



Sol Plaatje Local Municipality: Service Delivery and Budget Implementation Plan (2023/24)

FINAL SDBIP FY 2023/2024





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1. INTRODUCTION

1.1 Legislative Framework

The Municipal Finance Management Act (MFMA) No. 56 of 2003 requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as an implementation and management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan.

Section 1 of the Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the "service delivery and budget implementation plan" as the detailed plan approved by the mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget and which must include the following:-

- a) Projections of 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 Section 53 (i)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

MFMA Circular 13 further addresses the minimum requirements of the SDBIP in detail.

1.2 Overview

This SDBIP is the first to be prepared for the IDP covering the next five years (2023 – 2027). The Sol Plaatje Municipality has prepared its 2022/23 SDBIP in line with the above. The SDBIP will serve as a "contract" between the administration, council and the community to deliver on the services outlined in the SDBIP and to manage the finances of the Municipality in a transparent and accountable manner. Not only will the SDBIP serve as an appropriate monitoring tool in the execution of the Municipality's budget to achieve key strategic priorities as set by the Integrated Development Plan (IDP), but will also serve as an essential part of the annual performance contracts for the Municipal Manager and Managers reporting directly to the Municipal Manager and provide a foundation for the overall annual and quarterly organisational performance for the 2023/24 financial year.

The SDBIP includes the following indicators:



- The revenue and expenditure projections per Vote per month.
- Revenue projections by source.
- Capital projects at a ward level and monthly capital cash flow.
- Consolidated service delivery targets and performance indicators per Municipal KPA and IDP Objective.

The SDBIP will therefore also empower the Executive Mayor, Council and other role-players to undertake their appropriate oversight and monitoring roles. The SDBIP will also afford the Executive Mayor (Mayoral Committee), Council Committees and the Municipal Manager the ability to measure in-year progress on the implementation of the IDP Objectives and the Budget.

1.3 Components of the SDBIP

The SDBIP is a layered plan and starts with a Multi-year Performance Plan as part of the IDP which is directly linked to the IDP Objectives. The 2023/24 SDBIP will be informed by the Multi-year Municipal Performance Plan which serves as the “top layer” of the SDBIP and contains the consolidated service delivery targets and in-year deadlines. This is illustrated by the diagramme below:

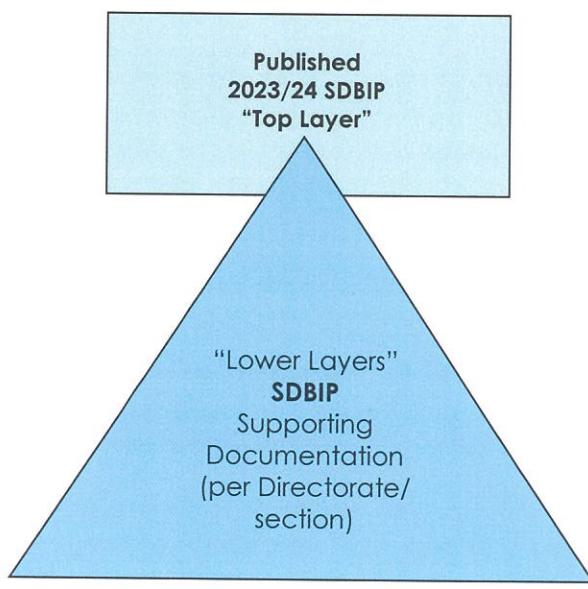


Figure 1: SDBIP Components

Once the “top layer” SDBIP is set, senior management will develop the “lower layers” of detail supporting the SDBIP. These are the actual activities linked to resources (financial, equipment and human) to actually achieve the consolidated service delivery targets within the approved budget amounts on time.



The detail of the departmental SDBIP's will be used by senior managers to hold middle level and lower level managers accountable to contribute to the municipal targets.

The following components forms part of the "top layer" SDBIP:

- **Monthly Projections of Revenue to be collected by Source**

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services.

While these projections would be most useful as cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies and any other relevant policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels, standards, ability to pay and collection efforts will ensure realistic revenue projections.

Projections for revenue by source should also include performance measures in relation to collection rates (amounts collected/amounts billed) to enable monitoring of the effectiveness of credit control policies and procedures.

- **Monthly Projections of Expenditure and Revenue for each Vote**

These projections relate to cash paid and should reconcile to the cash flow statement adopted as part of the budget documentation.

The SDBIP show monthly projections of revenue by vote in addition to revenue by source. This is done to review the budget projections against actual revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only.

- **Monthly Projections of Consolidated Service Delivery Targets and Performance Indicators for each Vote**

While the first two components indicate projections of budgeted amounts for revenue and expenditure, this component requires non-financial measurable key performance indicators and service delivery targets (including reduction of backlogs). The focus here is on outputs and outcomes, and not so much on inputs or internal management objectives.

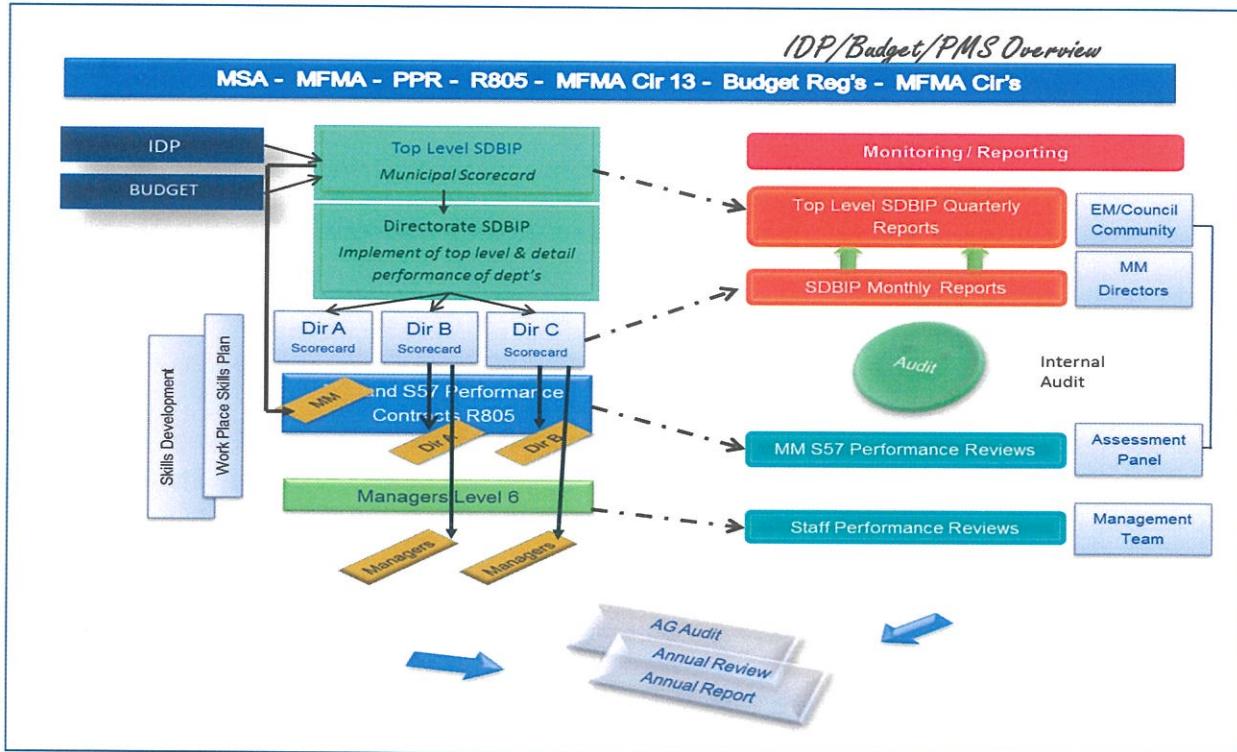
- **Detailed Capital Works Plan broken down by Ward over Three years**

Information detailing infrastructure projects per ward containing project description and anticipated capital costs over the three-year period.



