investor to be appointed.		
Indicator Origin	LED strategy and property plan		
Inputs and Activities	Supply chain procurement processes		
Processing Transactions & Controls	- Appointed panel - Expression of interest from the panel - Appointment of the developer		
System Used to plan, process & report achievement	- Supply chain procurement processes - Municipal Committees	Output Documentation	Resolutions of the property investment engagement.
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of layout plans developed for traditional areas in partnership with SALGA (Incremental SPLUMA implementation)	Indicator Number	1
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	1 layout plan
Indicator Definition	One of the resolutions of the property engagement summit was that SALGA will partner with the municipality promote planned settlement in the traditional areas.		
Indicator Rationale	Rural Spatial Planning		
Notes on Calculation	This serves as a pilot program		
Indicator Origin	Property Investment stakeholder resolution		
Inputs and Activities	• Site verification by Town Planners • GIS • SALGA Agreement		
Processing Transactions & Controls	• Process plan		
System Used to plan, process & report achievement	• Project PSC • Standing committee • Management meetings	Output Documentation	Layout Plan
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Turnaround time for land use applications (within 30 days after receiving all required information)	Indicator Number	30 days
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	Legislated compliance
Indicator Definition	Legislative compliance process for land use applications.		
Indicator Rationale	To comply with the service standard		
Notes on Calculation	Legislated compliance		
Indicator Origin	National Spatial Planning and land use (SPLUMA)		
Inputs and Activities	• Site visits • Town Planning application registration on the system • Circulation for inputs		
Processing Transactions & Controls	• Town Planners recommends to the Manager • Manager confirms all compliances • Director approves		
System Used to plan, process & report achievement	• Standing committee • IMIS	Output Documentation	Layout Plan
Responsible Person	Director Planning and Economic Development		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	% of businesses licenses issued on compliance	Indicator Number	100%
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	%	Indicator Formula	All business licences received
Indicator Definition	All business licenses that are compliant should be issued on time		
Indicator Rationale	Compliance with legal prescripts		
Notes on Calculation	All compliant applications		
Indicator Origin	5-year development strategy of the municipality		
Inputs and Activities	• Applications • Inputs from other departments (Internally and externally)		
Processing Transactions & Controls	• Submitted Applications • Inputs by other departments (Internally and externally) • Approval by the accounting officer		
System Used to plan, process & report achievement	LED unit application forms, Proof of payment from Finance, approval by Accounting officer	Output Documentation	Detailed Report on licencing of businesses signed by the HOD
Responsible Person	Director Planning and Economic Development		

5.6 Budget and Treasury Office

INCOME AND EXPENDITURE

Indicator Name	Number of indigent Households receiving Free Basic Services	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Number of registered households
Indicator Definition	Free basic services are provided to indigent households. Indigent households include child-headed households earning a combined gross income that does not exceed two state pensions per month. The municipality provides free basic services, including 50kW of electricity, alternative energy, refuse removal according to the applicable tariff for the year, property rates according to the applicable tariff, and burial, which includes the cost of digging and preparing the grave.		
Indicator Rationale	To ensure that households with no or lower income are not denied a reasonable service, and on the contrary, the Municipality is not financially burdened with non-payment of services. Provided that grants are received and funds are available, the indigent subsidy should remain intact.		
Notes on Calculation	Last value		
Indicator Origin	National Indicator. IDP Income and Expenditure Unit & BTO – SDBIP		
Inputs and Activities	• Organise registration in all wards. • Fill out the indigent application forms or capture them on the indigent system for each prospective indigent household applicant. • Analyse the information on the form to determine whether the applicant qualifies or not. • Submit prospective applicants to the Council for approval. • After Council approval, process the applications on the financial system and submit to Eskom for processing. • Quarterly reporting of the status quo on PMS and the portfolio committee.		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Processing Transactions & Controls	Application forms are captured on the Indigent System. Capture applicants on the indigent system to maintain the indigent register. Submit applications to the portfolio committee. Approval of the verified indigent register by the council.		
System Used to plan, process & report achievement	MS Word, MS Excel, Indigent Application forms; Indigent system (Indi-reg), Munsoft Financial system; PMS System, Contour for processing and reporting	Output Documentation	PMS report, Free Basic Services status quo report with Eskom, Contour, Munsoft, and KES attachments signed by the CFO with APR/beneficiary list.
Responsible Person	Manager: Income and Expenditure		

Indicator Name	Average Number of days taken to pay Creditors	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	Average – total number of days taken to pay a creditor / by the total number of creditors paid.
Indicator Definition	This indicator is intended to measure the efficiency in paying creditors as legislated in the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that all money owing by the municipality is paid within 30 days of receiving the relevant invoice.		
Notes on Calculation	Stand alone		
Indicator Origin	National Indicator/IDP/SDBIP		
Inputs and Activities	1. Inputs • Invoice or payment request: Received a tax-compliant invoice from the supplier or service provider, or end-user. • Purchase order or contract: Verifying that the goods or services were ordered and received. • Budget allocation: Ensuring funds are available for payment. 2. Activities • Verification: Checking invoice accuracy, including quantities, prices, and calculations.		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

	• Approval: Obtaining approval from authorized personnel, such as department heads or finance officers. • Payment processing: Processing payments through the municipality's financial system. • Payment method: Processing payments via electronic funds transfer (EFT). • Payment confirmation: Confirming payment has been made and updating records. 3. Additional Activities • Document management: Maintaining records of invoices, payment requests, and payment confirmations. • Compliance checks: Ensuring payments comply with municipal policies, procedures, and regulations. • These inputs and activities help ensure that payments are processed accurately, efficiently, and in compliance with municipal regulations.		
Processing Transactions & Controls	• Invoice register to record submitted invoices • The end-user reviews and signs the invoice to confirm its accuracy and legitimacy. • The signed invoice is then submitted to the expenditure department for payment processing. • Authorisation process by Income and Expenditure, Chief Finance Officer, and Municipal Manager. • System automated Confirmation of invoices paid • Reconciliation of supplier or creditor statements. • Data capturing authorisation on the financial system. • Importing and authorisation in the bank system. • Authorisation of the payment by any 2 of 4 authorisers.		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	• PMS report • Creditors payment trend report signed by the CFO.
Responsible Person	Manager: Income and Expenditure		

Indicator Name	Net debtor's day	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	$\frac{((\text{Gross Debtors} - \text{Bad Debt Provision}) / \text{Billed Revenue}) \times 365}{}$

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Definition	This ratio reflects the collection period. Net Debtor Days refers to the average number of days required for the municipality to receive payment from its Consumers for bills/invoices issued to them for services.		
Indicator Rationale	The Ratio excludes balances for Debtors, which the Municipality or Municipal Entity has assessed as potentially irrecoverable, and is also a good indication of the effectiveness of credit control procedures within the Municipality, as well as the extent to which the Municipality has provided for Doubtful Debts.		
Notes on Calculation	The method of calculation is Gross Debtors less Bad Debt Provision divided by Billed Revenue multiplied by 365		
Indicator Origin	National Indicator/IDP/SDBIP/Income and expenditure unit		
Inputs and Activities	• Approved Tariff policy • Approved Tariff book • Billing module (FMS) • Sending invoices to customers • Receipts from customers • Implementation of debt collection and credit control policy		
Processing Transactions & Controls	• Billing is done monthly on Munsoft • Before printing, an exception report is generated, and any discrepancies are investigated. • The system will automatically invoice the debtor for the month under consideration. • The billing is approved on the financial system by the Manager: Income and Expenditure/Chief Finance Officer.		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Section 52 (d) report
Responsible Person	Manager: Income and Expenditure		

Indicator Name	Debtors collection rate	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	$\frac{\text{Gross Debtors Opening Balance} + \text{Collected Revenue} - \text{Gross Debtors Closing Balance} - \text{Bad Debts Written Off}}{\text{Collected Revenue}} \times 100$

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Definition	The Ratio indicates the collection rate, i.e. level of payments received. 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 are taken into consideration.		
Indicator Rationale	The ratio is used to measure revenue collected from debtors. A municipality with outstanding debtors should aim at achieving a collection rate of more than 100%. The national treasury norm is 95% of collected revenue. If the ratio is below the norm, this is an indication that revenue collection of the municipality requires urgent attention, and corrective measures should be implemented.		
Notes on Calculation	The achievement is non-accumulative.		
Indicator Origin	National Indicator. Income and Expenditure Unit & BTO - SDBIP		
Inputs and Activities	• Billing of debtors on the financial system. • Sending of demand notices to cut off if no payment is received from the debtor. • Sending the cut-off list to the Electricity Department. • Receiving payments and updating the debtors' book. • Making payment arrangements. • Making debit orders. • Implementation of Credit control and debt collection policy		
Processing Transactions & Controls	Billing on the financial system. Final demand notices Service Provider for Debt Collection		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Section 52(d) Report
Responsible Person	Manager: Income and Expenditure		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	Number of revenue enhancement strategies reviewed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	
Indicator Definition	Maximum potential revenue in the jurisdiction of the municipality		
Indicator Rationale	Revenue enhancement strategy is intended to ensure that all revenue potential areas are utilised.		
Notes on Calculation	Number		
Indicator Origin	IDP, SDBIP		
Inputs and Activities	Departmental revenue inputs Revenue enhancement strategy document		
Processing Transactions & Controls	Conduct a workshop/plenary to develop a revenue enhancement strategy with departments		
System Used to plan, process & report achievement	MS Word, MS Excel, PMS System	Output Documentation	Revenue enhancement strategy report signed by CFO
Responsible Person	Chief Finance Officer/Manager Income and Expenditure		

BUDGET PLANNING & REPORTING MANAGER

Indicator Name	Current Ratio.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Ratio	Indicator Formula	Current assets /current liabilities
Indicator Definition	The ratio is used to assess the municipality's ability to payback its short-term liabilities with its short-term assets. Industry norm is 1.5-2:1		
Indicator Rationale	To measure the ability to payback short-term liabilities with short-term assets		
Notes on Calculation	Stand-alone		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	- Generate mSCOA Trial balance - Report on the current ratio		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Cost coverage Ratio.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of months	Indicator Formula	Cash+ investment-unspent conditional grant/monthly fixed operating expenditure
Indicator Definition	This ratio indicates the municipality's ability to meet at least its monthly fixed commitments from cash and short term, investments with collecting any additional revenue, during that month. The industry norm is 1- 3 months		
Indicator Rationale	To measure the ability of the municipality to settle its obligations without raising any additional revenue		
Notes on Calculation	Last value		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	• Compare banks with highest rate return • Invest on highest rate return bank • Generate interest revenue from investment account • Report on the investment performance		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Name	% of Capital expenditure to total expenditure	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Capital expenditure/total expenditure X 100
Indicator Definition	This ratio is used to assess the level of capital expenditure to total expenditure which indicates the prioritisation of expenditure towards current operations vs future capacity in terms of municipal services. Industry norm is 10% to 20%		
Indicator Rationale	To ensure that the municipality's capital expenditure is largely directed towards service delivery infrastructure and not administrative assets.		
Notes on Calculation	Stand-alone		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	• Generate mSCOA Trial balance • Report on capital expenditure vs total expenditure ratio		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	% of capital expenditure to total expenditure (budgeted)	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Budgeted Capital expenditure/budgeted total expenditure X 100

