

2021/2022

RATLOU LOCAL MUNICIPALITY

TOP LAYER

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

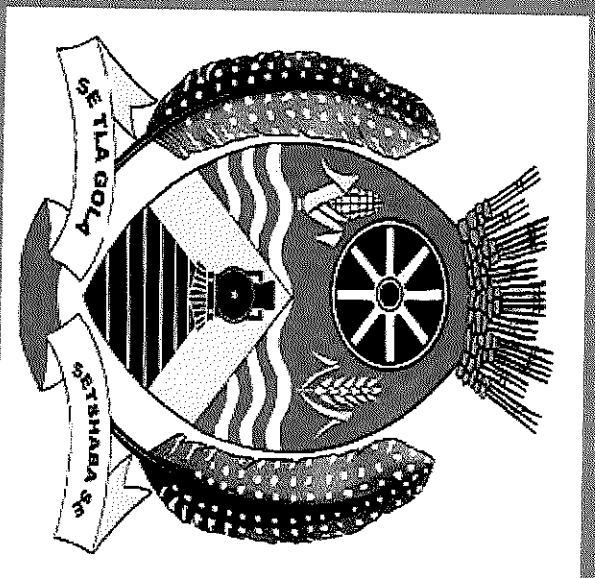


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STATEMENT BY THE MAYOR

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. It is the intention of the Ratlou Local Municipality to formulate a well-informed SDBIP in order to ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic goals of the municipality as set out in the Integrated Development Plan Review 2021/2022.

It will ensure that the Administrative Head (Municipal Manager) is able to monitor the performance of senior managers, the Mayor, in turn, to monitor the performance of the municipal manager and more importantly, it will ensure that the community is able to monitor the performance of the municipality. In order to achieve this, the SDBIP should therefore determine the performance agreements between the Mayor and the Municipal Manager and, again in turn, between the Municipal Manager and senior managers (Strategic Managers) formulated and signed at the start of every financial year and approved by the mayor.


CLIR S. NTLADI
HONOURABLE MAYOR



OVERVIEW BY THE MUNICIPAL MANAGER

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is a requirement of the Municipal Finance Management Act, (MFMA) (Act No. 56 of 2003).


The SDBIP is the management and implementation tool which sets in-year information, e.g. quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the Municipality. It provides credible management information and a detailed plan how the Municipality will provide services, and which inputs and financial resources should be used.



It is the mechanism that ensures that the IDP and Budget are aligned. 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 performance indicators for each quarter, which is linked to the performance agreements of senior management. It therefore facilitates oversight over financial and nonfinancial performance of the municipality.

The SDBIP also assists the executive, council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool

I thank you


TEBOGO CHANDA
MUNICIPAL MANAGER

CHAPTER 1

1. INTRODUCTION

1.1 Background

The Service Delivery and Budget Implementation Plan represent the operationalization of the Integrated Development Plan which was tabled in council as council's strategic document. The Service Delivery and Budget Implementation Plan cascades the IDP Priorities, Objectives, and Targets into a one-year plan through which council will hold the administration accountable.

The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget. (MFMA Circular 13, 2005, pg2)

1.2 Legislative Imperative

In terms of Section 53 (1) (c) (ii) of the Local Government: Municipal Finance Management Act (MFMA), the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate 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) other matters prescribed

According to Section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the Mayor must ensure that the revenue and expenditure projections for each month as well as the service delivery targets and performance indicators as set out in the SDBIP are made public after approval.

The National Treasury, MFMA Circular 13 further provides a guide on the format and contents of the service delivery and budget implementation plan. According to Circular 13, the Top Layer SDBIP must consist of the following main sections:

- Monthly projections of revenue to be collected for each source
- Monthly projections of expenditure (operating and capital) and revenue for each vote
- Quarterly projections of service delivery targets and performance indicators for each vote
- Ward information for expenditure and service delivery
- Detailed capital works plan broken down by ward over three years

Circular 13 also introduce technical service delivery and budget implementation plans, (technical SDBIPs) which cascade the Top Layer SDBIP into departmental plans.

1.3 Our Approach

This plan attempts to comply with the requirements of the MFMA and Circular 13. It provides the strategic link between the IDP, budget and the operational plan of the municipality for a period of 12 months as required by legislation.

The quarterly targets captured here will only indicate the number of outputs or indicators per quarter and the last date in terms of quarter in which the target must be achieved. Where there is a need to maintain a standard, the quarterly target will be captured as 100% meaning the annual target must be maintained.

CHAPTER 2

2. MUNICIPAL BACKGROUND

2.1 Brief Municipal Background

Ratlou Local Municipality is one of the five local municipalities under the jurisdiction of Ngaka Modiri Molema District Municipality in the North-West Province. The municipality is a category B, and was established in 2000.

It is divided into 14 wards and has 140 ward committee members. It is predominantly rural in character and agriculture forms the dominant economic activity. The municipality is led by a council of 28 elected councillors. The Mayor is the chairperson of the Executive Committee which is comprised of senior councillors who serve as chairpersons of the municipality's portfolio committees.