1.4 SDBIP Link to Strategic Issues in the IDP

The Municipality endeavours to have a seamless link between IDP, as the strategic plan, the SDBIP, which operationalises the IDP and the Budget and the performance agreements of top and middle management – as well as to all levels of staff. This is illustrated in the diagram below:



In reviewing the strategic objectives of the 5-year IDP in relation to both the present contextual issues relating to development in SPM and the latest national and provincial strategies and plans it was found that the current strategic focus of the IDP remains sound and correct and that focus for this MTREF should be on implementation.

Sol Plaatje Municipality must concentrate on an action-oriented development programme that will see the fruition of the present strategic objectives.

It should also be emphasised that the implementation of this development programme is also dependent on creating the correct preconditions for delivery; including institutional alignment, securing financial resources and creating optimal stakeholder configurations.

" TOWARDS A CLEANER GROWING CITY"



The Municipality has amended its vision for the 5th Generation IDP cycle 2022- 2027, the newly crafted vision was a joint effort of our political principles and Executive Management Team (EMT). The new vision locates the challenges that the Municipality is facing but gives effect to the corrective measures that seeks to respond to service delivery and craft a development trajectory. The importance of the Service Delivery Budget Implementation Plan (SDBIP) sacrosanct in monitoring the 5th Gen IDP throughout its life- cycle by linking performance management.

A critical reflection was done in assessing the impact of the 4th Generation IDP and it hinged main on provision social infrastructure. Taking into consideration the current liquidity ratio of 0,5% this prompted the 5th Gen IDP to take a different approach of accelerating provision of economic infrastructure to leverage private sector investment. To achieve this anticipated growth its important for SPM also to improve on the efficiency of its services, the sustainability of its finances and the effectiveness of its administration.

Sol Plaatje is a pilot for the "new deal" - the Integrated Urban Development Framework, this is a unique opportunity for the municipality and the residents of Sol Plaatje. In the course of making the "Back to Basics" programme of local government a reality, a new vision "Towards a cleaner growing city" is presented in this IDP.

The new vision of the 5th Generation seeks to place the Municipality on a development trajectory and strengthen governance within the Municipality.

- Cleaner city that sparkles
- Provision incentive mix to attract and leverage on private investment
- Cleaner provision uninterrupted sustainable infrastructure
- Institutionalise Safety Strategies to the IDP to respond to crime and grimme.
- City where there is security- jobs, tenure and facilitates creation of jobs
- Strengthen collaborative integrative planning and resource mobilisation.
- City that invests in public participation, is connected with the people

To achieve this, the following strategic objectives will guide the city towards the future:

Spatial Transformation:

To transform the spatial structure of the City towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities.

Inclusive Growth:

To establish a competitive economic position that attracts diverse investments, increases economic growth and creates targeted number of jobs.



Service Provision:

To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports:

- transformed spatial structure
- economic growth objectives
- universal access to basic services,
- differentiated service requirements of households and human settlements and economic activity

Governance:

To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

2. THE 5 YEAR IDP ACTION PLAN RESOURCED

2.1 *Budgeting and IDP Process*

The IDP process plan seeks to ensure that co-ordination of activities are done within the timeframes as prescribed in the Municipal Finance Management Act as well as Municipal Systems Act. It aims at coordinating, integrating and align the strategic processes of the municipality which include the review of sector plans, review of policies, the IDP, Budget Spatial Development Framework (SDF) and the Performance Management System (PMS). The process plan incorporates all municipal planning, budgeting, performance management, public engagement processes and also includes the following:

- programme specifying the time frames for the different planning activities
- Appropriate mechanisms, processes and procedures for consultation and participation local communities, organs of state, and any other stakeholder's in the IDP process
- An indication of the organizational arrangements for the IDP process
- Policy and legislative requirements in respect of Integrated Development Planning
- Mechanisms and procedures for vertical and horizontal alignment

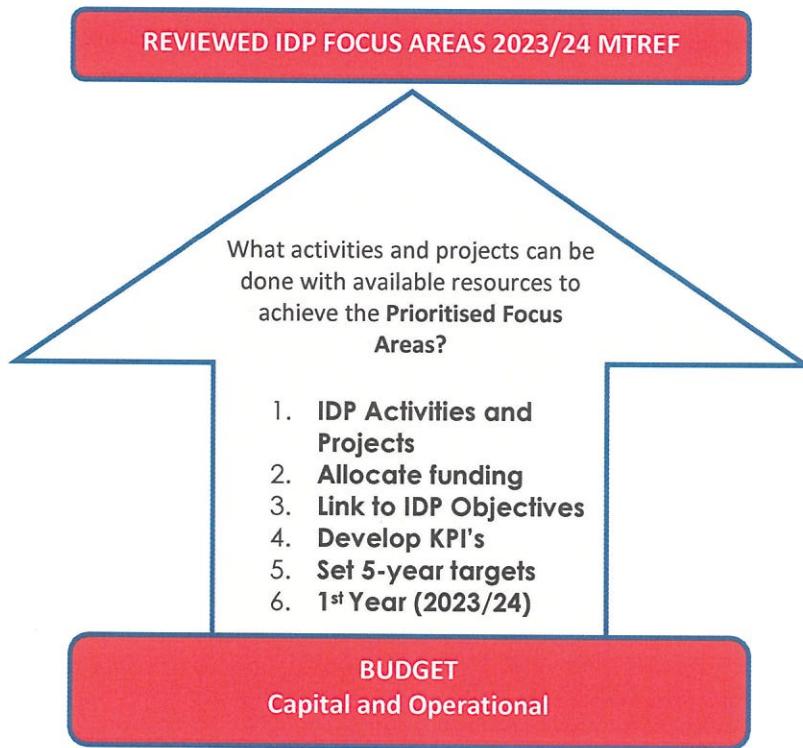
To ensure certain minimum quality standards of the IDP process, and proper coordination between and within spheres of government, the preparation of the IDP Process Plan and the drafting of the annual budget of municipalities have been regulated in both the Municipal Systems Act (Act 32 of 2000) and the Municipal Finance Management Act (Act 56 of 2003).



The budgeting and IDP process plan was prepared in July 2022 for the review of the IDP 23/24 financial year.

A ward public participation process was held from 14 November to 1 December 2022 for the sourcing of ward priorities. This was followed by a Mayoral Strategic Planning Session held on 22-23 March 2023.