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN – 2025/2026

Indicator Definition	This ratio is used to assess the level of budgeted capital expenditure to budgeted total expenditure which indicates the prioritisation of expenditure towards current operations vs future capacity in terms of municipal services. Industry norm is 10% to 20%		
Indicator Rationale	To ensure that the municipality's capital expenditure is largely directed towards service delivery infrastructure and not administrative assets.		
Notes on Calculation	Stand-alone		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	• Generate mSCOA Trial balance • Report on budgeted capital expenditure vs budgeted total expenditure ratio		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Number of GRAP AFS submitted to the AGSA	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	This indicator is intended to monitor if financial statements are prepared and submitted within stipulated timeframes as legislated in the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that financial statements are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand alone		
Indicator Origin	National Indicator/IDP/SDBIP		
Inputs and Activities	• Generate mSCOA Trial Balance • Generate General ledger		

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Processing Transactions & Controls	• Data capturing, reconciliation on monthly bases and outcomes on MFMA section 72 and section 52(d) report • Asset register		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	PMS report Financial statements
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Number of financial statutory reports/documents compiled and submitted to the CFO	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	S52(d) and S72 reports must be submitted within stipulated timeframes as per requirement of the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that statutory reports are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		
Indicator Origin	National Indicator/SDBIP/MFMA		
Inputs and Activities	• Generate mSCOA Trial Balance • Generate General Ledger		
Processing Transactions & Controls	• Data capturing, reconciliation on a monthly basis and outcomes on MFMA, section 72, and section 52(d) report		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Section 52 (d) report Section 72 report
Responsible Person	Manager: Budget Planning & Reporting		

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Indicator Name	Number of funded annual budget frameworks submitted to the Council.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	Adjusted budgets, Draft budget, Final budget, and must be submitted within stipulated timeframes as per requirement of the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that draft, final, adjusted budgets are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		
Indicator Origin	National Indicator/Budget regulations SDBIP/MFMA/Budget circulars		
Inputs and Activities	- Generate budget template. - Set up budget departmental engagement meetings with HOD's. - Consolidate the budget and make sure that it is funded. - Submit the budget document to the CFO - Review budget-related policies		
Processing Transactions & Controls	- Loading of the budget into the system - Set up the budget controls to avoid budget overruns		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Draft Budget Final Budget Adjusted Budget Budget-related policies
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Grant Expenditure Monitoring	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	Grants expenditure monitoring reports must be submitted within stipulated timeframes as per requirement of the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that grant monitoring reports are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		

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Indicator Origin	National Indicator/Budget regulations SDBIP/MFMA/Budget circulars		
Inputs and Activities	Generate mSCOA Trial Balance		
Processing Transactions & Controls	Data capturing, reconciliation on a monthly basis and outcomes on MFMA section 71, section 72, and section 52(d) report		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	Section 71 report Section 52(d) report Section 72 report
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	FMCMM & E-monitoring reporting	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	FMCMM & E-monitoring reports must be submitted on a quarterly basis.		
Indicator Rationale	The municipality takes reasonable steps to ensure that FMCMM & E-monitoring reports are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		
Indicator Origin	National Indicator/Budget regulations SDBIP/MFMA/Budget circulars		
Inputs and Activities	Generate mSCOA Trial Balance		
Processing Transactions & Controls	Data capturing, reconciliation every month and outcomes on MFMA section 71, section 72, and section 52(d) report		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	Section 71 report Section 52(d) report Section 72 report
Responsible Person	Manager: Budget Planning & Reporting		

SUPPLY CHAIN MANAGEMENT

Indicator Name	Number of SCM projects implemented:	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	
Indicator Definition	The indicator is intended to measure that all SCM aspects are reported on and implemented efficiently and effectively. The SCM projects refer to 1. Demand management plan, 2. Contract Management, 3. SCM Compliance, 4 SCM policy reviews, 5. SMME beneficiation report 1. Demand management: Covers the development of the procurement plan, monitoring, and reporting on the implementation thereof. 2. Contract Management: Covers the monitoring of all contracts procured through the SCM policy. 3. SCM reporting: It covers all types of procurement that are below R 300 000.00 and above R 300 000.00. Procurement like formal quotation, competitive bids, deviations, and transversal contracts 4. Deviations: Covers all procurements that are procured through section 36.		
Indicator Rationale	To ensure compliance with the SCM regulatory framework whilst ensuring that services are procured at the right time with correct quantities, at the right place and at the correct cost to meet strategic objectives.		
Notes on Calculation	Non- cumulative		
Indicator Origin	IDP/SCM- SDBIP		
Inputs and Activities	Demand Management Plan • Sourcing of priority list from HOD's • Consolidating the procurement plan • Approval of procurement plan by Municipal Manager • Submission of procurement plan to Provincial Treasury • Appointment of bid committee members by MM and approval of the sitting thereof • Submission of Specifications by HOD. • Advertising, closing, evaluation and adjudication of Bids. • Report all awards as reflected in the procurement plan • Submission of reports on implementation of DMP to the CFO		

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	Contracts management • Develop contracts register • Develop vendor performance reporting template • Disseminate the vendor performance template to all project managers as per the contract register to assess vendor performance. • Draft a letter of feedback on performance to the service provider for purposes of continuous improvement. • Develop a report on overall vendor performance for consideration of the CFO and standing committee. SCM Reports • Develop quarterly reports for consideration of the CFO, MM, Mayor, Standing Committee, and Provincial Treasury that reflect all award deviations, PPP agreements, establishment of bid committees, compliance reporting (Treasury and Council), and risk management. Deviation • Develop a deviation register that covers all departments of the municipality. • The deviation register must categorize the different reasons of deviation as per Section 36 of the SCM policy. The reason for the deviation is as follows: (i) emergency. (ii) if such goods or services are produced or available from a single provider only. (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile. (iv) acquisition of animals for zoos, nature reserves, or game reserves; or (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes;
Processing Transactions & Controls	• Facilitates the placing of an advert • Contract Management Policy, SOPs • Appointment letter and Signed Service Level Agreement • Contracts Register • Vendor Performance Sheets • Written communication to Project Managers for the completion of vendor performance sheets. • Develop a quarterly report that includes all award deviations, PPP agreements, establishment of bid committees, compliance reporting (Treasury and Council), and risk management. • Disseminate Vendor Performance Sheets to Project Managers to assess the vendors and provide feedback to the service providers for improvement.

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	- Report on the performance of vendors quarterly - SCM policy reviewed		
System Used to plan, process & report achievement	MS Word, MS Excel, IMIS System; PMS System	Output Documentation	SCM Report with a copy of: - Demand management plan with implementation report thereof. - signed vendor performance report. - Quarterly SCM report - Deviation register
Responsible Person	Manager: SCM & Assets		

ASSETS

Indicator Name	Number of Asset Projects implemented – Asset Verification	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of Asset Projects implemented
Indicator Definition About	Asset Management refers to the Asset Verifications and Asset Reconciliations implemented.		
Indicator Rationale Why	To ensure that municipal assets are adequately counted and accounted for. This is to prevent and detect where losses of assets may occur. In terms of GRAP reporting standards, impairment and condition assessment are to be conducted for each financial reporting period.		
Notes on Calculation	Standalone		
Indicator Origin	GRAP Accounting Standard		
Inputs and Activities	Asset Management - Conduct Assets Verification - Generate Report on Missing and Verified Assets and Asset Conditions - Submit the Verifications Report on Assets Write-offs, Disposals to the Standing Committee - Extract General Ledger and Asset Register for comparison of transactions. - Perform the Reconciliation of the General Ledger and Assets Register on the reconciliation template		

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	- Investigate and Write Correction Journals where there are non-reconciling items. - Notification of Asset count - Asset count instructions - Missing and verified assets report - Missing and verified assets report - Asset verification report		
Processing Transactions & Controls	- Asset Barcode Scanner, Asset Count by Location - Asset Verification Report.		
System Used to plan, process & report achievement	Asset scanner Munsoft Asset System Vehicle Tracking System PMS System	Output Documentation	Asset Verification Report Asset reconciliation report
Responsible Person	Manager: SCM & Assets		

Indicator Name	Number of Asset projects implemented – Asset Reconciliation	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of Asset Projects implemented
Indicator Definition About	Reconciliation of the Asset register transactions with the general ledger transactions		
Indicator Rationale Why	To ensure that the General Ledger transactions are reconciled with the Asset Register Transactions. This is to satisfy the assertions of completeness, rights, existence, and valuation of Assets. To ensure that there are no omissions of ledger transactions in the Asset register.		
Notes on Calculation	Standalone		
Indicator Origin	Grap Accounting Standard		
Inputs and Activities	- General ledger actual extract - Asset additions listing - Asset reconciliation template - writing of correction journal		

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Processing Transactions & Controls	• Correction journal • Investigate non-reconciling items		
System Used to plan, process & report achievement	Munsoft Asset System PMS System	Output Documentation	Asset Reconciliation
Responsible Person	Manager SCM & Assets		

Indicator Name	Number of cost containment measures implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Number of cost containment measures implemented against the strategy
Indicator Definition	Cost-effectiveness and efficiency of procurement of goods and services.		
Indicator Rationale	to ensure that the resources of a municipality and municipal entity are used effectively, efficiently, and economically by implementing cost containment measures.		
Notes on Calculation	Percentage		
Indicator Origin	National Treasury, IDP, and SDBIP		
Inputs and Activities	National Treasury regulations ELM Cost Containment Strategy		
Processing Transactions & Controls	ELM Supply Chain Management Policy Implementation of ELM Cost Containment Requesting quotations Capturing of requisitions on the Munsoft system Capturing of orders		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft, PMS System	Output Documentation	Cost Containment Strategy Report
Responsible Person	Manager SCM & Assets		

INCOME AND EXPENDITURE

Indicator Name	Number of indigent Households receiving Free Basic Services	Indicator Number	
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Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Number of registered households
Indicator Definition	Free basic services are provided to indigent households. Indigent households include child-headed households earning a combined gross income that does not exceed two state pensions per month. The municipality provides free basic services, including 50kW of electricity, refuse removal according to the applicable tariff for the year, property rates according to the applicable tariff, and burial, which includes the cost of digging and preparing the grave.		
Indicator Rationale	To ensure that households with no or lower income are not denied a reasonable service, and on the contrary, the Municipality is not financially burdened with non-payment of services. Provided that grants are received and funds are available, the indigent subsidy should remain intact.		
Notes on Calculation	Last value		
Indicator Origin	National Indicator. IDP Income and Expenditure Unit & BTO – SDBIP		
Inputs and Activities	• Organise registration in all wards. • Fill out the indigent application forms or capture on the indigent system for each prospective indigent household. • Analyse the information on the form to determine whether the applicant qualifies or not. • Submit prospective applicants to the Council for approval. • After Council approval, process the applications on the financial system and submit to Eskom for processing. • Quarterly reporting of the status quo on PMS and the portfolio committee.		
Processing Transactions & Controls	Application forms are captured on the Indigent System. Capture applicants on the indigent system to maintain the indigent register. Perform CAAT analysis for verification in the system. Submit applications to the portfolio committee. Approval of the verified indigent register by the council.		