2.2 MUNICIPAL LEADERSHIP AND MANAGEMENT STRUCTURE

a) Political Leadership

Portfolio Committee	Chairperson
Mayor	Cllr. Segametsi Ntadi
Corporate Services	Cllr F. Modlusi
Finance	Cllr M. Mongala
Community Services and Local Economic Development	Cllr B. Mosikare
Town Planning & Development	Cllr K. Badiwang
Infrastructure & Technical Services	Cllr F. Ntwe

b) Administrative Leadership

The following Top Management positions are on the basis of fixed term performance-based contracts and presently the status is as indicated:

Position	Name
Municipal Manager	Tebogo Chanda
Senior Manager: Corporate Services	Vacant – Lesley Muji appointed as Acting
Chief Financial Officer	Vacant - Collen Tjale appointed as Acting
Senior Manager: Technical Services	Vacant – Mooketsi Shomolekae appointed as Acting
Senior Manager: Town Planning & Development	Vacant
Senior Manager: Community Services	Vacant – Petrus Magano appointed as Acting

The following Managers report administratively to the Municipal Manager:

Position	Name
Manager: Office of the Mayor	M.H. Lekalake
Manager: Office of the Speaker	Gobusamang Julius Leoko
Manager: Office of the Municipal Manager	Aubrey Ntshakang
Manager: MPAC	Sebatana Cassius Sejake
Manager: Internal Audit	Mosala Mokate
Manager: Communications	Lesego Metsi
Manager: ICT	Vacant – Calvin Mongole
Manager: Performance Management	Makgolla Mokgosi
Manager: Community Services	Ishepo Ludwick Seleke
Manager: Library Services	Robert Rakuba
Manager: Telecentres - Seliagole	Lesley Muji
Manager: Telecentres - Tshidlamoemo	Ipeleeng Harriet Molefe

2.3 POWERS AND FUNCTIONS ASSIGNED

The mandate of the municipality, as contained in Section 152 of the Constitution also serves as the municipal Strategic Focus Areas:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote safe and healthy environment;
- To promote the involvement of communities and community organizations in the matters of local government.

These policy statements guide the formulation and implementation of the Integrated Development Plan and therefore every decision and action of the municipality.

Powers and functions	Description	Performed/not performed
Air Pollution	Management of the air quality that affects human health.	Not performed
Building Regulations	Regulations through by-laws that provide for approval of building plans, building inspections and control of operations and enforcement of contraventions of building regulations.	Not performed
Child Care Facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government.	Not performed
Electricity Reticulation	Bulk supply of electricity which includes for the purposes of supply, transmission, distribution and where applicable generation of electricity to areas where the municipality has been providing this service prior to authorization.	Not performed
Fire Fighting	Planning, coordination and regulation of fire services.	Not performed
Local Tourism	Promotion, marketing and development of tourist attraction within the municipal area in order to attract tourists.	Performed

Powers and functions	Description	Performed/not performed
Municipal Airport	A demarcated area on land or water or a building which is used for the arrival or departure of aircraft.	Not performed
Municipal Planning	Compilation and implementation of integrated development plan.	Performed
Municipal Public Transport	The regulation and control of services for the carriage of passengers.	Not performed
Storm Water	Management of systems to deal with storm water in built-up areas	Performed
Trading Regulations	Regulation of any area or facility dealing with trade in goods or services.	Performed
Water	Establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required.	Not Performed
Sanitation	Establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required.	Not performed
Amusement Facilities	Management and control of a public place for entertainment.	Not performed
Billboards and Display of Advertisement in Public Places	Display of written or visual descriptive material which promotes the sale and encourages the use of goods and services found in streets, roads, etc.	Not performed
Cemeteries, Funeral Parlours and Crematoria	Establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.	Not performed
Control of Public Nuisance	Cleaning of public streets, roads, and other public spaces.	Performed
Control of Undertakings that sell Liquor to the Public	Includes inspection service to monitor liquor outlets for compliance to license requirements.	Not performed
Facilities for the accommodation Care and Burial of Animals	Control and monitoring of facilities which provide care for the animals and their burial or cremation	Not performed
Fencing and Fences	Provision and maintenance or regulation of any boundary or deterrents to animals and pedestrians along a street or road.	Not performed
Licensing of Dogs	Control over the number and health status of dogs through a licensing mechanism.	Not performed

Powers and functions		Description		Performed/not performed
Licensing and control of Undertakings that sell Food to the Public	Maintenance of environmental health standards through regulation, licensing and monitoring of any place that supply refreshments or food for consumption to the public.			Not performed
Local Amenities	Provision, maintenance and control of any municipal, land or building reserved for the protection of places or scenic objects, historical and cultural value or interest.			Performed
Local Sport Facilities	Provision, management and control of any sport facility within the municipal area.			Performed
Markets	Establishment operation or management of markets other than fresh produce markets.			Performed
Municipal Abattoirs	Establishment, conduct and control of facilities for the slaughtering of livestock.			Not performed
Municipal Parks and Recreation	Provision, management and control of any land or gardens set aside for recreation, sightseeing and or tourism.			Performed
Municipal Roads	Construction maintenance and control of a road which the public has the right to.			Performed
Noise Pollution	Control and monitoring of any noise that might affect human health or wellbeing.			Not performed
Pounds	The provision management and maintenance of a facility set aside for securing animals confiscated by the municipality.			Not performed
Public Places	Management, maintenance and control of any land or facility for public use.			Performed
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Removal of any household or other waste and the disposal of such waste in an area.			Performed
Street Trading	Control, regulation and monitoring of eth selling of goods and services along public pavement or road reserve.			Performed