Programs, projects and activities have been identified to address the key focus areas discussed above and have been resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:

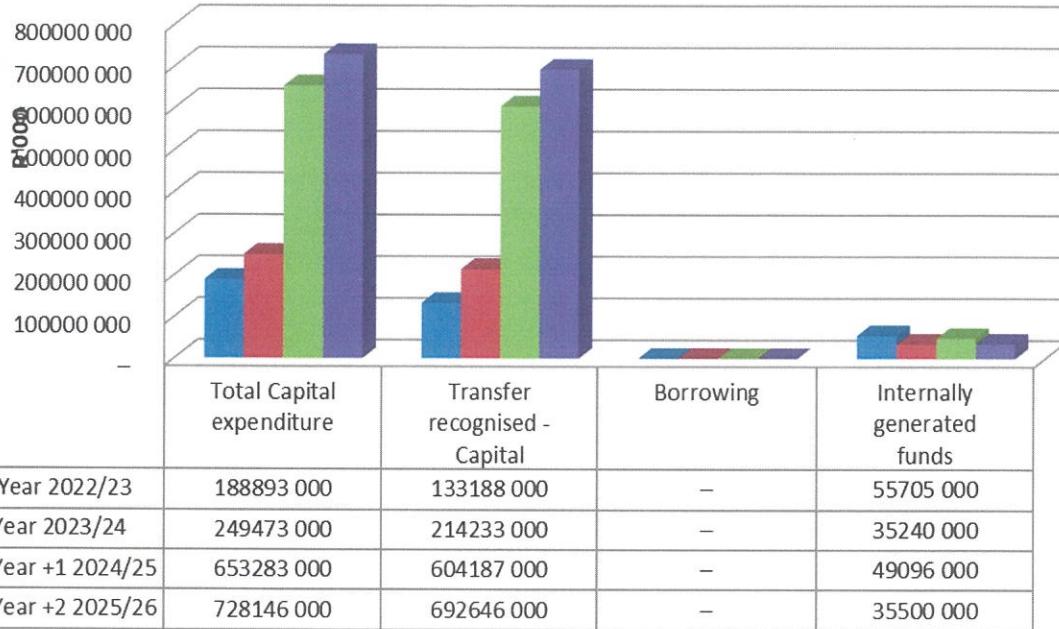


2.2 The 2023/24 MTREF Funding Plan



The Chart below indicate the funding plan to fund the IDP Priorities for the 2023/24 MTREF.

Overview of Capital Expenditure & Funding Sources: 2023/24 MTREF



2.2.1 Funding the Operational Budget

The municipality continues to derive revenue from service charges from utility services and rates. There are minor revenue sources that are part of service delivery cost funding, and our aim is to continue to grow these revenue sources. As can be seen from the table, we are departing from a premise as set in the adjustment budget **of a deficit budget**. For indulgence, a deficit budget is when a municipality (as is in our case), spends more than what it can generate, that is expenses exceed income. A deficit can either be funded from projected savings or defer expenditure that is included or through borrowing or public donations if the expenditure is necessary and critical. This is an undesired situation.

The next three years MTREF reflects surplus budgets of less than 1% of projected revenue. Surpluses from Operating Revenue are ought to be used to re-invest in service delivery related infrastructure, either fund growth or refurbishments of capital nature to ensure continuity of service and effectiveness of infrastructure.

As indicated as a priority in the Mayoral Strategic Planning session, revenue enhancement initiatives would also be provided for in order to address the issue of cash flow challenges and low collection rate. Over the three years, R114 million is project as total surpluses.



The Table below indicates the operational funding from the various sources and the expenditure by type for the 2023/24 MTREF.

Table 1: Revenue by Source for the 2023/24 MTREF

Description (R thousand)		2023/24 Medium Term Revenue & Expenditure Framework									
		Current Year 2022/23		Budget Year 2023/24		Budget Year +1 2024/25		Budget Year +2 2025/26		% Contribution	
Revenue By Source		Adjusted Budget	% Contribution	% Contribution	% Growth 2022/23 to 2023/24	% Contribution	% Growth 2023/24 to 2024/25	% Contribution	% Growth 2024/25 to 2025/26	% Contribution	
Property rates	610 074	24,44%	660 893	24,30%	8,33%	706 943	24,10%	6,97%	746 365	23,58%	5,58%
Service charges - electricity revenue	899 854	36,03%	1 034 372	38,35%	15,00%	1 151 590	39,26%	11,28%	1 281 753	40,50%	11,30%
Service charges - water revenue	305 717	12,25%	327 114	12,03%	7,00%	346 815	11,82%	6,02%	367 859	11,62%	6,07%
Service charges - sanitation revenue	93 500	3,75%	89 888	3,30%	-3,89%	95 380	3,25%	6,14%	100 732	3,18%	5,61%
Service charges - refuse revenue	69 080	2,77%	65 412	2,41%	-5,31%	70 452	2,40%	7,71%	75 461	2,38%	7,11%
Service charges - other											
Rental of facilities and equipment	25 896	1,04%	26 030	0,99%	3,98%	28 278	0,96%	5,00%	29 333	0,94%	5,50%
Interest earned - external investments	6 000	0,24%	7 000	0,26%	16,67%	12 000	0,41%	71,43%	15 000	0,47%	25,00%
Interest earned - outstanding debtors	156 500	6,27%	168 380	6,21%	7,91%	160 953	5,49%	-4,65%	158 048	4,99%	-1,80%
Dividends received											
Fines	35 730	1,43%	30 660	1,13%	-14,19%	30 714	1,05%	0,18%	32 403	1,02%	5,50%
Licences and permits	6 850	0,27%	7 350	0,27%	7,30%	7 740	0,26%	5,30%	8 165	0,26%	5,50%
Agency services											
Transfers recognised - operational	266 031	10,66%	281 921	10,37%	5,97%	302 302	10,31%	7,23%	328 343	10,37%	8,61%
Other revenue	20 745	0,83%	18 714	0,69%	-9,79%	19 795	0,67%	5,78%	20 881	0,66%	5,49%
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)	2 495 977	100,00%	2 719 604	100,00%	8,96%	2 932 962	100,00%	7,85%	3 164 843	100,00%	7,91%



2.2.2 Funding the Capital Budget

The Municipality's Capital Budget can only be funded from the following three sources, namely:

- o **Own revenue (Capital Replacement Reserve)**

In accordance with Sec 18 of the MFMA only revenue surpluses from the previous financial year that are cash backed and not committed for any spending in the following year, can contribute to the capital budget (CRR). After adjustments, it is projected that a total of R35 240 000 is available for the 2023/24 financial year and the total own funds that can be allocated to the CRR over the next 2 years amount to R84 596 000.

Vote Description R thousand	Ref 1	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Internally generated funds		55 705	55 705	55 705	35 240	49 096	35 500
Total Capital Funding	7	190 043	188 893	188 893	249 473	653 283	728 146

- o **Conditional Grants**

Funding is availed from National and Provincial government for service delivery projects with prescribed conditions attached to it, which *inter alia* means that the funding cannot be used for any other purpose, except for the approved projects as pertained in the project plans submitted.