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System Used to plan, process & report achievement	MS Word, MS Excel, Indigent Application forms; Indigent system, Munsoft Financial system; PMS System, Contour for processing and reporting	Output Documentation	PMS report, Free Basic Services status quo report with Eskom, Contour, Munsoft, and KES attachments signed by the CFO with APR/beneficiary list.
Responsible Person	Manager: Income and Expenditure		

Indicator Name	Average Number of days taken to pay Creditors	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	Average – total number of days taken to pay a creditor / by the total number of creditors paid.
Indicator Definition	This indicator is intended to measure the efficiency in paying creditors as legislated in the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that all money owing by the municipality is paid within 30 days of receiving the relevant invoice.		
Notes on Calculation	Stand alone		
Indicator Origin	National Indicator/IDP/SDBIP		
Inputs and Activities	4. Inputs • Invoice or payment request: Received a tax-compliant invoice from the supplier or service provider, or end-user. • Purchase order or contract: Verifying that the goods or services were ordered and received. • Budget allocation: Ensuring funds are available for payment. 5. Activities • Verification: Checking invoice accuracy, including quantities, prices, and calculations. • Approval: Obtaining approval from authorized personnel, such as department heads or finance officers. • Payment processing: Processing payments through the municipality's financial system.		

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	• Payment method: Processing payments via electronic funds transfer (EFT). • Payment confirmation: Confirming payment has been made and updating records. 6. Additional Activities • Document management: Maintaining records of invoices, payment requests, and payment confirmations. • Compliance checks: Ensuring payments comply with municipal policies, procedures, and regulations. • These inputs and activities help ensure that payments are processed accurately, efficiently, and in compliance with municipal regulations.		
Processing Transactions & Controls	• Invoice register to record submitted invoices • The end-user reviews and signs the invoice to confirm its accuracy and legitimacy. • The signed invoice is then submitted to the expenditure department for payment processing. • Authorisation process by Income and Expenditure, Chief Finance Officer, and Municipal Manager. • System automated Confirmation of invoices paid • Reconciliation of supplier or creditor statements. • Data capturing authorisation on the financial system. • Importing and authorisation in the bank system. • Authorisation of the payment by any 2 of 4 authorisers.		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	• PMS report • Creditors payment trend report signed by the CFO.
Responsible Person	Manager: Income and Expenditure		

Indicator Name	Average number of days taken to receive payment from debtors (net debtor's day- old debt)	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	$\frac{((\text{Gross Debtors} - \text{Bad Debt Provision}) / \text{Billed Revenue})}{365} \times$

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Indicator Definition	This ratio reflects the collection period. Net Debtor Days refers to the average number of days required for the municipality to receive payment from its Consumers for bills/invoices issued to them for services.		
Indicator Rationale	The Ratio excludes balances for Debtors, which the Municipality or Municipal Entity has assessed as potentially irrecoverable, and is also a good indication of the effectiveness of credit control procedures within the Municipality as well as the extent to which the Municipality has provided for Doubtful Debts.		
Notes on Calculation	The method of calculation is Gross Debtors less Bad Debt Provision divided by Billed Revenue multiplied by 365		
Indicator Origin	National Indicator/IDP/SDBIP/Income and expenditure unit		
Inputs and Activities	• Approved Tariff policy • Approved Tariff book • Billing module (FMS) • Sending invoices to customers • Receipts from customers • Implementation of debt collection and credit control policy		
Processing Transactions & Controls	• Billing is done monthly on Munsoft • Before printing, an exception report is generated, and any discrepancies are investigated. • The system will automatically invoice the debtor for the month under consideration. • The billing is approved on the financial system by the Manager: Income and Expenditure/Chief Finance Officer.		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Section 52 (d) report
Responsible Person	Manager: Income and Expenditure		

Indicator Name	Percentage collection on collected revenue	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Gross Debtors Opening Balance + Collected Revenue – Gross Debtors Closing Balance - Bad

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			Debts Written Off) / Billed Revenue x 100
Indicator Definition	The Ratio indicates the collection rate, i.e. level of payments received. 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 are taken into consideration.		
Indicator Rationale	The ratio is used to measure revenue collected from debtors. A municipality with outstanding debtors should aim at achieving a collection rate of more than 100%. The national treasury norm is 95% of collected revenue. If the ratio is below the norm, this is an indication that revenue collection of the municipality requires urgent attention, and corrective measures should be implemented.		
Notes on Calculation	The achievement is non-accumulative.		
Indicator Origin	National Indicator. Income and Expenditure Unit & BTO - SDBIP		
Inputs and Activities	• Billing of debtors on the financial system. • Sending of demand notices to cut off if no payment is received from the debtor. • Sending the cut-off list to the Electricity Department. • Receiving payments and updating the debtors' book. • Making payment arrangements. • Making debit orders. • Implementation of Credit control and debt collection policy		
Processing Transactions & Controls	Billing on the financial system. Final demand notices Debit orders on FNB online banking.		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Section 52(d) Report
Responsible Person	Manager: Income and Expenditure		
Indicator Name	Percentage collection on billed revenue	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts

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			Written Off) / Billed Revenue x 100
Indicator Definition	The Ratio indicates the billed rate, i.e. level of billed revenue. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real billed rate, bad debts written off are taken into consideration.		
Indicator Rationale	The ratio is used to measure revenue billed from debtors. A municipality with outstanding debtors should aim at achieving a billed rate of more than 100%. The national treasury norm is 95% of billed revenue. If the ratio is below the norm, this is an indication that the revenue billed of the municipality requires urgent attention, and corrective measures should be implemented.		
Notes on Calculation	The achievement is non-accumulative.		
Indicator Origin	National Indicator. Income and Expenditure Unit & BTO - SDBIP		
Inputs and Activities	• Billing of debtors on the financial system. • Sending of demand notices to cut off if no payment is received from the debtor. • Sending the cut-off list to the Electricity Department. • Receiving payments and updating the debtors' book. • Making payment arrangements. • Making debit orders. • Implementation of Credit control and debt collection policy		
Processing Transactions & Controls	Billing on the financial system. Final demand notices Debit orders on FNB online banking.		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Section 52(d) Report
Responsible Person	Manager: Income and Expenditure		

Indicator Name	% of revenue enhancement strategies implemented.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	
Indicator Definition	Maximum potential revenue in the jurisdiction of the municipality		

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Indicator Rationale	Revenue enhancement strategy is intended to ensure that all revenue potential areas are utilised.		
Notes on Calculation	Number		
Indicator Origin	IDP, SDBIP		
Inputs and Activities	Departmental revenue inputs Revenue enhancement strategy document		
Processing Transactions & Controls	Conduct a workshop/plenary to develop a revenue enhancement strategy with departments		
System Used to plan, process & report achievement	MS Word, MS Excel, PMS System	Output Documentation	Revenue enhancement strategy report signed by CFO
Responsible Person	Chief Finance Officer/Manager Income and Expenditure		

BUDGET PLANNING & REPORTING MANAGER

Indicator Name	Current Ratio.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Ratio	Indicator Formula	Current assets /current liabilities
Indicator Definition	The ratio is used to assess the municipality's ability to payback its short-term liabilities with its short-term assets. Industry norm is 1.5-2:1		
Indicator Rationale	To measure the ability to payback short-term liabilities with short-term assets		
Notes on Calculation	Stand-alone		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	- Generate mSCOA Trial balance - Report on the current ratio		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		

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System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Cost coverage Ratio.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of months	Indicator Formula	Cash+ investment-unspent conditional grant/monthly fixed operating expenditure
Indicator Definition	This ratio indicates the municipality's ability to meet at least its monthly fixed commitments from cash and short term, investments with collecting any additional revenue, during that month. The industry norm is 1- 3 months		
Indicator Rationale	To measure the ability of the municipality to settle its obligations without raising any additional revenue		
Notes on Calculation	Last value		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	• Compare banks with highest rate return • Invest on highest rate return bank • Generate interest revenue from investment account • Report on the investment performance		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	% of Capital expenditure to total expenditure	Indicator Number	
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Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Capital expenditure/total expenditure X 100
Indicator Definition	This ratio is used to assess the level of capital expenditure to total expenditure which indicates the prioritisation of expenditure towards current operations vs future capacity in terms of municipal services. Industry norm is 10% to 20%		
Indicator Rationale	To ensure that the municipality's capital expenditure is largely directed towards service delivery infrastructure and not administrative assets.		
Notes on Calculation	Stand-alone		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	• Generate mSCOA Trial balance • Report on capital expenditure vs total expenditure ratio		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	% of capital expenditure to total expenditure (budgeted)	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Budgeted Capital expenditure/budgeted total expenditure X 100
Indicator Definition	This ratio is used to assess the level of budgeted capital expenditure to budgeted total expenditure which indicates the prioritisation of expenditure towards current operations vs future capacity in terms of municipal services. Industry norm is 10% to 20%		

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Indicator Rationale	To ensure that the municipality's capital expenditure is largely directed towards service delivery infrastructure and not administrative assets.		
Notes on Calculation	Stand-alone		
Indicator Origin	Section 71 of MFMA circulars, IDP and BTO SDBIP		
Inputs and Activities	• Generate mSCOA Trial balance • Report on budgeted capital expenditure vs budgeted total expenditure ratio		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	Financial system Munsoft, MS word, PDF	Output Documentation	Section 71, 72 and 52(d) reports PMS reports
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Number of Interim and annual financial statements developed	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	This indicator is intended to monitor if financial statements are prepared and submitted within stipulated timeframes as legislated in the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that financial statements are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand alone		
Indicator Origin	National Indicator/IDP/SDBIP		
Inputs and Activities	• Generate mSCOA Trial Balance • Generate General ledger		
Processing Transactions & Controls	• Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report • Asset register		

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System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	PMS report Financial statements
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Number of financial statutory reports/documents compiled and submitted to the CFO	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	S71, S52(d) and S72 reports must be submitted within stipulated timeframes as per requirement of the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that statutory reports are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		
Indicator Origin	National Indicator/SDBIP/MFMA		
Inputs and Activities	• Generate mSCOA Trial Balance • Generate General ledger		
Processing Transactions & Controls	• Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	Section 71 report Section 52 (d) report Section 72 report
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Number of credible budgets, budget related policies and tariffs developed and submitted	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly

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Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	• Draft budget, Final budget, Adjusted budgets, and Budget related policies must be submitted within stipulated timeframes as per requirement of the MFMA.		
Indicator Rationale	• The municipality takes reasonable steps to ensure that draft, final, adjusted budgets are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		
Indicator Origin	National Indicator/Budget regulations SDBIP/MFMA/Budget circulars		
Inputs and Activities	• Generate budget template. • Setup budget departmental engagement meetings with HOD's. • Consolidate the budget and make sure that it is funded. • Submit the budget document to the CFO • Review budget related policies		
Processing Transactions & Controls	• Loading of the budget to the system • Setup the budget controls to avoid budget overruns		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	Draft Budget Final Budget Adjusted Budget Budget related policies
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	Grant Expenditure monitoring	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	Grants expenditure monitoring reports must be submitted within stipulated timeframes as per requirement of the MFMA.		
Indicator Rationale	The municipality takes reasonable steps to ensure that grants monitoring reports are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		
Indicator Origin	National Indicator/Budget regulations SDBIP/MFMA/Budget circulars		
Inputs and Activities	• Generate mSCOA Trial balance		

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Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	Section 71 report Section 52(d) report Section 72 report
Responsible Person	Manager: Budget Planning & Reporting		

Indicator Name	FMCMM & E-monitoring reporting	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	N/A
Indicator Definition	FMCMM & E-monitoring reports must be submitted on quarterly bases.		
Indicator Rationale	The municipality takes reasonable steps to ensure that FMCMM & E-monitoring reports reports are prepared and submitted within stipulated timeframes.		
Notes on Calculation	Stand-alone		
Indicator Origin	National Indicator/Budget regulations SDBIP/MFMA/Budget circulars		
Inputs and Activities	Generate mSCOA Trial balance		
Processing Transactions & Controls	Data capturing, reconciliation on monthly bases and outcomes on MFMA section 71, section 72 and section 52(d) report		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system; PMS System	Output Documentation	Section 71 report Section 52(d) report Section 72 report
Responsible Person	Manager: Budget Planning & Reporting		

SUPPLY CHAIN MANAGEMENT

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Indicator Name	Number of SCM projects implemented:	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	
Indicator Definition	The indicator is intending to measure that all SCM aspects are reported on and implemented in an efficient and effective manner. The SCM projects refer to 1. Demand management plan, 2. Contract Management, 3. SCM Compliance, 4 SCM policy reviews, 5. SMME beneficiation report 5. Demand management: Covers the development of the procurement plan, monitoring and reporting the implementation thereof. 6. Contract Management: Covers the monitoring of all contracts procured through the SCM policy. 7. SCM reporting: It cover all types of procurement that are below R 300 000.00 and above R 300 000.00. Procurement like, formal quotation, competitive bids, deviations and transversal contracts 8. Deviations: Covers all procurement that are procured through section 36.		
Indicator Rationale	To ensure compliance with SCM regulatory framework whilst ensuring that services are procured at the right time with correct quantities, at the right place and at the correct cost to meet strategic objectives.		
Notes on Calculation	Non- cumulative		
Indicator Origin	IDP/SCM- SDBIP		
Inputs and Activities	Demand Management Plan • Sourcing of priority list from HOD's • Consolidating of procurement plan • Approval of procurement plan by Municipal Manager • Submission of procurement plan to Provincial Treasury • Appointment of bid committee members by MM and approval of the sitting thereof • Submission of Specifications by HOD. • Advertising, closing, evaluation and adjudication of Bids. • Report all awards as reflected in the procurement plan • Submission of reports on implementation of DMP to the CFO Contracts management		

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	• Develop contracts register • Develop vendor performance reporting template • Disseminate vendor performance template to all project managers as per contract register to assess vendor performance. • Draft a letter of feedback on performance to service provider for purposes of continuous improvement. • Develop report on overall vendor performance for consideration of the CFO and standing committee. SCM Reports • Develop quarterly reports for consideration of CFO, MM, Mayor, Standing Committee and Provincial Treasury that reflects all awards deviations, PPP agreements, establishment of bid committees, compliance reporting (Treasury and Council) and risk management. Deviation • Develop a deviation register which covers all department of the municipality. • The deviation register must categories the different reason of deviation as the section 36 of SCM policy. The reason for deviation as follows: (i) emergency. (ii) if such goods or services are produced or available from a single provider only. (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile. (iv) acquisition of animals for zoos, nature reserves or game reserves; or (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes;
Processing Transactions & Controls	• Facilitates the placing of an advert • Contract Management Policy, SOPs • Appointment letter and Signed Service Level Agreement • Contracts Register • Vendor Performance Sheets • Written communication to Project Managers for the completion of vendor performance sheets. • Develop quarterly report that includes all awards deviations, PPP agreements, establishment of bid committees, compliance reporting (Treasury and Council) and risk management. • Disseminate Vendor Performance Sheets to Project Managers to assess the vendors and provide feedback to the service providers for improvement. • Report on performance of vendors quarterly • SCM policy reviewed

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System Used to plan, process & report achievement	MS Word, MS Excel, IMIS System; PMS System	Output Documentation	SCM Report with a copy of: 5. Demand management plan with implementation report thereof. 6. signed vendor performance report. 7. Quartey SCM report 8. Deviation register
Responsible Person	Manager: SCM & Assets		

ASSETS

Indicator Name	Number of Asset Projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of Asset Projects implemented
Indicator Definition About	Asset Management refers to the Assets Verifications, Assets Reconciliations implemented.		
Indicator Rationale Why	To ensure that municipal assets are adequately counted and accounted for. This is to prevent and detect where losses of assets may occur. In terms of GRAP reporting standards impairment and condition assessment is to be conducted for each financial reporting period.		
Notes on Calculation	Standalone		
Indicator Origin	GRAP Accounting Standard		
Inputs and Activities	Asset Management • Conduct Assets Verification • Generate Report on Missing and Verified Assets and Asset Conditions • Submit the Verifications Report on Assets Write-offs, Disposals to Standing Committee • Extract General Ledger and Asset Register for comparison of transactions. • Perform the Reconciliation of General Ledger and Assets Register on Reconciliation template • Investigate and Write Correction Journals where there is non-reconciling items. • Notification of Assets count • Asset count instructions		

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	• Missing and verified assets report • Missing and verified assets report • Asset verification report		
Processing Transactions & Controls	• Asset Barcode Scanner, Asset Count by Location • Asset Verification Report.		
System Used to plan, process & report achievement	Asset scanner Munsoft Asset System Vehicle Tracking System PMS System	Output Documentation	Asset Verification Report Asset reconciliation report
Responsible Person	Manager: SCM & Assets		

Indicator Name	Number of Asset projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of Asset Projects implemented
Indicator Definition About	Reconciliation of the Asset register transactions with the general ledger transaction		
Indicator Rationale Why	To ensure that the General Ledger transactions are reconciled with the Asset Register Transactions. This is to satisfy the assertions of completeness, rights, existence and valuation of Assets. To ensure that there are no omissions of ledger transactions in the Asset register.		
Notes on Calculation	Standalone		
Indicator Origin	Grap Accounting Standard		
Inputs and Activities	• General ledger actual extract • Asset additions listing • Asset reconciliation template • writing of correction journal		
Processing Transactions & Controls	• Correction journal • Investigate non-reconciling items		

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System Used to plan, process & report achievement	Munsoft Asset System PMS System	Output Documentation	Asset Reconciliation
Responsible Person	Manager SCM & Assets		

Indicator Name	Number of cost containment measures implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Number of cost containment measures implemented against the strategy
Indicator Definition	Cost-effectiveness and efficiency of procurement of goods and services.		
Indicator Rationale	to ensure that the resources of a municipality and municipal entity are used effectively, efficiently, and economically by implementing cost containment measures.		
Notes on Calculation	Percentage		
Indicator Origin	National Treasury, IDP, and SDBIP		
Inputs and Activities	National Treasury regulations ELM Cost Containment Strategy		
Processing Transactions & Controls	ELM Supply Chain Management Policy Implementation of ELM Cost Containment Requesting quotations Capturing of requisition on the Munsoft system Capturing of orders		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft, PMS System	Output Documentation	Cost Containment Strategy Report
Responsible Person	Manager SCM & Assets		

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Indicator Name	Average number of days taken to receive payment from debtors (net debtor's days – current)	Indicator Number	
Indicator Type	Output indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number of days	Indicator Formula	(Billed Revenue/current receipts) × 365
Indicator Definition	This ratio reflects the collection period. Net Debtor Days refers to the average number of days required for the municipality to receive payment from its Consumers for bills/invoices issued to them for services.		
Indicator Rationale	The Ratio excludes balances for Debtors, which the Municipality or Municipal Entity has assessed as potentially irrecoverable, and is also a good indication of the effectiveness of credit control procedures within the Municipality as well as the extent to which the Municipality has provided for Doubtful Debts.		
Notes on Calculation	The method of calculation is Gross Debtors less Bad Debt Provision divided by Billed Revenue multiplied by 365		
Indicator Origin	National Indicator/IDP/SDBIP/Income and expenditure unit		
Inputs and Activities	• Approved Tariff policy • Approved Tariff book • Billing module (FMS) • Sending invoices to customers • Receipts from customers • Implementation of debt collection and credit control policy		
Processing Transactions & Controls	• Billing is done monthly on Munsoft • Before printing, an exception report is generated, and any discrepancies are investigated. • The system will automatically invoice the debtor for the month under consideration. • The billing is approved on the financial system by the Manager: Income and Expenditure/Chief Finance Officer.		
System Used to plan, process & report achievement	MS Word, MS Excel, Munsoft Financial system, PMS System	Output Documentation	Summary of billing VS Receipts report submitted to CFO
Responsible Person	Manager: Income and Expenditure		

5.7 Office of the Municipal Manager

PMS Process Plan

Indicator Name	% Implementation of Institutional PMS process plan.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Number of PMS activities achieved / planned PMS Process Flow activities X 100
Indicator Definition	A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players. This indicator measures percentage of PMS Process plans activities implemented. PMS process plan outlines activities, timeframes and step by step process that need to be followed to successfully implement institutional PMS. Institutional performance management system ensures that information reported on is aligned with planned indicators and targets; evidence information provided is adequate, correct and valid.		
Indicator Rationale	To ensure that legislative prescripts are complied with and PMS is effective and is incorporated as part of institutional culture for improved organizational performance.		
Notes on Calculation	The achievement is stand alone		
Indicator Origin	Municipal Systems Act; PMS Policy & Process Plan; SDBIP; MFMA		
Inputs and Activities	• Prepare draft and final Service and Budget Implementation Plan (SDBIP) • Submit draft and final SDBIP to Management, EXCO and Council for consideration • Submit all council approved documents to relevant departments for compliance. • Develop and submit draft and final Annual Report to Council for noting and approval. • Load approved SDBIP into the reporting system. • Open the system for reporting and close after stipulated time frames. • Conduct SDBIP system quality assurance, address rejections, re-assure rejected performance indicators, draft quality assurance report. • Publicise the document after adoption - Draft and Final SDBIP - Draft Annual report and oversight report • Budget and SDBIP adjustment in February • Prepare mid-year review performance report and item for EXCO & Council.		