Powers and functions		Description	Performed/not performed
Street Lighting		Provision and maintenance of lighting for illuminating of streets	Performed
Traffic and Parking		Management and regulation of traffic and parking within the area of the municipality	Not performed
Municipal Public Works		Any supporting infrastructure or services to empower a municipality to perform its functions.	Performed
Cleansing		Cleaning of public places.	Performed



CHAPTER 3

3. 2021/2022 SERVICE DELIVERY OBJECTIVES, KEY PERFORMANCE INDICATORS AND TARGETS

The section that follows contains the municipal service delivery objectives, Key Performance Indicators and targets for the 2021/2022 financial year.

The first part contains council's high-level objectives, which indicate what the municipality hope to deliver at the end of the financial year and how the organisation will look like to both the external and internal customers.

Ratlou Local Municipality utilises the Balanced Score Card as the model to plan, implement, monitor and evaluate performance. With an emphasis on "balanced", the Scorecard uses four perspectives to answer critical service delivery questions. This provides the balance that successful organizations seek in measuring performance: The perspectives of the balanced Score Card are depicted in the table below:

Perspective	Definition	Leading Question
Customer	The municipality must focus on how to meet service needs in an efficient manner	Is the organization delivering the services communities or its customers want?
Financial	The municipality must focus on how to meet service needs in an efficient manner.	Is the service delivered at a good price?
Internal Business	The municipality needs to focus on those critical operations that enable them to satisfy citizens.	Can the organisation improve upon a service by changing the way a service is delivered?
Innovation, Learning and Growth	The organization's ability to improve and meet citizen demands ties directly to the employees' ability to meet those demands	Is the organisation maintaining technology and employee training for continuous improvement?

The high level municipal strategic objectives are contained in the table below according to the perspectives of the Balanced Score Card and the National Key Performance Areas of Local Government.

3.1 Municipal Strategy Map

Key Performance Area	Municipal Transformation and Organizational Development	Service Delivery and Infrastructure Development	Local Economic Development	Municipal Financial Viability	Good Governance and Public Participation	Spatial Rationale
CUSTOMER		Provision of Basic Municipal Services and Infrastructure	Promote Local Economic Development & Job Creation		Enhance Communication	
		Facilitate the Provision of Housing Services			Promote Community Participation	
					Promote Good Governance	
				Improve Asset Management		
FINANCIAL				Enhance Revenue	Promote Financial Accountability	
		Retain and Recruit Talented Employees				
		Achieve Employment Equity			Promote Accountable, Efficient and Transparent Organization	
INNOVATION LEARNING AND GROWTH	Promote Innovation Learning and Growth					
	Achieve a Positive & Productive Employee Climate				Achieve Clean Audit	Improve Spatial Planning
	Improve Technology Efficiency					
	Promote Planning and Performance Management					
INTERNAL BUSINESS						



3.2 Key Performance Indicators and Quarterly Targets

KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Planning and Performance Management	2021/2022 IDP and the Budget Schedule of Activities adopted by Council	2017/2022 Schedule of Activities (IDP/Budget)	IDP & Budget Schedule of Activities Adopted by 31 August 2022	R 200 000	Integrated Planning	IDP & Budget Schedule of Activities Adopted				Council Resolution & a copy of the Process Plan
	2022/2027 Integrated Development Plan Adopted by Council	2017/2022 IDP	2022/2027 IDP Adopted by 31 May 2022			Process Plan Adopted Analysis & Phase Report	Strategy & Project Phase	Draft IDP Approved by 31st March 2022	Community Consultation & Adopted IDP	Council Resolution & IDP Document
	Service Delivery and Budget Implementation Plan Approved by the Mayor	2020/2021 SDBIP	Service Delivery and Budget Implementation Plan Approved by 12 June 2022					Draft SDBIP noted by Council	Approved SDBIP by the Mayor	Copy of SDBIP signed by the Mayor
Improve Technology Efficiency	Number of Integrated Communication & Information Technology (ICT) Master Plan reviewed & adopted by Council	2012/2013 ODR & BCP	1 ICT Master plan reviewed & adopted by Council by 30 September 2021	Operational	Technological Efficiency	1 ICT Master plan reviewed & adopted				Report signed off by MM

KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Retain & Recruit Talented Employees	Number of Revised Policies adopted by Council	6 Policies	13 HR Policies reviewed & adopted	Operational	Talented Employees				Policies Adopted	Council Resolution & Funeral Policy	
Promote Innovation Learning and Growth	Number of 2021/2022 Workplace Skills Development Plan (WSDP) Developed & Adopted by Council	2019/2020 WSDP	1 WSDP adopted by 30 April 2022	R100 000	Skilled Workforce & Community	Establish Training Committee	Skills Audit & Training Needs Identified	Draft Plan	Adopted WSDP	Council Resolution & WSDP	
Achieve Employment Equity	Number of Council Approved Employment Equity Plan (EEP) submitted to Department of Labour	Employment Equity Plan	1 EEP completed and submitted by 15 January 2021	Operational	Representative workforce			1 Complete & Submitted EEP		Council resolution and acknowledgement letter from Dept. Labour	
	Number of Employment Equity Targets Achieved in all functional areas	Employment Equity Plan in place	2 EEP Targets achieved by 30 June 2022	Operational					2 EEP Targets achieved	Copies of Signed Code of Conduct	

KPA: FINANCIAL VIABILITY											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Promote Financial Accountability	2022/2023 Budget approved by Council	2019/2020 Budget		2022/2023 Budget approved by 31 May 2022	Operational	Process Plan (Schedule of Activities) Adopted		Draft Budget by 29 March 2022	Approved by 31 May 2022	Council Resolution	
	Number of Budget Related policies* adopted by Council	13 Policies		13 Policies Adopted by 31 May 2022	Operational			13 Draft Policies Noted by Council	13 Policies Adopted by Council	Council Resolution & Policies	
	2021/2022 Adjustment Budget Approved by Council	2020/2021 Adjustment budget approved		Approved 2021/2022 Adjustment Budget by 28 February 2022	Operational		Budget Analysis Report (Actuals)	Approved Adjustment Budget		Council Resolution	
	Council approved 2020/2021 Annual Financial Statements (AFS) submitted to the Office of the Auditor-General (A-G)	2020/2021 Audited AFS		AFS submitted to A-G by 30 August 2021	R 1 900 000	Accountable and Transparent Institution					Complied & Submitted AFS by the 31 August 2021

• Policies: Approval of Budget Policy, Funding & Reserve Policy, Cash Management & Investment, Assets Policy, Indigent Support, Virement Policy, Provision for Bad Debt Policy, Appointment of Consultancy Policy, Tariff Policy, Supply Chain Management Policy, Overtime Policy, Cellphone Policy, Subsistence and Travelling & Rates Policy



KPA: FINANCIAL VIABILITY											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Revenue Enhancement	% Collection of Billed Revenue (i.e. Opening Balance + Billing – Impairment – Closing + Billing x 100)	15% Collection Rate		95% Collection Rate of Total Billed	Operational	Increased Municipal Revenue	95%	95%	95%	95%	Section 71 Reports
	Number of Supplementary Valuation Rolls conducted	GVR Existing		¹ Supplementary Valuation Roll Conducted by 30 June 2021	R 100 000				¹ Supplement any Valuation Roll Conducted	Copy of Certified Supplement any Valuation Roll	
	Number of Queries on AGs Report Addressed on the Audit Action Plan	New		45 Queries on AGs Report Addressed on the Audit Action Plan	Operational			45 Queries on AGs Report Addressed		Council Minutes	
	Number of Audit Plans Developed to address Auditor – General (A-G) Queries adopted by Council	2018/2019 Audit Action Plan		¹ Audit Action Plan Developed by 31 January 2022	Operational			¹ Audit Action Plan Developed		Proof of Submission/Acknowledgment letters from PT and NT	
Achieve Clean Audit	Number of Reports on the Implementation of the Audit Action Plan noted by Council	Existing		2 Reports on the Implementation of the Audit Action Plan noted by Council 3 rd and 4 th Quarter	Operational			1 Report	1 Report	Plan Signed by Municipal Manager	
	Number of PAAP reports included in the Management Meeting	PAAP progress report		4 PAAP reports included in the Management Meeting (1 per quarter)	Operational			1	1	1	Management Minutes



LOCAL ECONOMIC DEVELOPMENT										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Local Economic Development & Job Creation	Number of Jobs created through Expanded Public Works Programme, Community Workers Programme, Capital Projects and other Local Economic Development Initiatives	1000	1000 Jobs created	R30 897 000 (MIG)	Growing Local Economy & Improved Livelihoods	250	250	250	250	Signed list of Beneficiaries & Employment Contracts
				R1 524 000 (EPWP)						
	Number of LED Strategies Developed & Adopted	2012-2017	1 LED Strategy Developed & Adopted by Council by 30 December 2021	Operation of		Advertisement Appointment of service provider	Final LED Strategy			Adopted LED Strategy
	Number of SMME Support Initiatives conducted	4	6 Support initiatives by 30 June 2020 (Funding, Business Plan Development, Exhibitions, Training & Workshops)	R100 000		1 Support initiative	2 Support initiatives	2 Support initiatives	1 Support initiative	Council minutes
	Number of Tuckshops registered & supported	New	100 Tuckshops registered & supported	Operation of		25 Tuckshops registered & supported	25 Tuckshops registered & supported	25 Tuckshops registered & supported	25 Tuckshops registered & supported	Council minutes