The following grants as per table below were gazetted:

Row Labels		Sum of Adjusted Budget 2022/23	Sum of Budget 2023/24	Sum of Budget 2024/25	Sum of Budget 2025/26
		266 030 919,00	281 921 000,00	302 302 000,00	328 342 890,00
117 - OPERATIONAL GRANTS					
DEPT OF TOURISM - EPWP		-			
EXPANDED PUBLIC WORKS GRANT (EPWP)		3 959 000,00	3 286 000,00	-	-
FRANCES BAARD DISTRICT MUNICIPALITY		-			
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)		5 500 000,00	5 500 000,00	5 500 000,00	5 500 000,00
LOCAL GOV FINANCIAL MANAGEMENT GRANT (FMG)		1 700 000,00	1 700 000,00	1 700 000,00	1 838 000,00
MUNICIPAL DISASTER RELIEF GRANT		-			
NATIONAL REVENUE FUND: EQUITABLE SHARE		239 158 000,00	263 135 000,00	286 304 000,00	311 723 000,00
NON-PROF: OTHER NON-PROFIT INSTITUTIONS\Libraries		9 413 919,00	8 300 000,00	8 798 000,00	9 281 890,00
INFRASTRUCTURE GRANT		6 300 000,00	-	-	-
125 - CAPITAL GRANTS		133 188 000,00	214 233 000,00	604 187 000,00	692 646 000,00
ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT GRANT (EEDSM)		4 000 000,00	4 000 000,00	-	-
EUROPEAN UNION		18 850 000,00	-	-	-
INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)		20 000 000,00	48 026 000,00	22 700 000,00	25 000 000,00
INTEGRATED URBAN DEVELOPMENT GRANT (IUDG)		70 390 000,00	74 207 000,00	61 783 000,00	64 251 000,00
NEIGHBOUR DEVELOPMENT PARTNERSHIP GRANT (NDPG)		-	2 000 000,00	9 137 000,00	10 000 000,00
WATER SERV INFRASTRUCTURE GRANT (WSIG)		19 948 000,00	-	18 567 000,00	19 395 000,00
REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)		-	86 000 000,00	492 000 000,00	574 000 000,00
Grand Total		399 218 919,00	496 154 000,00	906 489 000,00	1 020 988 890,00

Indicated in the table below is the grant linked to each project:



Capital Projects Per Funding Source	Budget Year 1 (rand)	Budget Year 2 (rand)	Budget Year 3 (rand)
	2023/24	2024/25	2025/26
CRR	35 240 000	49 096 000	35 500 000
WSDP Development	1 200 000	-	-
ACQ – fleet replacement	5 000 000	10 596 000	20 000 000
Distribution ACQ – water meter replacement	2 000 000	2 000 000	3 000 000
Smartball Leak Detection	5 847 676	-	-
Pipe Condition Assessments and Cathodic Protection	1 848 991	-	-
Emergency Meter installations (Phase 1)	6 225 255	-	-
Mr Leak and Sleak Data System	917 938	-	-
Emergency Leak Repairs on six Major Leaks	168 750	-	-
Western bypass leak repairs and refurbishment	293 325	-	-
Old WTP Major refurbishment and building works	468 275	-	-
New WTW Filter Refurbishment & backwash System	502 226	-	-
New WTP Major refurbishment and building works	1 305 743	-	-
Capital spares ACQ – pre-paid meters	2 000 000	2 000 000	3 000 000
ACQ-furniture and office equipment replacement	3 000 000	3 000 000	3 000 000
ACQ-computer equipment replacement	4 500 000	4 500 000	4 500 000
Water Infrastructure (RBIG Co-funding)	-	25 000 000	-
Township establishment various wards	-	2 000 000	2 000 000
IUDG	74 207 000	61 783 000	64 251 000
Water pipes refurbishment (various wards)	19 207 000	10 000 000	10 000 000
PHDA planning & surveying	10 000 000	8 783 000	5 217 000
Township establishment (various wards)	5 000 000	3 000 000	5 000 000
Refurbishment of halls	-	-	4 034 000
P-CIER RDS roads	20 000 000	20 000 000	20 000 000
Upgrade gravel roads (various wards)	20 000 000	20 000 000	20 000 000
EEDSM	4 000 000	-	-
EEDSM projects	4 000 000	-	-
NDPG	2 000 000	9 137 000	10 000 000
Refurbishment of halls	2 000 000	9 137 000	10 000 000
WSIG		18 567 000	19 395 000
Reconstruction of old sink toilets Ph 2		18 567 000	19 395 000



Capital Projects Per Funding Source	Budget Year 1 (rand)	Budget Year 2 (rand)	Budget Year 3 (rand)
	2023/24	2024/25	2025/26
RBIG (BFI PROJECTS)	86 000 000	492 000 000	574 000 000
Project Management	3 230 055	-	-
Smartball Survey Priority Leak Repairs	12 954 638		
Newton Reservoir Emergency Leak Repairs	4 725 460		
WTW OHS & Security Management	5 919 628		
Power, Abstraction & Pumpstation Repairs	9 486 736		
Old WTP Chlorine & Dosing Works upgrading	16 598 092		
New WTP Chlorine & Dosing Works upgrading	10 628 021		
KBY Bulk Meters & Pressure Management Phase 2	766 944		
KBY Network leak detection & repairs project 1	4 531 850		
KBY Network leak detection & repairs project 2	4 843 043		
Kimberley sub-sone smart meter installation	-		
Ritchie Bulk Meters & Pressure Management	106 687		
Ritchie Prioritized Leak Detection & Repairs	-		
Riverton to Midstation Bulk Pipeline Repairs	3 740 594		
Eastern Bypass repairs, coating and refurbishment	2 820 018		
Eastern Bypass replacement of corroded 10km line	5 069 101		
Western bypass replacement of corroded section	579 133		
New 1200mm western bypass steel pipeline	-	492 000 000	574 000 000
GRAND TOTAL	249 473 000	653 283 000	728 146 000

As indicated in the above table, the largest projects for 2023/24 would include:

- The project relating to Emergency meter replacement (Phase 1) in the amount of R6 225 255 million funding through own funding (CRR).
- The upgrading of the Hadison Park substation funded through INEP in the amount of R23 546 million.
- The upgrading of gravel roads to a paved surface funded through IUDG in the amount of R20 million.
- The upgrading of the chlorine and dosing works at the old water treatment plant at Riverton in the amount of R16 598 092 million funded through RBIG.



- o **Long term borrowings**

It is not anticipated at this stage that the Municipality will take up any new long-term loans for this IDP Cycle.

Table 2 below depicts the funding sources for capital for the 2023/24 MTREF.

Table 2: Capital Funding Sources for the 2023/24 MTREF

Vote Description R thousand	Ref 1	2023/24 Medium Term Revenue & Expenditure Framework		
		Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Funded by:				
National Government		214 233	604 187	692 646
Provincial Government		–	–	–
District Municipality		–	–	–
Transfers and subsidies - capital (in-kind)		–	–	–
Transfers recognised - capital	4	214 233	604 187	692 646
Borrowing	6			
Internally generated funds		35 240	49 096	35 500
Total Capital Funding	7	249 473	653 283	728 146

2.2.3 The 5 Year Key Performance Indicators and Targets

A Multi-Year Municipal Performance Plan setting the necessary annual KPI's and targets for each IDP Objective aligned to the key focus areas for the 2023/24 MTREF has been prepared considering the available resources and possible financial risks as discussed above (sections 2.1.1 and 2.2.2).

This Multi-year Municipal Performance Plan (attached as Annexure 1) is aligned to the Municipal Development Strategy as well as the other spheres of government's priorities. In this manner Sol Plaatje ensures that when it actually implement projects and complete operational activities that it will contribute to the overall priorities set for the development of South Africa, and not only for its local area.