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Processing Transactions & Controls	Management approval of the PMS process plan. Quarterly reporting of PMS Process Plan implementation. Reporting to PMS Project Steering Committee. The Manager reviews reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is valid it is approved. The system also produces a departmental assurance report, if necessary, once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for processing of report; and PMS System for reporting	Output Documentation	PMS Process Plan Implementation Report with evidence of activity implementation.
Responsible Person	Manager IDP and PMS		

Indicator Name	Number of focus groups enterprise projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of focus enterprise projects implemented.
Indicator Definition	Focus groups on the context of the municipality refer to youth, women, people with disability, elderly, children and military veterans. The scope of focus groups targeted for enterprise development this year is people with disability and women. This indicator measures the number of projects that the municipality implements to support people with disability and women owned enterprises. The total number of projects for this financial year is three, they are as follow; PWD Enterprise, Women Enterprise, Project Sithasolwazi. PWD and Women Enterprise project is a carryover project from the last financial year, the support will be in form of material, agricultural implements and salon container facility. Project Sithasolwazi is an information sharing platform for focus groups- owned businesses to empower them with business opportunities for possible business growth & expansion		
Indicator Rationale	To empower the focus groups to ensure their participation in the mainstream of local economy		

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Notes on Calculation	Cumulative
Indicator Origin	OMM SDBIP
Inputs and Activities	PWD and Women enterprise development fund • Consult with relevant stakeholders • Establish a selection committee • Formulate selection criteria • Develop notices and posters for advertising • Receive proposals • Select qualifying businesses or coops in accordance with pre-designed selection criteria • Conduct verification for selected businesses • Sign service level agreement with successful applicants • Convene inception meeting with successful applicants and SCM representative • Provide the necessary support to the successful applicants (businesses) in accordance with the application. • Monitor delivery of goods and/or services for the applicant • Compile a close-out report with all the necessary evidence • Monitor the running of the business after the municipal support Project Sithasolwazi • Review database of focus groups businesses • Identify information/knowledge gaps • Identify and invite relevant stakeholders for the session • Organize logistics for the session (venue, catering, transport etc) • Host the session • Report development and submission
Processing Transactions & Controls	Drafting and approval of specifications, Appointment of service providers and signing of Service Level Agreement; Convene an inception meeting with the service provider. Prepare, sign and file minutes. Confirmation of delivery of goods and services is as per the specifications with the beneficiaries and facilitate approval for payments to service providers. Vendor performance management is conducted by SCM where a service provider is involved, and reports are developed. The Senior Manager Strategic Support will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage

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	performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP, Business Plans, MS Word, MS Excel, Munisoft; PMS System	Output Documentation	Focus Group Enterprise Development Report with PWD, Women and Sithasolwazi relevant evidence, e.g. Acknowledgement of receipt of support
Responsible Person	Manager: Special Programs Unit		

Strategic Planning

Indicator Name	Number of institutional strategic plans developed.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Annually
Unit of Measurement	Number	Indicator Formula	Sum of the total number of strategic plans developed.
Indicator Definition	This indicator measures the number of institutional and departmental plans developed through strategic and departmental planning sessions.		
Indicator Rationale	To ensure that legislative prescripts are complied with and priorities for each financial year are identified and budgeted for.		
Notes on Calculation	The achievement is cumulative		
Indicator Origin	Municipal Systems Act; IDP; SDBIP		
Inputs and Activities	- Develop a strategic planning review proposal for Municipal Manager to recommend and for the Mayor to approve - Develop project plan for the team which will be preparing logistics and content for planning sessions - Procure services for strategic planning facilitation.		

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	• Conduct inception meeting for appointed service provider. • Prepare all the logistical arrangements for departmental and strategic planning sessions • Prepare content for departmental and institutional planning to standardise and support departments • Provide technical support to other departments in order to successfully convene their departmental planning sessions • Convene strategic planning session. • Compile strategic planning session close-out report. • Develop draft SDBIP for the next financial year		
Processing Transactions & Controls	Signing of service level agreement with appointed service provider. Inception meeting with appointed service provider. Discuss and agree on the project plan. Develop and sign service level agreement with terms and conditions including project scope. Contract management and monitoring of service provider performance. Service provider performance and payment.		
System Used to plan, process & report achievement	IDP, SDBIP & Business plan for planning; MS Word & MS Excel for processing of report; and PMS System for reporting	Output Documentation	Business plan; Strategy review proposal; project plan; templates for planning sessions; Strategic Planning Report with attendance register
Responsible Person	Senior Manager: Strategic Support Services		

Risk and Ethics Management

Risk Management Standard Operating Procedures, Technical Indicator Descriptors & Business Process

Indicator Name	Number of risk, Fraud, Compliance and ethics management projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total risk, Fraud, Compliance and ethics management projects implemented.
Indicator Definition	This indicator refers to risk management; anti-fraud and corruption; legislative compliance & ethics and integrity management projects. These plans contain quarterly targets of what needs		

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	to be achieved on a quarterly basis. Risk management project will be guided by activities that are in the risk management plan such as risk assessment, policy review, etc. Anti-fraud and corruption will be guided by activities that are in the anti-fraud and corruption implementation plan. Legislative and Compliance project will be guided by activities that are in the legislative compliance implementation plan. Ethics and integrity management project will focus on the implementation plan.
Indicator Rationale	Risk, fraud, compliance and ethics management are one of the functions that exist to promote good governance, ethical culture, zero tolerance to fraud & corruption and reduce exposure of the municipality to risks ensuring that the municipality's objectives are achieved.
Notes on Calculation	The achievement is cumulative
Indicator Origin	Local Government Risk Management framework; MFMA; Risk Management policies and strategy; ethics & integrity management strategy; fraud prevention plan, anti-fraud risk policy and strategy; Cogta feedback, NT circulars and frameworks & OMM IDP & SDBIP & AG's Management Letter.
Inputs and Activities	- Review anti-fraud & corruption, risk, legislative compliance and ethics & integrity management business plan in the beginning of the financial year. - Conduct quarterly awareness sessions on fraud & corruption, risk management, ethics & integrity management and compliance with risk management unit policies and legislation. Risk management project - Review risk management implementation plan. - Implement activities in accordance with the reviewed risk management plan. - Monitoring and reporting on risk registers & measurement on a quarterly basis. - Convene Risk Management Committee. - Prepare reports to be tabled to the risk management committee meetings. - Conduct annual risk assessment for departments (operational risk registers) Anti-fraud and corruption - Review anti-fraud & corruption implementation plan. - Implement activities in accordance with the reviewed anti-fraud and corruption plan. - Monitoring and reporting on fraud and corruption activities on a quarterly basis. - Contribute an agenda item to Risk Management Committee on fraud & corruption Legislative Compliance - Review legislative compliance implementation plan.

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	• Implement activities in accordance with the reviewed legislative compliance plan. • Monitoring and reporting on a quarterly basis on legislative compliance. Ethics and Integrity Management Implementation Plan • Review Ethics & Integrity Management implementation plan. • Implement activities in accordance with the reviewed ethics & integrity management plan. • Monitoring and reporting on a quarterly basis ethics and integrity management activities.		
Processing Transactions & Controls	Risk assessment to produce risk registers, conducting risk measurement on risk action, conduct awareness sessions, table risk management reports on a quarterly basis to Risk Management Committee. Compile risk management reports on a quarterly basis for performance management requirements. The Supervisor reviews reports prepared for quarterly performance reporting. Upload PMS reports into the system together with supporting evidence. Once this has been done, the IDP&PMS unit conducts an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit would reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for development of report; MS Excel for development risk registers; Risk Management System and PMS System for reporting	Output Documentation	Risk management implementation plan; anti-fraud & corruption implementation plan; ethics & integrity management plan; strategic & operational risk registers; Risk & ethics management quarterly report Attendance register. Risk management reports. SGC Risk management report.
Responsible Person	Risk Management Officer		

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Indicator Name	Number of policy and strategies reviewed	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of policies and strategies reviewed.
Indicator Definition	This indicator refers to policies and strategies reviewed on an annual basis.		
Indicator Rationale	Policies, plans and strategies give guide on the functionality and purpose of the existence of the risk management unit.		
Notes on Calculation	The achievement is standalone		
Indicator Origin	Local Government Risk Management framework; MFMA; Risk Management policies and strategy; ethics & integrity management strategy; fraud prevention plan, anti-fraud risk policy and strategy; Cogta feedback, NT circulars and frameworks & OMM IDP & SDBIP & AG's Management Letter.		
Inputs and Activities	• Desktop review of anti-fraud & corruption, risk, and ethics & integrity management policies, plans and strategies. • Facilitate inputs from internal and external stakeholders. • Modify the final draft of policies, plans, and strategies. • Submit to Council for approval.		
Processing Transactions & Controls	Risk assessment to conduct a desktop review of policies, plans and strategies and submit for approval to Council.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for development of policies, plans, strategies and report; PMS System for reporting	Output Documentation	Policies, plans and strategies. SGC Risk management report.
Responsible Person	Senior Manager: Strategic Support Services		

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Indicator Name	Number of risk and ethics management projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of risk & ethics projects implemented.
Indicator Definition	This indicator refers to risk management project; anti-fraud and corruption project; legislative compliance project & ethics and integrity management project. These plans contain quarterly targets of what need to be achieved on a quarterly basis. Risk management project will be guided by activities that are in the risk management plan such as risk assessment; policy review, etc. Anti-fraud and corruption will be guided by activities that are in the anti-fraud and corruption implementation plan. Legislative and Compliance project will be guided by activities that are in the legislative compliance implementation plan. Ethics and integrity management project will focus on the implementation plan for the current financial year.		
Indicator Rationale	Risk and ethics management are one of the functions that exist to promote good governance, ethical culture and to reduce exposure of the municipality to risks to ensure that the municipality's objectives are achieved.		
Notes on Calculation	The achievement is standalone		
Indicator Origin	Local Government Risk Management framework; MFMA; Risk Management policies and strategy; ethics & integrity management strategy; & OMM IDP & SDBIP		
Inputs and Activities	Risk management project • Develop anti-fraud & corruption, risk and ethics management business plan in the beginning of the financial year. • Review risk management implementation plan. • Implement activities in accordance with the reviewed risk management plan. • Monitoring and reporting on a quarterly basis. • Convene Risk Management Committee consider to table reports • Prepare reports as required/requested by the audit committee. • Assist the Risk Management Chairperson in compiling his/her reports Anti-fraud and corruption • Develop anti-fraud & corruption, risk and ethics management business plan in the beginning of the financial year. • Review anti-fraud & corruption implementation plan. • Implement activities in accordance with the reviewed anti-fraud and corruption plan.		