LOCAL ECONOMIC DEVELOPMENT											
Corporate Objective	Key Performance Indicator	Baseline		Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Local Economic Development & Job Creation	Number of Signage & Branding Erected (Information Boards)	New		10 Signage & Branding Erected by 30 June 2022 (Information Boards)	R60 000	Growing Local Economy & Improved Livelihoods		5 Signage & Branding Erected		5 Signage & Branding Erected	Proof of Installation
	Number of reports on Profilled Lodges, Game Lodges & B&Bs	New		4 Reports on Profilled Lodges, Game Lodges & B&Bs	Operation of		1	1	1	1	Council Minutes
	Number of Municipal Tourism profiles developed and adopted	New		1 Municipal Tourism profile developed and adopted by 30 June 2022	Operation of					1 Municipal Tourism profile developed and adopted	Council minutes
	Number of tourism / trade marketing exhibitions hosted/ participated	Durban Indaba		2 tourism / trade marketing exhibitions hosted/ participated by 30 June 2022	Operation of		1 Farmers Expo			1 Tourism Indaba	Proof of registrations
	Number of sports, arts and culture initiatives supported	New		2 sports, arts and culture initiatives supported by 30 June 2022	Operation of			1		1	Letter of support



KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Provision of Basic Municipal Services and Infrastructure	Km of gravel roads maintained	16.4 km	3 km length of gravel roads maintained as per need per quarter	R 400 000	Improved Livelihoods Better community services				3 km of gravel road maintained	Technical Report signed by Senior Manager Log book signed by Clls	
	Number planned Maintenance projects undertaken on municipal facilities	2	4 Maintenance Projects done by the 30 th June 2022	R1 500 000		1 Maintenance Projects done	1 Maintenance Projects done	1 Maintenance Projects done	1 Maintenance Projects done		
	Number of Updated and Approved Indigent Registers	1		1 Updated & Approved Indigent Register by 31 May 2022	Operational	Clean & Healthy Environment				1 Updated & Approved Indigent Register	Council Resolution
	Number of indigent Household (HH) receiving Free Basic Electricity	6675 HH		7 865 collections per individual household over the quarter	R 4000 000		7 865 collections per individual household over the quarter	7 865 collections per individual household over the quarter	7 865 collections per individual household over the quarter	7 865 collections per individual household over the quarter	

INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY												
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence		
Provision of Basic Municipal Services & Infrastructure	Km of Link Roads Constructed	Phase 1 - Low level bridges in Macibogopan and Thlaping	3 km of 8,5 km Link road from Macibogopan to Thlaping constructed and completed (Phase 02)	R 15 000 000	Improved Livelihoods	Site establishment 0,5 km of layer works until basecourse constructed	1 km of layer works until basecourse constructed	1,5 km of layer works until basecourse constructed	3 km of surfacing constructed	Signed Progress reports Completion certificates		
	1 Landfill site Upgraded & Developed	Fenced waste collection area	1000 m² of layer works until drainage layer by 30 June 2020	R 4 915 294		Technical report approved DWS	Contractor appointed	1000 m² of bulk earthworks	1000 m² layer works until drainage layer		Approved technical report Contractor appointment letter Progress reports Site meeting minutes	
	1 Waste Transfer Station developed	New	1 Waste Transfer Station Designs approved by READ by 30 June 2020	R 2 014 706		Feasibility study	Preliminary Design	Approve preliminary designs of the Municipality	Final Designs approved by READ			Feasibility study reports Preliminary Design reports Approved preliminary designs of the Municipality Approved final Designs by READ
	Km of Internal Access Gravel Roads Upgraded	4,8 km	0,7 km of Internal Access Gravel Roads Upgraded (Seltigole)	R 3 000 000		Site establishment 0,7 km of earth works until basecourse constructed	0,7 km of layer works until basecourse constructed	0,7 km of surfacing constructed	N/A			
	Km of Internal Access Gravel Roads Upgraded	10,6 km	0,7 km of Internal Access Gravel Roads Upgraded (Kraaipan)	R 3 000 000	Better community services	Site establishment 0,7 km of earth works until basecourse constructed	0,7 km of layer works until basecourse constructed	0,7 km of surfacing constructed	N/A	Signed Progress reports Completion Certificate		



INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Provision of Basic Municipal Services and Infrastructure	Percentage of Reactive Maintenance Incidents Resolved	0	85%	Operational	Improved Livelihoods Better community services	85%	85%	85%	85%	Job Cards Records Signed off by the Snr Manager	
	Number of Reports on Serviced and Maintained High Mast & Flood Lights	9 Reports	4 Reports on Serviced and Maintained High Mast & Flood Lights by 30 June 2022	R 2 000 000		1 report	2 reports	1 report	2 reports	Technical Report signed by Senior Manager	
	Back-up Generator Maintenance	0	2 maintenance services conducted on the generator	R30 000		1	0	1	0	Service records	
	Issuing of CoC's for Facilities that do not have.	0	5 Facilities issued with new certificates	R150 000		0	3	2	0	Valid/Stamped Cert. of Compliance	
	Number planned Maintenance projects undertaken on municipal facilities	2	4 Maintenance Projects	R1 400 000						Complete project Files with Completion Certs	
			1. Ga-Tshulo C. Hall			Appointmen t	Construction				
			2. Mkgobistad Hall			Advert	Appoinmen t	Construction/ Completion			
			3. Setlagole Complex			Advert	Appoinmen t	Construction	Completi on		
	Septic Tanks De-sludging (6x Cover Grounds, 4x Libraries, Municipal Offices, Kwaqapan Museum and Complex)			4. Moshawane Hall			Advert	Appoinmen t	Construction/ Completion		Collection/ Dumping manifests
	1 152KI (FY 17/18)	1 728 KI of sewerage sludge from the municipal septic tanks	R345 000			432KI	432KI	432KI	432KI		



KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY											
Corporate Objective	Key Performance Indicator	Baseline		Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Provision of Basic Municipal Services and Infrastructure	Number of Funding Applications submitted to MIG for a Specialized Waste Vehicles	New		2 Funding Applications submitted to MIG for a Specialized Waste Vehicles by 30 December 2021	Operational	Clean & Healthy Environment		2 Funding Applications submitted		Acknowledgement Letter	
	Number of IWMP developed & adopted by Council	New		1 IWMP developed & adopted by Council by 30 March 2022	Operational			1 IWMP developed & adopted by Council			

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Good Governance	Number of Audit Charter & Plan developed & reviewed	1	Audit Charter & Plan developed by 31 December 2021	Operational			1 Audit Charter & Plan developed			Council Minutes/ Resolution
	Number of Audit Committee Meetings held	4	4 Audit Committee Meetings held (1 per quarter)	R 200 000		1 Audit Committee Meetings	1 Audit Committee Meetings	1 Audit Committee Meetings	1 Audit Committee Meetings	Minutes & Attendance Registers
	Number of Internal Audits Conducted	4 Internal Audits	4 Internal Audits Conducted (1 per quarter)	Operational		1 Internal Audits Conducted	1 Internal Audits Conducted	1 Internal Audits Conducted	1 Internal Audits Conducted	Report Signed by the Audit Committee
	Number of Internal Audit (IA) Plan Adopted by Audit Committee	1	1 IA Plan developed by 31 May 2022	Operational			1 Draft IA in place	1 IAP Approved by 31 May 2020	1 Audit Committee Minutes	
	Number of Risk Management Policies reviewed & adopted	Policy Existing	1 RMP reviewed & adopted by 31 May 2022	Operational				1 Draft RMP in place	1 RMP Approved by 31 May 2020	Council Minutes/ Resolution
	Number of Internal Audit Reports submitted to Audit Committee for consideration	4	4 Internal Audit Reports submitted to Audit Committee for consideration (1 per quarter)	Operational			1 Internal Audit Reports submitted	1 Internal Audit Reports submitted	1 Internal Audit Reports submitted	1 Internal Audit Reports submitted

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Good Governance	Number of revised Risk Management Strategy (RMS) Reviewed and Adopted by Council	Strategy in place	1 Revised RMS by 31 May 2022	Operational	An Accountable and Transparent Institution			1 Draft/ Revised RMS in place	1 RMS Revised & Adopted Strategy	Council Resolution & RMS
	Number of Revised Fraud and Corruption Strategy adopted by Council	Strategy in place	1 Revised Fraud & Corruption Strategy Adopted by Council by 30 September 2021	Operational		1 Fraud & Corruption Strategy Revised & Adopted				Council Resolution
	Number of MPAC Reports submitted to Council for noting	4	4 MPAC Reports submitted to council for noting (1 per quarter)	R50 000		1 MPAC Report submitted		1 MPAC Report submitted	1 MPAC Report submitted	Council Minutes
	Number of Support Training Conducted for MPAC & Rules Committee	2	2 Support Training Conducted for MPAC & Rules Committee (Q3 & Q4)					1 Support Training Conducted	1 Support Training Conducted	Attendance Register
Promote Community Participation	Number of Functional & established Ward Committees	14	14 of Functional & established Ward Committees	R1 604 000	Informed & Involved Community	14 Functional & established Ward Committees		14 Functional & established Ward Committees	14 Functional & established Ward Committees	Ward Committee Minutes



KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
Corporate Objective	Key Performance Indicator	Baseline		Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Good Governance	Number of Women's Forum Meetings Held	2		1 Women's Forum Meetings Held (4th Quarter)	R 20 000	Informed & Involved Community				1 Women's Forum Meeting Held	Minutes & Attendance Registers
	Number of Communication Strategy Reviewed & Adopted by Council	Strategy in Place		1 Communication Strategy Reviewed & Adopted by 31 May 2022	Operational					1 Reviewed & Adopted Strategy	Council Resolution
	Number of Public Participation Events Supported	4		12 (3 x IDP/Budget/PMS, 3 x Annual Report, 2 x Initiates & 4 x Word Comm. Functions)	R200 000				3 x Annual Report	3 x IDP/Budget/PMS	Attendance Registers & Notices
	Number of Support Initiatives for Traditional Leaders Implemented	1		4 Support Initiatives for Traditional Leaders Implemented	R 312 000		1 Support Initiative	1 Support Initiative	1 Support Initiative	1 Support Initiative	Council Minutes
	Number of Reports on Operational Tele Centres	1		3 Operational Tele Centres (Tshidlamolomo, Kraipani & Sellagole)	R 200 000			1 Operational Tele Centre	1 Operational Tele Centre	1 Operational Tele Centre	Reports signed by the MM
Number of Reports on Moderations & Assessments	1		1 Moderation & Assessment report noted by Council					1 Report noted	Council Minutes		
Number of Accredited Telecentres	1		1 Telecentre Accredited by 30 June 2022					1 Telecentre Accredited	Copy of Accreditation Certificate		
Enhance Communication	Number of Dipitso tsa Baagi Held	New		1 Dipitso tsa Baagi Held (Q3 & Q4)	R20 000	Informed & Involved Community			1 Dipitso tsa Baagi	1 Dipitso tsa Baagi	Minutes & Attendance Registers
	Number of Youth Summit Held	New		1 Summit Held by 30 June 2022	R80 000					1 Summit Held by 30 June 2021	Attendance Registers & Notices

SPATIAL RATIONALE

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Improve Spatial Planning	Number of Municipal Planning Tribunals established	Existing	1 Municipal Planning Tribunal established by 30 December 2021	R60 000	Integrated Sustainable Human Settlement	Advertisements calling for nomination	Interviews & appointments Submission to Council for Noting			Council Resolution
	Number of Land Tenure upgrade application submitted to funding agencies	Madibogo & Setlogole Township Establishment	2 Land Tenure upgrade applications submitted for funding (Makgobistad & Logageng)	Operational		2 Land Tenure upgrade applications submitted				Acknowledgement of Receipt



4. MUNICIPAL FINANCIAL INFORMATION

This section contains the financial information of the municipality as contained in the Final 2021/2022 municipal budget.

The first part of the section consists of the municipality's projected income by source. This represents all the income that the municipality will receive for the 2021/2022 financial year.

This section is followed by the projected expenditure of council by vote. Here the municipality indicates present its expenditure plan in line with its projected income.

The last part of this section consists of the ward information where the location of each project will be based in the municipal area. Readers and residents alike should be able to use the information in this section to see the distribution of projects in the municipal area and the most importantly to follow the development trends.

SOURCE OF REVENUE	BUDGET/ ANNUAL TOTAL (R)	Monthly Projections (R)											
		July 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	June 2022
Property rates	26 772 992	6 693 248				6 693 248			6 693 248		6 693 248		
Service charges - electricity revenue	172 000	333,33	14 333,33	14 333,33	14 333,33	14 333,33	14 333,33	14 333,33	14 333,33	14 333,33	14 333,33	14 333,33	14 333,33
Rental of facilities and equipment	1 400 000	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66	116 666,66
Interest earned - outstanding debtors	1 985 132	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66	165 427,66
Fines, penalties and forfeits	52 000				30 000						22 000		
Agency services	1 031 000	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66	85 916,66
Equitable Share Allocation	138 974 000	34 743 500				34 743 500				34 743 500		34 743 500	
Expanded Public Works Programme	1 524 000	127 000	127 000	127 000	127 000	127 000	127 000	127 000	127 000	127 000	127 000	127 000	127 000
Financial Management Grant	1 850 000	99 143,25	99 143,25	99 143,25	99 143,25	99 143,25	99 143,25	99 143,25	99 143,25	99 143,25	15 305 428,36	99 143,25	99 143,25
Municipal Infrastructure Grant (MIG)	30 897 000	7 724 250				7 724 250				7 724 250	7 724 250		
Library Grant	1 192 000	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33	158 333,33
Other revenue	100 000			25 000			25 000			25 000			25 000
Total Revenue	205 950 124	49 927 818,89	766 820 89	791 820 89	1 588 641,78	49 927 818,89	791 820 89	766 820 89	7 460 048,89	43 259 570,89	14 153 316,89	35 510 320,89	791 820 89