3. THE 2023/24 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

3.1 The 2023/24 MTREF Budget

Table below indicates the alignment of the revenue budget with the Strategic Objectives of the IDP for the 2023/24 MTREF period.

Table 3: Revenue Budget aligned to IDP Strategic Objectives

Strategic Objective R thousand	Revenue			Expenditure			Capital Expenditure		
	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	366 222	378 972	400 075	428 641	446 730	472 901	19 500	32 233	44 500
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	683 585	729 727	770 440	156 155	173 983	183 596	—	—	—
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	6 961	7 048	7 132	115 120	108 615	114 320	—	—	—
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	1 654 820	1 808 775	1 978 293	1 928 049	2 096 370	2 276 151	219 973	612 267	678 429
LOCAL ECONOMIC DEVELOPMENT	8 015	8 440	8 904	63 287	67 477	71 188	10 000	8 783	5 217
Total	2 719 604	2 932 362	3 164 843	2 691 252	2 893 175	3 118 156	249 473	653 283	728 146



The municipality's expenditure for the 2023/24 budget and MTREF is informed by the following:

Modelling of feasible and sustainable budgets over the medium term,
Cognisance of international, national and local economic- and fiscal conditions,
Expenditure limits set by realistic and realisable revenue levels,
The asset repairs and maintenance goals,
Relevant (budget and other) legislative imperatives, and
Operational gains and efficiencies directed to fund areas of strategic priority and known commitments.

The Tables below indicate the Municipality's monthly financial targets for the 2023/24 financial year

**Table 4: Monthly Revenue Targets per Source for the 2023/24 Financial Year**

NC091 Sol Plaatje - Supporting Table SA25 Budgeted monthly revenue and expenditure

R thousand	Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework			
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2023/24	+1 2024/25	+2 2025/26	
Revenue																		
Exchange Revenue			95 966	95 966	95 966	95 966	95 966	95 966	95 966	95 966	95 966	95 966	95 966	(20 753)	1 034 872	1 151 590	1 281 753	
Service charges - Electricity			28 901	28 901	28 901	28 901	28 901	28 901	28 901	28 901	28 901	28 901	28 901	28 901	9 200	327 114	346 815	367 859
Service charges - Water			7 948	7 948	7 948	7 948	7 948	7 948	7 948	7 948	7 948	7 948	7 948	7 948	2 427	89 858	95 380	100 732
Service charges - Waste Water Management			5 871	5 871	5 871	5 871	5 871	5 871	5 871	5 871	5 871	5 871	5 871	5 871	830	65 412	70 452	75 461
Service charges - Waste Management			1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	489	15 579	16 462	17 367
Sale of Goods and Rendering of Services																		
Agency services																		
Interest			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables			13 413	13 413	13 413	13 413	13 413	13 413	13 413	13 413	13 413	13 413	13 413	13 413	21 340	168 880	160 963	158 048
Interest earned from Current and Non Current Assets			1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	(4 000)	7 000	12 000	15 000
Dividends			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent on Land																		
Rental from Fixed Assets			2 356	2 356	2 356	2 356	2 356	2 356	2 356	2 356	2 356	2 356	2 356	2 356	1 009	26 930	28 278	29 833
Licence and permits			105	105	105	105	105	105	105	105	105	105	105	105	45	1 200	1 260	1 329
Operational Revenue			278	278	278	278	278	278	278	278	278	278	278	278	80	3 134	3 333	3 514
Non-Exchange Revenue																		
Property rates			58 912	58 912	58 912	58 912	58 912	58 912	58 912	58 912	58 912	58 912	58 912	58 912	12 863	660 893	706 943	746 365
Surcharges and Taxes															-	-	-	-
Fines, penalties and forfeits			2 559	2 559	2 559	2 559	2 559	2 559	2 559	2 559	2 559	2 559	2 559	2 559	2 506	30 660	30 714	32 403
Licences or permits			540	540	540	540	540	540	540	540	540	540	540	540	210	6 150	6 480	6 836
Transfer and subsidies - Operational Interest			25 192	25 192	25 192	25 192	25 192	25 192	25 192	25 192	25 192	25 192	25 192	25 192	4 811	281 921	302 302	328 343
Fuel Levy																		
Operational Revenue			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Gains			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discontinued Operations																		
Total Revenue (excluding capital transfers and)			244 413	244 413	244 413	244 413	244 413	244 413	244 413	244 413	244 413	244 413	244 413	244 413	31 056	2 719 604	2 932 962	3 164 843

**Table 5: Monthly Expenditure Targets per Type**

R thousand	Description	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	
Expenditure																	
Employee related costs	80 290	80 290	80 290	80 290	80 290	80 290	80 290	80 290	80 290	80 290	80 290	80 290	80 290	(1 552)	881 637	963 475	
Remuneration of councillors	3 111	3 111	3 111	3 111	3 111	3 111	3 111	3 111	3 111	3 111	3 111	3 111	3 111	1 333	35 559	37 337	
Bulk purchases - electricity	75 133	75 133	75 133	75 133	75 133	75 133	75 133	75 133	75 133	75 133	75 133	75 133	75 133	(41 467)	785 000	901 600	
Inventory consumed	22 630	22 630	22 630	22 630	22 630	22 630	22 630	22 630	22 630	22 630	22 630	22 630	22 630	56 973	305 900	271 555	
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Depreciation and amortisation	7 596	7 596	7 596	7 596	7 596	7 596	7 596	7 596	7 596	7 596	7 596	7 596	7 596	3 093	86 650	91 153	
Interest	1 489	1 489	1 489	1 489	1 489	1 489	1 489	1 489	1 489	1 489	1 489	1 489	1 489	1 489	3 112	19 495	17 872
Contracted services	4 246	4 246	4 246	4 246	4 246	4 246	4 246	4 246	4 246	4 246	4 246	4 246	4 246	1 411	48 113	50 948	
Transfers and subsidies	381	381	381	381	381	381	381	381	381	381	381	381	381	371	4 560	4 570	4 679
Irrecoverable debts written off	28 061	28 061	28 061	28 061	28 061	28 061	28 061	28 061	28 061	28 061	28 061	28 061	28 061	8 831	317 500	336 730	356 180
Operational costs	12 781	12 781	12 781	12 781	12 781	12 781	12 781	12 781	12 781	12 781	12 781	12 781	12 781	5 046	145 639	153 369	161 738
Losses on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Losses	5 381	5 381	5 381	5 381	5 381	5 381	5 381	5 381	5 381	5 381	5 381	5 381	5 381	2 014	61 200	64 566	68 117
Total Expenditure	241 099	241 099	241 099	241 099	241 099	241 099	241 099	241 099	241 099	241 099	241 099	241 099	241 099	39 166	2 691 252	2 883 175	3 118 156

Table 6: Capital Budget Funding Sources for 2023/24

	Amount	Weighting
National Government	214 233	86%
Provincial Government	-	-
Internally Generated Funds	35 240	14%
District Municipality	-	-
TOTAL	249 473	100%



Table 7 below indicates the capital contribution to the IDP Objectives for the 2023/24 MTREF.