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	- Monitoring and reporting on a quarterly basis. - Convene Risk Management Committee consider to table reports - Prepare reports as required/requested by the audit committee. Legislative Compliance - Develop anti-fraud & corruption, risk and ethics management business plan in the beginning of the financial year. - Review legislative compliance implementation plan. - Implement activities in accordance with the reviewed legislative compliance plan. - Monitoring and reporting on a quarterly basis. - Prepare reports as required/requested by the audit committee. Ethics and Integrity Management Implementation Plan - Develop anti-fraud & corruption, risk and ethics management business plan in the beginning of the financial year. - Review Ethics & Integrity Management implementation plan. - Implement activities in accordance with the reviewed ethics & integrity management plan. - Monitoring and reporting on a quarterly basis. - Prepare reports as required/requested by the audit committee.		
Processing Transactions & Controls	Risk assessment to produce risk registers, capturing of risk register into the risk management system, table risk management reports on a quarterly basis to Risk Management Committee and Audit Committee. Compile risk management reports on a quarterly basis for performance management requirements. The Supervisor reviews reports prepared for quarterly performance reporting. Upload PMS reports into the system together with supporting evidence. Once this has been done, the IDP&PMS unit conducts an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for development of report; MS Excel for development risk registers; Risk Management System and PMS System for reporting	Output Documentation	Risk management implementation plan; anti-fraud & corruption implementation plan; ethics & integrity management plan; strategic & operational risk

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			registers; Risk & ethics management quarterly report Attendance register. Risk management reports. SGC Risk management report.
Responsible Person	Senior Manager: Strategic Support Services		

IDP process plan

Indicator Name	% implementation of IDP process plan	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Number of activities achieved Divide by planned IDP/Budget Process Plan Activities X 100
Indicator Definition	IDP is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in a municipal area. IDP Process Plan is required to be developed and adopted as a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan; through appropriate mechanisms, processes and procedures established. This indicator measures implementation of all activities as outlined in the IDP Process Plan on a quarterly basis.		
Indicator Rationale	To ensure that legislative prescripts are complied with and the process to review the IDP is outlined and community consultation mechanisms are determined. The Council, has a responsibility to adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan;		
Notes on Calculation	The achievement is stand alone		
Indicator Origin	RSA Constitution, Municipal Systems Act; IDP; SDBIP; MFMA		
Inputs and Activities	- Identify stakeholders to participate during the development of the IDP Process Plan - Coordinate the sitting of meetings to develop the IDP Process Plan - Develop process plan outlining all activities for the review of the following year's IDP and legislative compliance dates to adhere to as the municipality - Submit draft IDP Process Plan to EXCO & Council for approval. - Report on the implementation of IDP Process Plan on a quarterly basis to all the relevant platforms such as IDP & Budget Steering Committee; IDP Representative Forum; etc.		

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Processing Transactions & Controls	IDP Process Plan. EXCO & Council approval of the IDP process plan. Quarterly reporting of IDP Process Plan implementation. IDP Rep forum which sits quarterly for reporting service delivery implementation progress. The Manager reviews reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is valid it is approved. The system also produces a departmental assurance report, if necessary, once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for development of report; and PMS System for reporting	Output Documentation	IDP Process Plan Implementation Report with evidence of activity implementation.
Responsible Person	Manager: IDP/PMS/M&E		

Internal Audit

Indicator Name	Percentage of completed internal audit projects of the approved internal audit plan	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Percentage	Indicator Formula	Number of completed Internal audit projects / Total number of Internal audit projects in the Internal Audit Plan.
Indicator Definition	internal audit projects are the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives. internal audit plan is the document that consist of multiple internal audit projects throughout the year.		

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Indicator Rationale	The objective of this indicator is to ensure the successful implementation of activities outlined in the approved internal audit plan.		
Notes on Calculation	The achievement is Accumulative		
Indicator Origin	Internal Audit Plan, & OMM SDBIP		
Inputs and Activities	- Develop a flexible annual audit plan using appropriate risk-based methodology, including any risks or control concerns identified by management. - The three-year rolling and annual internal audit plan must be discussed with and accepted by senior management. - Submit that plan to the audit committee for review and approval. - The engagement schedule should ensure that all the IA projects in the plan will be completed within the year applicable. - Implement the annual audit plan as approved, including, as appropriate, any special tasks or projects requested by management and the audit committee. - Report issues identified in the implementation of the projects to the Audit Committee - Follow up on the Action Plans set by management to resolve such issues.		
Processing Transactions & Controls	- Three-year rolling and annual internal audit plan must be discussed with and accepted by senior management and approved by the Audit Committee. - Objectives, risks, scope and audit approach of the audit project - Period under review - Control environment assessment - Development of detailed audit procedures/steps to test the effectiveness of the “adequate” controls. - Reporting		
System Used to plan, process & report achievement	SDBIP; IPPF Standards; MFMA s165; Internal Audit Methodology; Approved organogram; latest AG report; Risk Registers; MS Word for development of report; MS Excel for project execution.	Output Documentation	Approved 3 Year rolling plan Approved Annual Internal Audit plan Internal Audit Reports
Responsible Person	Internal Audit Manager		

Legal services

Indicator Name	Number of legal services projects implemented	Indicator Number	
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Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of legal services projects implemented.
Indicator Definition	Legal service projects refer to litigation management; by-laws review; SLA vetting; and compliance that will be implemented for the current financial year. • Litigation Management is a tool used to highlight the litigation trends which are used as a basis to develop mechanisms for proactive prevention of potential litigation, litigation and to manage legal costs. Further gives an opportunity to identify the root cause of these matters that lead to exposure of the Municipality and to come with ways to mitigate the exposures. • By-Laws are used to regulate the jurisdiction within which the Municipality have legislative authority. By-Laws must be examined to guarantee their legality and practical enforcement. This is an ongoing process that depends on the submissions received for review from municipal departments. • SLA Vetting The vetting process, among other things, ensures that the contract complies with the formalities of contract, that the parties' intentions are clearly stated, that the scope of work is reasonable and feasible to carry out, and that the municipality's interests are adequately protected. • Legal Compliance. The legal Compliance amongst other things, directs, oversee compliance by the municipality to legislation governing access to information and confidentiality of people's information held by the Municipality by guiding departments on the procedure to be followed on matters referred through PAJA, Consumer protection Act, and POPI Act. Legal Unit provide responses on behalf of the Municipality.		
Indicator Rationale	To ensure that the municipality is legally or legislatively compliant. To ensure that legislative prescripts are complied with and ensures that the municipality create legal relationship with service providers.		
Notes on Calculation	The achievement is standalone		
Indicator Origin	SDBIP, IDP, Constitution, legislation, Municipal Systems Act, Municipal Structures Act, MFMA,		
Inputs and Activities	Litigation Management • Attending and responding to letter of demand promptly and organize mediation meetings. • Attending to summons issued against the municipality and consult with the relevant department to get information so that we may prepare responses. • Initiate litigation where Municipal Rights have been infringed or violated. • Write to the Municipal Manager to request approval for instructions to the Municipal Attorneys.		

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	• Request SCM to us in get us Law firm within the Panel with the area of specialty needed in dealing with the case. • Letter giving instruction to the selected Law firm and arranging consultations with Attorneys and Senior Counsel. • Submitting Report for Strategic Governance Portfolio Committee • Development and implementation of case management SOP • Development litigation Strategy. BY-LAW • Conduct desktop review and analysis • Convene relevant department to present desktop outcomes for further inputs • Consolidate inputs • Produce final review and present it to the HOD of the relevant department • Director of the Relevant Department signs the final By-Law review report Once the By-law is approved by the Council assist the relevant department for Gazetting the approved By-Law. SLA • Conduct review on the SLA before they are signed • Make corrections where necessary to give clear meaning of words or terminology • Ensures scope of work is incorporated in the SLA and deliverables • Municipality is indemnified adequately • Sign the vetted contract as Witness Vetting Contract register signed by the person who submitted the SLA for vetting. COMPLIANCE • Provide form to be filled and advise of payable fees for access to the information required. • Facilitate the with relevant department the information requested access on • Provide responses to information request signed by Municipal Manager • Help Facilitate resolution of compliance referred through consumer protection Act • Coordinate consultation with relevant departments and public protector for any matters referred to their office by public in relation to Municipal business. • Coordinate responses and information required to resolve disputes
Processing Transactions & Controls	Municipal Manager receive and reviews reports prepared for quarterly performance reporting. Quarterly report submitted to Strategic Governance Committee. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence

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	on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for development of report; and PMS System for reporting	Output Documentation	Business Plan, Litigation register, Contingency liability register, Case management SOP and Litigation Strategy; Report on By-Laws Reviewed; Report of SLA Vetted Vetting Register; Compliance Report Proof of submission of Annual Report to Information Regulator.
Responsible Person	Manager: Legal & Compliance		

Public Participation

Indicator Name	Number of public participation and oversight projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of public participation and oversight projects implemented
Indicator Definition	This indicator measures the quantity of Public Participation projects successfully implemented. These projects are Ward Committees coordination; S79 Committees coordination, CPLWs coordination, Public Participation Events and Petitions Management. • Ward Committees are part of governance structures established to allow the participation of communities and stakeholders in the affairs of the municipality and government in general. These committees are required to meet quarterly to discuss service delivery issues and influence council decision making. Municipal officials have		

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	responsibility to support the functioning of these structures administratively working with the Chairperson who is a ward councillor. • Section 79 committees are oversight committees sitting quarterly and public participation has a responsibility to support the sitting of these committees administratively by circulating agenda, taking minutes, preparing venues, assist the committee in developing the report for submission to Council etc. • Public participation events are events that are organised by internal municipal departments, sector departments and other government bodies on an annual basis. Public participation has a responsibility to assist in the coordination of these events when invited by the hosting department. Assisting in mobilisation of relevant stakeholders. • Petitions Management entails the receiving, recording, investigating and responding to petitions. The council has established a Section 79 committee which is responsible for the management of the petitions. Public participation has a responsibility to provide assistance to the committee which includes secretarial and coordination
Indicator Rationale	To ensure that ward and oversight committees are functional and meaningful community participation in the affairs of the municipality and also to ensure that a formal process detailing the procedures by which petitions will be dealt with is established.
Notes on Calculation	The achievement is standalone
Indicator Origin	Municipal Structures Act, Municipal Systems Act; Public Participation Policy & Strategy; IDP, SDBIP, Petitions management by-law
Inputs and Activities	• Ward Committees coordination; ○ Develop public participation business plan at the beginning of each year ○ Approach the office of the Speaker on the intention to develop ward plans in order to agree on suitable dates for all participants ○ Prepare a memo for approval by the Municipal Manager for execution of the project and procurement of goods required ○ Prepare all logistical arrangements for ward committee planning sessions including venues, stationery needed, invitation of participants, transport, attendance registers, etc. ○ Prepare planning template for ward committee plans ○ Convene ward committee planning sessions ○ Refine ward committee plans and develop close-out report. ○ Print and distribute ward committee plans to members ○ Develop itinerary for quarterly ward committee meetings