4.1 Capital and Special Projects Monthly Projections

Project Name	Project Type (water, sanitation etc)	Total Project Cost	2021/22	Registered MIG Funds for 2021/2022	Date: Consultant appointed or to be appointed and starts with design yy-mm-dd	Date: Project to be completed yy-mm-dd	CASH FLOW PROJECTIONS						Total
							July-21	September-21	December-21	February-22	April-22	June-22	
Construction of Kradijan Internal Access Road Phase 03	Roads	3 500 000	3 500 000	3 500 000	Appointed	6/30/2022	350 000	525 000	875 000	1 050 000	525 000	175 000	3 500 000
Construction of Careleng Community Hall Phase 2	Community Hall	1 450 000	1 450 000	1 450 000	Appointed	6/30/2022	145 000	217 500	362 500	435 000	217 500	72 500	1 450 000
Construction of Link Road to Jan Masibi, Tlbel Office and Mefusele Phase 02	Roads	2 900 000	2 900 000	2 900 000	Appointed	6/30/2022	290 000	435 000	725 000	870 000	435 000	145 000	2 900 000
Construction of Link Road to N18 in Loding Phase 02	Roads	2 900 000	2 900 000	2 900 000	Appointed	6/30/2022	290 000	435 000	725 000	870 000	435 000	145 000	2 900 000
Construction of Roads and Storm Water in Selinwathwe and Ramdaba Phase 02	Roads	8 450 000	8 450 000	8 450 000	Appointed	6/30/2022	845 000	1 267 500	2 112 500	2 535 000	1 267 500	422 500	8 450 000
Construction of Mafloping and Logeng Sports Facility	Sports Facility	10 719 300	10 719 300	10 719 300	1/25/2021	6/30/2022	1 071 930	1 607 895	2 679 825	3 215 790	1 607 895	535 965	10 719 300
PMU Administratio			1 574 700	1 574 700	N/A	N/A	262 450	262,450	262,450	262,450	262,450	262,450	1 574 700
TOTALS		29 919 300	31 494 000	31 494 000			3 254 380	4 750 345	7 742 275	9 238 240	4 750 345	1 758 415,00	31 494 000



4.2 Capital Projects Three Year Plan

PROJECT	LOCATION	WARD	BUDGET 2021/2022	BUDGET 2022/2023	BUDGET 2022/2023	IMPLEMENTING AGENT
Construction of Kradipan Internal Access Road Phase 03	Kradipan	08	R 3,500,000	-	-	RLM
Construction of Garelang Community Hall Phase 2	Garelang	09	R 1,450,000	-	-	RLM
Construction of Link Road to Jan Masibi, Tribal Office and Methusele Phase 02	Disaneng	03	R 2,900,000	-	-	RLM
Construction of Link Road to N18 in Lokaleng Phase 02	Setlagole	05	R 2,900,000	-	-	RLM
Construction of Roads and Storm Water in Setlhwaatlwe and Ramabesa Phase 02	Setlhwaatlwe & Ramabesa	13	R 8,450,000	-	-	RLM
Construction of Matloding and Logageng Sports Facility	Matloding & Logageng	04	R 10 719 300	-	-	RLM
Garelang – Ramabesa Internal roads & Storm water Upgrading to surface	Garelang- Ramabesa	09 & 13	R 5 000 000	R 7000 000	R 3000 000	RLM
Roofing to Madibogo Taxi Rank	Morolong/ Selole	12	-	R 1 000 000	-	RLM
Tshidlamolomo Mini Taxi Rank	Tshidlamolomo	01	-	R 3 500 000	-	
Disaneng Mini Taxi Rank	Disaneng	03	-	R 3 500 000	-	
Makgobistad Mini Taxi Rank	Makgobistad	02	-	R 3 500 000	-	
Mareetsane Mini Taxi Rank	Mareetsane	08& 10	-	R 3 500 000	-	
Kradipan Mini Taxi Rank	Kradipan	08 & 11	-	R 3 500 000	-	RLM
Construction of High Mast Lights in Setlagole & Madibogo RDP	Setlagole & Madibogo RDP	12& 14	-	R 4 000 000	R 6 000 000	RLM
Logageng - Matloding Internal roads & Storm water Upgrading to surface	Logageng - Matloding	04	-	-	R 7000 000	RLM
Construction of Community Hall in Setlagole RDP/New Stands	New Stands	14	-	-	R 6000 000	RLM
Construction of Roads& Storm Water in the newly Established Townships	Madibogo & Setlagole				R 10 000 000	RLM



4.3 Capital Projects by Ward

INFRASTRUCTURE PROJECTS			
		WARD	2021/2022
Construction of Kraaipan Internal Access Road Phase 03	Kraaipan	08	R 3,500,000
Construction of Garelenz Community Hall Phase 2	Garelenz	09	R 1,450,000
Construction of Link Road to Jan Masibi, Tribal Office and Methusele Phase 02	Disaneng	03	R 2,900,000
Construction of Link Road to N18 in Lokaleng Phase 02	Setlagole	05	R 2,900,000
Construction of Roads and Storm Water in Setlwathwe and Ramabesa Phase 02	Setlwathwe & Ramabesa	13	R 8,450,000
Construction of Matloding and Logogeng Sports Facility	Matloding & Logogeng	04	R 10 719 300
TOTAL			R 29 919 300

4.4 Maintenance Projects (Infrastructure)

PROJECT	BUDGET 2021/2022	BUDGET 2022/2023	BUDGET 2022/2023
Access Gravel Road	1 400 000	-	-
Municipal facilities	1 300 000	-	-
Materials	100 000	-	-
High Mast Lights/Flood light	1 000 000	-	-
Sewerage	50 000	-	-
Stand-by Generator	75 000	-	-
Maintenance of Air-Conditioners	200 000	-	-
Plant Maintenance	100 000	-	-
TOTAL (R)	4 225 000	-	-