Table 7: Capital Contribution to the IDP Objectives

Strategic Objective R thousand	Goal	Goal Code	Ref	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				53 705	30 005	30 005	19 500	32 233	44 500
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				-	-	-	-	-	-
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				128 038	131 738	131 738	219 973	612 267	678 429
LOCAL ECONOMIC DEVELOPMENT	Marketing the municipality as premier destination for tourism and investment	A		8 300	27 150	27 150	10 000	8 783	5 217
Allocations to other priorities			3						
Total Capital Expenditure			1	190 043	188 893	188 893	249 473	653 283	728 146



Table 8: Monthly Capital Expenditure per Municipal Vote: 2023/24

R thousand	Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework			
			July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26	
	Multi-year expenditure to be appropriated	1	-	-	-	-	-	-	-	-	-	-	-	-	(10 672)	12 000	24 733	37 000
Vote 01 - Executive & Council		2 061	2 061	2 061	2 061	2 061	2 061	2 061	2 061	2 061	2 061	2 061	2 061	-	-	-	-	
Vote 02 - Municipal And General		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4 034	
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 07 - Strategy Econ Development And Planning		732	732	732	732	732	732	732	732	732	732	732	732	1 949	10 000	8 783	5 217	
Vote 08 - Infrastructure And Services		48 797	48 797	48 797	48 797	48 797	48 797	48 797	48 797	48 797	48 797	48 797	48 797	(368 833)	167 947	586 567	643 395	
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital multi-year expenditure sub-total		2	51 590	51 590	51 590	51 590	51 590	51 590	51 590	51 590	51 590	51 590	51 590	(377 546)	189 947	619 083	689 046	
	Single-year expenditure to be appropriated		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 01 - Executive & Council		625	625	625	625	625	625	625	625	625	625	625	625	-	-	-	-	
Vote 02 - Municipal And General		-	-	-	-	-	-	-	-	-	-	-	-	-	625	7 500	7 500	
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 04 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 05 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 06 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 07 - Strategy Econ Development And Planning		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 08 - Infrastructure And Services		2 225	2 225	2 225	2 225	2 225	2 225	2 225	2 225	2 225	2 225	2 225	2 225	27 551	52 026	26 700	31 000	
Vote 09 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 10 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital single-year expenditure sub-total		2	2 850	2 850	2 850	2 850	2 850	2 850	2 850	2 850	2 850	2 850	2 850	28 176	59 526	34 200	38 500	
Total Capital Expenditure		2	54 440	54 440	54 440	54 440	54 440	54 440	54 440	54 440	54 440	54 440	54 440	(349 370)	249 473	653 283	728 146	

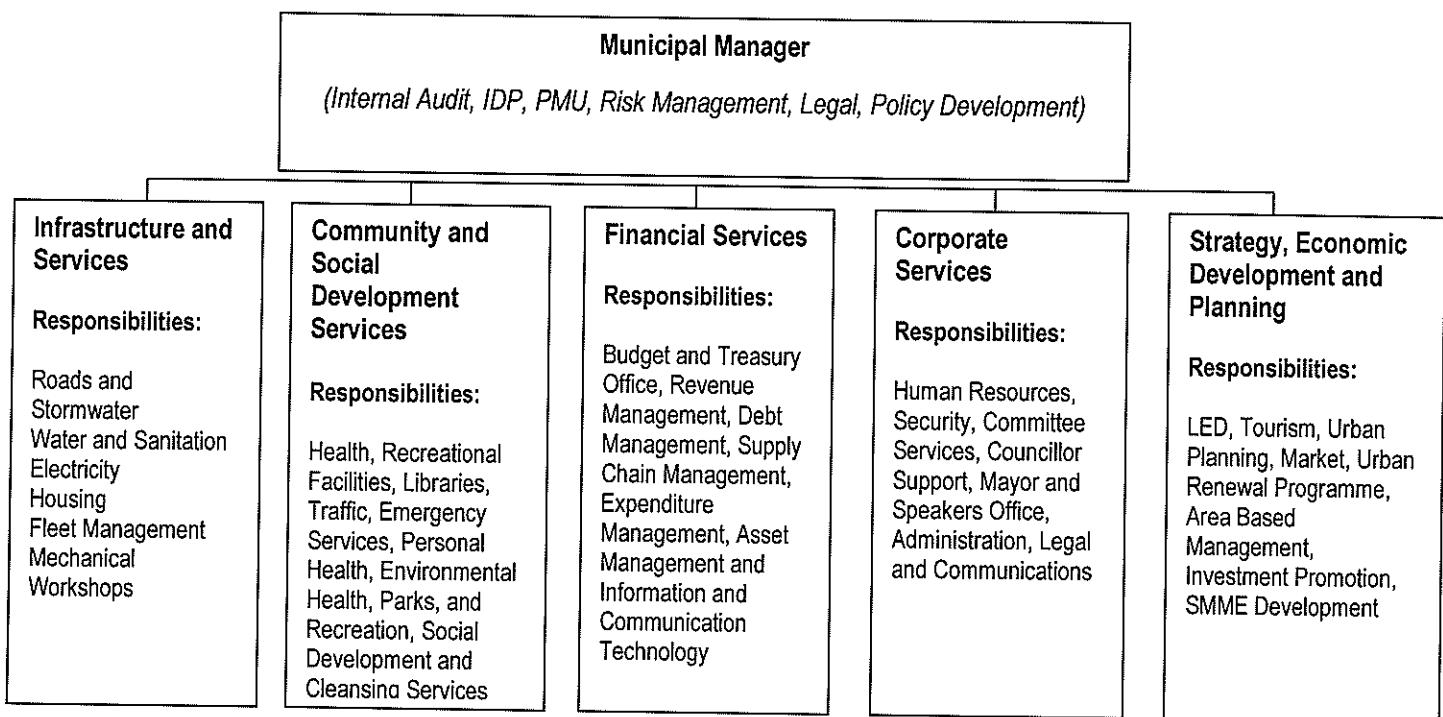


3.2 CONSOLIDATED SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

The Service Delivery Targets and Performance Indicators per National and Municipal Key Performance Areas (KPA's) are discussed below.

3.2.1 Macro Structure

The Key Performance Indicators identified for the 2023/24 Financial Year are per Municipal Vote (Directorate). It assigns the responsibility of each Directorate for its specific KPI and target - see diagramme below and Annexure 1 (Service Delivery Targets and Performance Indicators for 2023/24). These KPI's and Targets again inform the Performance Contract for the Municipal Manager and Managers accountable to the Municipal Manager as well as middle managers up to job level 6 (See Diagramme below).



3.2.2 Service Delivery Targets and Performance Indicators per Key Performance Area for 2023/24

Annexure 1 represents the key indicators at an organisational level for the remainder of this IDP Cycle. The indicators are also aligned with the national and provincial performance indicators and the overall strategic agenda of the municipality as well as LGTAS Focus Areas to ensure alignment with the IDP and Budget. It also informs the SDBIP for 2023/24.