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| | <ul style="list-style-type: none"> ○ Identify and prepare venues for meetings ○ Prepare agenda in consultation with the chairperson ○ Send invitations to members of ward committees ○ Publicise the sitting of ward committee meetings through a notice ○ Prepare minutes of the previous meeting and attendance registers for the meeting. ○ Write ward committee meeting minutes ○ Package, process and refer service delivery issues that come out of ward committee meetings ○ Compile feedback on previous issues that were raised to be presented in the next ward committee meeting ○ Facilitate payments of ward committee members ○ Assist the committee in compiling Section 79 reports for submission to the Council through the Office of the Speaker ● S79 Committees coordination <ul style="list-style-type: none"> ○ Develop itinerary for quarterly Section 79 committee meetings ○ Identify and prepare venues for meetings ○ Prepare agenda in consultation with the chairperson and in accordance with the work program ○ Send invitations to members of Section 79 Committees ○ Facilitate invitations to people to assist the committee ○ Prepare minutes of the previous meeting and attendance registers for the meeting. ○ Write Section 79 committee meeting minutes ○ Assist the committee in compiling Section 79 reports for submission to the Council through the Office of the Speaker ● Public Participation Events <ul style="list-style-type: none"> ○ Provide logistical support for each public participation event such as <ul style="list-style-type: none"> ▪ venue preparations; ▪ mobilization of relevant stakeholders; ▪ organisation of transport and pick-up points ▪ design programs when required ▪ ushering and registration of participants ▪ Distribution of information when required ▪ Compile report on a quarterly basis ● Petitions Management |
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	○ Maintain a petition register ○ Receive petitions from the Speaker or any receiver and record ○ Draft Acknowledgement of receipt for the petitioners ○ Conduct preliminary investigation on the issues raised in the petition ○ Compile a report on the preliminary findings ○ Coordinate a meeting of the committee to discuss the preliminary report ○ Coordinate a meeting with the petitioners for the committee to respond ○ Forward petitions deemed outside the mandate of the municipality to the relevant authority ○ Prepare a quarterly report on the committees' activities for presentation at the council meeting ○ Submit the report to District Rapid Response Forum		
Processing Transactions & Controls	Attendance registers; minutes; payment forms for Ward Committees & CPLWs; On a quarterly basis the Public participation reports are developed and submitted to Strategic Governance Committee. Public Participation Officers attend ward committee meetings on a quarterly basis. The Speaker reports to council on a quarterly basis about the functionality of ward committees, village meetings, Section 79 committees and petitions Management committee. Petitions Register to record all petitions for the quarter The Manager reviews reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for processing of report; and PMS System for reporting	Output Documentation	Ward Committee Plans; schedule for sitting of committee meetings; Ward committee minutes and Section 79 minutes. Section 79 reports for the council. PMS Public Participation reports,

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			SGC Public Participation report. Attendance registers for meetings and Petitions Register
Responsible Person	Manager: Governance and Political Office Support		

Communications

Indicator Name	Number of communications projects implemented.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of communications projects implemented.
Indicator Definition	This indicator measures the quantity of communications projects successfully implemented. These projects are Municipal publications, Social Media, Website Content Management; Digital communication content management, coordination of Local Communicators Forum and Tintswalo project. Municipal publications refer to Blue-Snow, The Back of the Horizon and The Buzz. Blue-snow is a publication that communicates services delivery on a quarterly basis. The Buzz is a bi-quarterly internal publication which communicates internal affairs of the municipality to employees. The Back of the Horizon is a service delivery publication that is issued twice during the term of each council to highlight achievements and challenges by the council together with other public bodies. Activities include collection of stories; editing & signing-off of stories for printing; delivery and distribution. The actual printing of BlueSnow and The Back of the Horizon are outsourced whilst The Buzz is distributed digitally via municipal internal communication email. Social media refers to five social media platforms namely; Facebook, Twitter, Instagram, WhatsApp and YouTube. Activities involve weekly uploading of service delivery information, municipal events, vacancies, tenders, etc. Website content management refers to the weekly uploading of municipal information as required by Section 75 of the MFMA and other service delivery information such as vacancies, tenders, etc. Digital communication content management refers to 3 LED video screens that are installed in Tlokoeng, Nqanqarhu and Ugie. Activities involve repairs and maintenance on a quarterly		

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	basis; weekly uploading of service delivery information, municipal events, vacancies, tenders, etc. 5. Local Communicators Forum Local Communicators Forum (LCF) is a forum composed of all sector departments, community structures, Councillors and Traditional Leader in Council, CDW's, Ward Committees, Business sector and other key stakeholders. The Forum was established to create a gap between the government and community by promoting access to information to ensure that information dissemination is broadly achieved by reaching communities at all times. Since the establishment of the Forum communication has improved and lessen the number of complaints raised relating to service delivery.
Indicator Rationale	To ensure that the municipality complies with legislative requirements and communities receive service delivery and other relevant information.
Notes on Calculation	The achievement is stand alone
Indicator Origin	IDP, Communication Policy, Communication Strategy, Social Media Policy, Social Media Strategy, SDBIP, Communication Business Plan, Branding Manual
Inputs and Activities	<i>Municipal publications</i> • Communication collects and pitches stories to editorial team • Editorial team determines stories for the next issue. • Communication consolidates stories and edit them • Collect service delivery and/or community development stories; • Communication furnishes departments with their stories to edit & confirm content • Communication verifies names & places that are in the newsletter • Senior Manager edits and approves all stories to OM for quality check & signing off • Stories are submitted to Service Provider by Communication • Service Provider edits stories to further ensure that there are no spelling & grammatical errors • Service provider translates English into Sotho & Xhosa • Design & layout of all versions • Submit to ELM first draft • Editorial team comments on the draft • Senior Manager signs off for printing after corrections are made. • Service Provider prints 5000 copies & delivers • Development Communication Officer distributes the newsletter to designated centers. • Development Communication Officer administers and keeps distribution register.

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- Delivery and distribution.

Social media

- Collect information from departments for uploading to social media
- Pitch the information to be uploaded.
- Design and layout of the post
- Submit final draft for sign-off to Senior Manager.
- Upload content on all social media platforms
- Pay subscription fees for online graphic design application
- Facilitate social media live broadcasts for certain municipal events
- Conduct daily social media monitoring to check positive and negative comments
- Print Synopsis report on weekly basis on all social media accounts

Website content management

- Collect information for uploading
- Uploading of service delivery information, municipal events, vacancies, tenders, etc.
- Develop Section 75 MFMA checklist in accordance with the Website Information Uploading System contained in the business plan.
- Develop weekly, monthly and quarterly report

Digital communication content management

- Collect information for uploading
- Design digital posters and videos (where necessary) for uploading
- Uploading of service delivery information, municipal events, vacancies, tenders, etc.
- Develop repairs and maintenance schedule
- Revise rate card for external advertisement
- Submit revised rate card to Finance for incorporation to the tariffs policy
- Daily monitoring and reporting on functionality of screens

Local Communicators Forum

- Develop LCF sitting itinerary for the year in consultation with IDP Section,
- Prepare all the necessary logistics for the joint sitting of LCF & IDP
- Invite LCF stakeholders like GCIS & District Communicators Forum
- Prepare communication presentations for quarterly meetings
- Distribute BlueSnow publication during joint LCF & IDP Rep Forum
- Prepare LCF report as part of Communications quarterly reports for PMS & SGC

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Processing Transactions & Controls	Request for quotation for Publications; Videography, emails; website; service providers payments; social media. Distribution Register. Sitting of editorial team. Delivery of actual publication with delivery note. Social media synopsis report. The Manager reviews reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word for processing of business plans and reports; and PMS System for reporting	Output Documentation	Communication Business Plan; Communications Report with quarterly social media reports, & copies of publication. PMS Communications reports. SGC Communications report. Social media synopsis report. Attendance registers for meetings.
Responsible Person	Senior Manager: Strategic Support Services		

Customer Care

Indicator Name	Number of customer care projects implemented.	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of customer care projects implemented.

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Indicator Definition	Customer care projects refer to Customer satisfaction surveys, Anti-fraud and corruption anonymous hotline, IMIS customer care system, Proof of Residence and Presidential hotline. • Customer satisfaction surveys target projects delivered by the municipality to assess satisfaction levels of communities with regards to services or goods provided to them. It focusses on projects that were successfully delivered by the municipality in previous year/s. The indicator measures the number of customer satisfaction surveys conducted on a quarterly basis in year. • Anti-fraud and corruption anonymous hotline is an independent free hotline for communities to report cases related to fraud and corruption that may be occurring within the municipal space. Reports are generated monthly from a Deloitte system indicating cases that were reported. • Presidential hotline refers to a national system which receives complaints from communities and these complaints are referred by the province to relevant institutions. Customer care section is responsible for processing these complaints as they are received from the system. • IMIS customer care system is a municipal system to record, process and refer complaints received through walk-ins; telephone; service delivery issues emanating from ward committee meetings. • Proof of residence entails issuing of pre-designed form with relevant and required information to prove that a citizen resides within the jurisdiction of the municipality. Proof of Residence forms are required to signed-off by the ward councillor for authenticity and credibility. These forms are issued by Customer Care Consultants on a daily basis.
Indicator Rationale	To ensure that the municipality has a customer care system that is able to respond promptly to community concerns and compliments in order to comply with Batho Pele Principles and offer good and quality services to its communities. To measure the level of satisfaction from customers on services delivered. The purpose of this is to report on the number of community members whose residency has been confirmed by representatives of the municipality.
Notes on Calculation	The achievement is standalone
Indicator Origin	The White Paper on Transforming Public Service (Batho Pele) 1997, Municipal Systems Act, Customer Care Strategy & OMM IDP, SDBIP
Inputs and Activities	• Develop customer care business plan at the beginning of each financial year for all approved customer care projects Community Satisfaction Survey • Identify departments and projects that should be scheduled for quarterly satisfaction surveys

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	• Draft engagement letters for the departments on the intention to conduct satisfaction survey in their department and the project/s identified for this purpose • Request relevant information from the department such as list of beneficiaries in order to make a sample for the survey • Develop a survey questionnaire for each project targeted for the quarter. • Test and administer the questionnaire. • Collect, capture, analyse and interpret data. • Develop survey report with findings. • Communicate findings to the end-user department <i>Anti-fraud and corruption anonymous hotline</i> • Receive monthly reports from Deloitte Anonymous Hotline system • Process cases, if any • Develop monthly consolidated report <i>Presidential hotline</i> • Receive monthly reports from Deloitte Anonymous Hotline system • Process cases, if any • Develop monthly consolidated report <i>IMIS customer care system</i> • Customer Care Consultants will login the complaint into the system; • Review the issue and make an initial phone call to further understand the case and decide on the appropriate response. • Inform the customer if the complaint is referred to a higher authority and give the customer full details. • Customer Care Office make follow up with the relevant department to ensure that a complaint is dealt with efficiently within customer care resolution turnaround time. • Upon completion of the investigation, customer care consultant will send a close out written confirmation of the outcome. • Inform the customer about the improvement the institution made as a result of the complaint. • Present customer care progress reports quarterly to MANCO, Strategic Governance Committee <i>Proof of Residence</i>
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	- Filling and issuing proof of residence form with correct and accurate information for customers - Customer Care Consultants have to make sure that stamped and signed proof of residence papers are available and filled as per request. - Keeping and filing copies of proof of residence forms issued for perusal and consideration of the ward Councillor. - Availing stamped forms at all material times at the help desk to ensure that customers are not inconvenienced by the absence of these forms when they need them.		
Processing Transactions & Controls	Engagement letter; list of beneficiaries; survey questionnaire; data capturing, proof of residence register, community Satisfaction survey outcomes; reporting to SGC. The Manager reviews reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP & Business plan for planning; MS Word and MS Excel for processing of business plans and reports; and PMS System for reporting	Output Documentation	Customer Care Business Plan; Community Satisfaction Survey Outcomes; PMS Customer care reports. SGC Customer care report. Engagement letters and list of beneficiaries
Responsible Person	Senior Manager: Strategic Support Services		