ANNEXURE 1

SERVICE DELIVERY TARGETS AND
PERFORMANCE INDICATORS PER KEY
PERFORMANCE AREA

2023/2024

Strategic Objective 1

Economic growth through promoting Sol Plaatje Municipality as an economic hub

National KPA: Local Economic Development

SDBIP ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target	Quarterly Targets			
									23/24	Q1	Q2	Q3
TL 1	Office of Municipal Manager	A local economy that delivers on food security, job creation, education and skills development.	SO1.1	Create full-time equivalents through EPWP initiatives by 30 June	Number of full-time equivalents created by 30 June	SPM	450	553	100	160	120	173
TL 2	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.2	Development of the Draft Local Economic Development Strategy by 30 June	Draft Local Economic Development Strategy completed by 30 June	SPM	0	1				1
TL3	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.2	Development of the Draft Investment Promotion Strategy by 30 June	Draft Investment Promotion Strategy completed by 30 June	SPM	0	1				1
TL 4	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.3	To process 80% category 1 land-use applications received until 30 April through Municipal Planning Tribunal by 30 June	% of category 1 land use applications processed	SPM	78	80%				80%
TL 5	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.4	Number of processed building plans received before 1 July	Number of building plans processed	SPM	200	200	50	50	50	50
TL 6	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.5	Ensuring a response time of 11 weeks for building plans submissions received in the current financial year for buildings /	Average response time in weeks to process building plans	SPM	10 weeks	11 weeks	11 weeks	11 weeks	11 weeks	11 weeks

Strategic Objective 1											
SDBIP ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target			
								23/24	Q1	Q2	Q3
				architectural buildings less than 500m ² (number of plans received / divided by number of weeks to process)							
TL 7	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.6	Ensuring a response time of 11 weeks for building plans submissions received in the current financial year for buildings / architectural buildings greater than 500m ² (number of plans received / divided by number of weeks to process)	Average response time in weeks to process building plans	SPM	8 weeks	11 weeks	11 weeks	11 weeks	11 weeks
TL 8	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.7	Number of SMEs supported through the implementation of the business incubation developmental programme	Number of SMEs supported	SPM	30	10	3	3	2
TL 9	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.8	Review of Capital Expenditure Framework (CEF)	Approved Review of CEF	SPM	0	1			1
TL 10	Strategy, Economic Development, Planning	A local economy that delivers on food security, job creation, education and skills development.	SO1.9	Number of erven planned and surveyed	Number of erven planned and surveyed	SPM	0	5500			5500

National KPA: Basic Service Delivery and Infrastructure Development								
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target
								23/24
								Quarterly Targets
								Q1 Q2 Q3 Q4
TL 11	Finances	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.5	The percentage of the municipal capital budget actually spent on capital projects by 30 June (Total actual amount spent on capital projects/Total amount budgeted for capital projects) X100}	% of Capital budget spent by 30 June {Actual amount spent on capital projects / Total amount budgeted for capital projects} X100}	SPM	80%	90% 15% 45% 60% 90%
TL 12	Finances	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.6	The percentage of the total municipal operational budget spent by 30 June ((Actual amount spent on total operational budget/Total operational budget) X100)	% of the total municipal operational budget spent by 30 June	SPM	92%	90% 25% 50% 75% 90%
TL 13	Community Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.8	Number of reading outreach programmes conducted at all libraries	Number of outreach programmes held	SPM	101	60 15 15 15
TL 14	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.9	Limit unaccounted for electricity to less than 15% by 30 June { (Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased } ÷ 100 }	% unaccounted for electricity by 30 June	SPM	25%	15% 25% 20% 18% 15%

National KPA: Basic Service Delivery and Infrastructure Development												
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Quarterly Targets				
								Annual Target	23/24	Q1	Q2	Q3
TL 15	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.10	Number of households in Lethabo Park to be connected to the electricity network	Number of households to be connected to the electricity network	1,29	0	634	100	300	100	134
TL 16	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	Review of the WSDP	1 Adopted WSDP	SPM	0	1	0	1	0	0
TL 17	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% progress on the completion of the technical assessment of the bulk water supply pipeline	% Progress as per the annual project plan	SPM	0	100%	0	100%	0	0
TL 18	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% progress on the replacement of sand filters at the Riverton water treatment works	% Progress as per the annual project plan	SPM	0	100%	25%	50%	75%	100%

National KPA: Basic Service Delivery and Infrastructure Development												
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				
								23/24	Q1	Q2	Q3	Q4
TL 19	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% Progress on the upgrade of the security at the Riverton water treatment works	% Progress as per the annual project plan	SPM	0	100%	15%	35%	75%	100%
TL 20	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% progress on the repair of leakages at the Newton reservoirs	% Progress as per the annual project plan	SPM	0	100%	15%	35%	75%	100%
TL 21	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% Progress on the completion of the emergency water meter installation and procurement of a water quality monitoring hardware	% Progress as per annual project plan	SPM	0	100%	25%	50%	75%	100%
TL 22	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon	SO2.11	% Progress on the upgrade of the power supply and refurbishment of the	% Progress as per annual project plan	SPM	0	100%	25%	50%	75%	100%

National KPA: Basic Service Delivery and Infrastructure Development													
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target					
								23/24	Q1	Q2	Q3	Q4	Quarterly Targets
		standard and the infrastructure is maintained to deliver such services in a sustainable manner		abstraction pump station (Old and New Plant – Riverton)									
TL 23	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% Progress on the completion of the Kimberley network leak detection and repairs	% Progress as per annual project plan	SPM	0	50%	15%	25%	35%	50%	
TL 24	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.11	% Progress on the replacement of the Eastern and Western By-pass water pipeline (Sections 2 & 3)	% Progress as per the annual project plan	SPM	0	50%	15%	25%	35%	50%	
TL 25	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.12	% replacement of internal water pipes in Main Rd, Reservoir Rd, Dalham Rd, Carrington Rd, Central Rd and Broadway	Percentage replacement of internal water pipes	21, 23 25, 28	0	100%	10%	25%	50%	100%	
TL 26	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services	SO2.13	Completion of a substation for Lerato park link services	% completion	30	0	50%	10%	25%	40%	50%	

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				Quarterly Targets			
								23/24	Q1	Q2	Q3	Q4			
TL 27	Infrastructure and Services	services in a sustainable manner													
TL 28	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.14	Construction of a Ring Main Unit (RMU) in Collville	% completion of construction	14	0	100%	15%	30%	75%	100%			
TL 29	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.15	Construction of a 11 KV line in Ronald's Vlei	% completion of construction	22	0	100%	15%	30%	75%	100%			
TL 30	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.16	Upgrade of the Hadison park substation	% upgrade	23, 24	0	50%	10%	25%	40%	50%			
			SO2.17	Limit unaccounted for water (Non-Revenue Water) to less than 40% annually {(Number of Kilolitres Water Purified - Number of kilolitres Water Sold) / Number of	% unaccounted for water (Non-Revenue Water) annually	SPM	63%	40%	55%	50%	45%	40%			

Strategic Objective 2

Improved Service Delivery

National KPA: Basic Service Delivery and Infrastructure Development

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target	Quarterly Targets				
									23/24	Q1	Q2	Q3	Q4
TL 31	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.18	99% water quality level achieved as per SANS 241 annually	% water quality level achieved as per SANS 241 criteria annually	SPM	97%	99%					
TL 32	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.19	80% waste water effluent quality level achieved as per National Effluent Quality Standards annually	% waste water effluent quality level achieved as per National Effluent Quality Standards, annually	SPM	56%	80%					
TL 33	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.21	Number of square metres of roads to be patched	Square metres of road to be patched	SPM	123 000 m ²	150 000 m ²	0	75 000 m ²	75 000 m ²	0	
TL 34	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.22	Distance of kilometres of residential roads upgraded from gravel to a paved surface (Finch, Weaver, Seuduif, Parakiet, Chrysenthium, Azalea Roads, Baracuda 22 nd Str, Zenzeleini, Otto, Jerry	Number of kilometres paved	SPM	4.1 km	5 km	1 km	1.5 km	1.5 km	1 km	