Focus groups social

Indicator Name	Number of focus groups social projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly

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Unit of Measurement	Number	Indicator Formula	Sum of the total number of focus groups social projects implemented
Indicator Definition	Focus groups in the context of the municipality refer to youth, women, people with disability, elderly, children and military veterans. The scope of focus groups targeted for social development this year is people with disability, women and youth. This indicator measures the number of projects that the municipality implements to support social development of focus groups. The total number of projects for this financial year is five, they are as follow; PWD Support (PWDS), Gender-based Violence & Femicide (GBV), Mayoral Cup (Horse-racing), Youth in Arts, and Military Veterans. PWD support project entails provision of financial support to 02 NGOs through a partnership agreement which details the kind of support that is provided to people with disabilities. Gender-based Violence and Femicide encompasses awareness programs such as the candlelight prayer and facilitation of GBVF boardroom forum. Mayoral Cup is an annual sporting event which has 06 codes that participate in the event, viz: soccer, rugby, netball, boxing, athletics and horse-racing. Due to budget constraints the horseracing event is hosted in alternating years, separate from other codes, but this financial year all the codes will be hosted except for boxing. Youth in Arts entails open mic sessions and arts exhibition sessions. Open MIC Sessions are platforms or events which allow youth with talent in arts to perform live on stage. The categories for open MIC will include poetry; dance; music; comedy; DJaying; etc. Arts exhibitions will be incorporated during open MIC sessions.		
Indicator Rationale	To contribute towards socio-economic transformation and empowerment of the focus groups through the promotion of human rights; promotion of talent in sports & arts.		
Notes on Calculation	Cumulative		
Indicator Origin	OMM SDBIP		
Inputs and Activities	People with disabilities (PWD) support • Identify project / activities to be implemented by PWD NGOs from the PWD Strategy • Consult with the NGOs and PWD structure • Draft SLA to be signed by the Municipality and NGOs • Monitor the work done by the NGOs • Send reminders to NGOs 14 days before the report is due for submission • Receive reports and invoices from NGOs		

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	• Review and verify reports that are submitted by the NGOs as a pre-condition to recommend payment • Give feedback to the NGOs on the outcome of the review where there are areas of dissatisfaction for correction. • Consolidate NGOs reports • Facilitate payment of NGOs • Make follow up with BTO on payment of NGOs and update them • Conduct continuous monitoring on the functionality of these NGOs and project implementation Mayoral Cup • Consult sports structures to revive sports council • Coordinate processes for establishment of the sports council • Establish project steering committee for the mayoral cup • Develop project implementation plan- that would include procurement plan; marketing & communication plan; financial plan; floor plan; etc. • Coordinate the sitting of project steering committee • Host the event as per approved implementation plan • Convene evaluation meeting with all stakeholders after the event • Develop and submit close-out report GBVF • Identify and invite relevant stakeholders for the forum • Review status quo of GBV Issues and identify issues to be addressed • Identify and invite relevant stakeholders for the session • Organize logistics for the candlelight prayer session (venue, catering, transport etc) • Host the session • Convene evaluation meetings with all stakeholders • Report development and submission Youth in Arts • Review database of youth in arts • Design participation form to be filled by Consultation with relevant stakeholders • Design all required forms such as registration forms for participation; scoresheets; etc. • Establish project steering committee for the Youth In Arts project
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	• Develop project implementation plan- that would include procurement plan; marketing & communication plan; financial plan; floor plan; etc. • Coordinate the sitting of project steering committee • Host the event as per approved implementation plan • Facilitate payment for service providers and event winners • Convene evaluation meeting with all stakeholders after the event • Develop and submit close-out report		
Processing Transactions & Controls	Drafting and approval of specifications, Appointment of service providers and signing of Service Level Agreement; Convene an inception meeting with the service provider. Prepare, sign and file minutes. Confirmation of delivery of goods and services is as per the specifications with the beneficiaries and facilitate approval for payments to service providers. Vendor performance management is conducted by SCM where a service provider is involved, and reports are developed. The Senior Manager Strategic Support will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit would reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP, Business Plans, MS Word, MS Excel, Munisoft; PMS System	Output Documentation	Focus Group Social development report with PWD Support; Mayoral Cup; Youth in Arts Military Veterans Reports
Responsible Person	Manager: Special Programs Unit		

HIV/AIDS

Indicator Name	Number of HIV& Aids projects implemented	Indicator Number	
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Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of HIV&AIDS projects implemented
Indicator Definition	This indicator measures the number of HIV and Aids projects implemented such as coordination of multi sectoral response to fight against HIV and Aids		
Indicator Rationale	This indicator measures the contribution that ELM makes in the fight against HIV and Aids i.e. Coordination of Local AIDS Council, Implementation of HIV&AIDS programs through partnerships with HCBCs.		
Notes on Calculation	Cumulative		
Indicator Origin	OMM SDBIP		
Inputs and Activities	Partnerships with HCBCs • Draft SLA to be signed by the municipality and HCBCs • Identify project/activities to be implemented by HCBCs from HIV/AIDS Strategy • Coordinate the signing of the SLA • Send reminders to HCBCs 14 days before the report is due for submission • Receive reports and invoices from HCBCs • Review and verify reports that are submitted by the HCBCs as a pre-condition to recommend payment • Give feedback to the HCBCs on the outcome of the review where there are areas of dissatisfaction for correction. • Consolidate HCBCs reports • Facilitate payment of HCBCs • Make follow up with BTO on payment of HCBCs and update them • Conduct continuous monitoring of the functionality of these HCBCs and project implementation Local Aids Council • Develop LAC sitting itinerary for the year in consultation with Office of the Mayor • Prepare all the necessary logistics for the sitting of LAC • Invite LAC stakeholders like HCBCs & Sector Departments • Prepare agendas and minutes for quarterly meetings • Prepare LAC report as part of HIV/AIDS quarterly reports for PMS & SGC.		

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Processing Transactions & Controls	SCM Processes: Confirmation delivery of goods and services is as per the specifications, approval of payments and monitoring of project implementation Monitoring visits to HCBCs Facilitation of multisectoral response to HIV&AIDs through LAC platform. The Senior Manager Strategic Support will review reports prepared for quarterly performance reporting. At the end of each quarter, the department will capture their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit will reject it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP, Business Plan, MS Word, MS Excel, Munisoft; PMS System	Output Documentation	HIV/AIDS report with copies of SLA; list of HCBCs, APR Listing & attendance registers.
Responsible Person	Manager: Special Programs Unit		

Mayor's Social Investment

Indicator Name	Number of Mayors Social Investment projects implemented	Indicator Number	
Indicator Type	Output Indicator	Reporting Frequency	Quarterly
Unit of Measurement	Number	Indicator Formula	Sum of the total number of MSI projects implemented
Indicator Definition	Mayor's Social Investment is a program that was developed to contribute towards improvement of skills and education for Elundini youth and contribute towards social relief for needy individuals or community. The program has three main projects, viz; Bursary assistance, Bridge of Hope and Adopt A Community. Bursaries: is a financial support provided by the municipality to disadvantaged and qualifying students to further their studies Adopt a community programme: Seeks to assist identified communities that are poverty stricken with basic services and other needs.		

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	Bridge of hope; is designed to assist the office of the mayor to respond to dire/urgent situations in the community and provide social relief.
Indicator Rationale	To contribute towards improvement of quality of education and access to higher education for disadvantaged learners. To provide act of goodwill for exceptional emergency cases and respond to some of the community needs relating to focus groups.
Notes on Calculation	Cumulative
Indicator Origin	OMM SDBIP
Inputs and Activities	Bursary • Coordinate sitting of MSI committee • Draft notice and submit it for approval • Publicise bursary notice • Conduct outreach program to high schools • Receive applications and compile master list • Convene bursary screening committee • Develop screening report and submit to the MSI committee chair for endorsement • Prepare and submit bursary award letters to Municipal Manager to sign. • Send bursary award letters to selected learners • Prepare bursary agreements to be signed by Municipal Manager and awarded learners • Facilitate payments to institutions of higher learning • Prepare and submit close out report Adopt A Community programme • Identify the needs and problems raised by the communities through Ward Based Plans, Ward Committee meetings and IDP road shows. • Identify the community that needs the municipality's intervention • Identify and consult relevant stakeholders • Identify project needs and activities to be implemented • Draft implementation plan • Set up project steering committee • Start procurement processes • Monitor implementation of the activities • Evaluate the project • Prepare and submit close-out report Bridge of hope

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	• Attend to request that are referred to SPU by the office of the mayor. • Advise the Office of the Mayor on the availability of resources to meet the request • Process the requests as required, depending on the nature of the request • Advise the Office of the Mayor on the viable process and approach for successful implementation of the request. • Upon approval by the mayor, the procurement process starts • Receive goods and coordinate hand-over of goods or services requested • Prepare and submit close out report (at the end of financial year)		
Processing Transactions & Controls	Facilitation of Mayors approved requests under Bridge of Hope project. Drafting and approval of specifications. Receive delivery note. Confirmation of delivery of goods and services is as per the specifications with the beneficiaries. Upon receipt of invoice, recommend payment of the service provider, if the service or supply of goods was satisfactory. If service or supply of goods is not satisfactory, inform the service provider through supply chain management processes. Vendor performance management is conducted by SCM where a service provider is involved, and reports are developed. Convene MSI committee sittings. Prepare, sign and file MSI minutes. Prepare and facilitate signing of bursary agreements. The Senior Manager Strategic Support reviews reports prepared for quarterly performance reporting. At the end of each quarter, the department captures their actual achievements as well as upload their supporting evidence on the system used to manage performance (Action assist). Once this has been done, the IDP&PMS unit will then access the system to do an assurance check to ensure that actual achievement is supported by valid evidence. If the evidence is not valid, the IDP&PMS unit rejects it on the system, if the information uploaded is approved. The system also produces a departmental assurance report if necessary. Once all the information has been checked for quality assurance. Performance is then audited by the internal audit unit on a quarterly and annual basis.		
System Used to plan, process & report achievement	SDBIP, Business Plans, MS Word, MS Excel, Munisoft; PMS System	Output Documentation	MSI Report with bursary, Bridge of hope & Adopt A Community projects reports; invoices; database;
Responsible Person	Manager: Special Programs Unit		