National KPA: Basic Service Delivery and Infrastructure Development												
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target	Quarterly Targets			
								23/24	Q1	Q2	Q3	Q4
TL 35	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.29	100% procurement of identified fleet as per the fleet replacement plan (number of vehicles delivered out of the number of vehicles identified for purchase x100)	Percentage of identified fleet delivered	SPM	85%	100%				100%
TL 36	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.31	Upgrade water infrastructure (replace 8000 water meters)	Number of water meters replaced by 30 June	SPM	0	8000	500	3000	2500	2000
TL 37	Infrastructure and Services	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.32	Upgrade electricity infrastructure (replace 8000 prepaid electricity meters)	Number of electricity meters replaced by 30 June	SPM	0	8000	1000	2000	3000	2000
TL 38	Strategy, economic development and planning	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such	SO2.35	Percentage progress on the refurbishment of the RC Elliot Community Hall (Phase 1)	Percentage progress on the refurbishment	SPM	0	100%				100%

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target	Quarterly Targets				
									23/24	Q1	Q2	Q3	Q4
TL 39	Community and social development	services in a sustainable manner		All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.38	Plan and conduct roadblocks	Number of roadblocks conducted	SPM	22	8	2	2	2
TL 40	Corporate Services			All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.39	Development of a Strategy for the safeguarding of municipal assets to restrict vandalism of municipal infrastructure	Developed Strategy	SPM	0	1			1
TL 41	Community and social development			All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.40	Plan and conduct stop and check points to improve road safety	Number of stop and checkpoints conducted	SPM	16 000	6000	1500	1500	1500
TL 42	Community and social development			All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.42	Conduct monthly inspections of food premises	Number of inspections	SPM	3000	1800	450	450	450

National KPA: Basic Service Delivery and Infrastructure Development												
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target	Quarterly Targets			
								23/24	Q1	Q2	Q3	Q4
TL 43	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.43	Conduct monthly inspections at non-food premises to ensure compliance to legislation	Number of inspections	SPM	1200	1200	300	300	300	300
TL 44	Community and social development	All communities have access to basic services delivered at an acceptable and agreed upon standard and the infrastructure is maintained to deliver such services in a sustainable manner	SO2.44	Number of water samples collected and tested	Number of water samples collected and tested	SPM	0	960	240	240	240	240

Strategic Objective 3

Good, clean and transparent governance and public participation

National KPA: Good Governance and Public Participation

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				Quarterly Targets			
								23/24	Q1	Q2	Q3	Q4			
TL 45	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.1	Compile the final Annual Report for submission to council by 31 March	Final Annual Report for submitted to council by 31 March	SPM	0	1				1			
TL 46	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.2	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June	Risk Based Audit Plan developed and submitted to the audit committee by 30 June	SPM	1	1	1						
TL 47	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.3	Report quarterly on the progress of risk mitigation to the MM and EMT	Quarterly reports on strategic risk register	SPM	4	4	1	1	1	1			
TL 48	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.4	Number of audits conducted as per the internal audit plan	Number of internal audits conducted	SPM	18	10	3	2	2	3			
TL 49	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.5	Number of audit committee meetings conducted annually	Number of audit committee meetings conducted	SPM	4	4	1	1	1	1			
TL 50	Finance	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.6	Develop and submit an audit action plan to the MM to address matters raised by the auditor general within 30 days	Developed and submitted audit action plan	SPM	1	1				1			

National KPA: Good Governance and Public Participation											
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Annual Target				
							23/24	Q1	Q2	Q3	Q4
TL 51	Office of the MM	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.7	Compile the final IDP and submit to council by 31 May annually	Final IDP submitted to Council by 31 May	SPM	1	1			1
TL 52	Corporate Services	Good governance systems are maintained in order to support proper communication and a healthy administration working towards a clean audit	SO3.9	To disseminate on a monthly basis the electronic municipal newsletter through social media platforms	Monthly distribution	SPM	0	12	3	3	3

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				Quarterly Targets			
								23/24	Q1	Q2	Q3	Q4			
TL 53	Finance	The municipality is financially viable to deliver services to the community	SO4.1-SO4.4	Number of indigent households earning less than R4 500 provided with free basic services (water, electricity, refuse and sanitation)	Number of indigent households provided with free basic services (water, electricity, refuse and sanitation)	SPM	12 007	11 800	11 800	11 800	11 800	11 800			
TL 54	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.5	Financial viability measured in terms of the municipality's ability to meet its debt obligations by 30 June (Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Debt to revenue by 30 June	SPM	8%	8%	25%	25%	25%	25%			
TL 55	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.6	Maintain the current ratio of 2:1 against current assets of the municipality by 30 June (Current Assets / Current Liabilities)	Current ratio	SPM	1.90:1	2:1	2:1	2:1	2:1	2:1			
TL 56	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.7	Reduce net debtor days to 300 days by 30 June ((Gross Debtors - Bad debt Provision) / Actual Billed Revenue)) x 365	Net debtor days	SPM	361	300	300	300	300	300			

Strategic Objective 4

Establishment of healthy financial management

National KPA: Municipal Financial Viability and Management

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target				Quarterly Targets			
								23/24	Q1	Q2	Q3	Q4			
TL 57	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.9	Financial viability measured in terms of the available cash to cover fixed operating expenditure {Cost coverage [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)}	Cost coverage ratio by 30 June	SPM	0.5	1	1	1	1	1			
TL 58	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.12	Number of planned BSC meetings conducted to process bids	Number of meetings conducted	SPM	0	24	6	6	6	6			
TL 59	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.13	95% collection rate and ensure payment based on correct account (receipts/billing×100)	95% collection rate achieved	SPM	78%	95%	95%	95%	95%	95%			
TL 60	Finance	The municipality has a system in place to track spending in terms of budget allocations and is financially viable to deliver services to the community	SO4.14	Perform an annual cost analysis for each trading services for the new budget by 31 March	Cost analysis reports	SPM	1	1						1	

Strategic Objective 4

Establishment of healthy financial management

National KPA: Municipal Financial Viability and Management

Strategic Objective 4						
Establishment of healthy financial management						
National KPA: Municipal Financial Viability and Management						
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward Baseline Annual Target
						23/24 Q1 Q2 Q3 Q4
				within 10 working days after the month-end)		

National KPA: Institutional Development and Municipal Transformation								Quarterly Targets			
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target	Quarterly Targets		
								23/24	Q1	Q2	Q3
TL 65	Finance	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	S05.2	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure (employee related costs and councillors remuneration/total operating expenditure x100	Employee cost as a percentage of total operating cost	SPM	33%	33%	33%	33%	33%
TL 66	Corporate Service	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	S05.4	Limit vacancy rate to 20% of funded post by 30 June 2024 {{Number of funded posts vacant divided by budgeted funded posts) x100}}	(Number of funded posts vacant divided by budgeted funded posts) x100	SPM	0	20%			20%
TL 67	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	S05.5	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April	Workplace Skills Plan submitted to LGSETA by 30 April	SPM	1	1			1
TL 68	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	S05.6	Review organogram to be aligned with strategy and comply with R890 by 30 June 2024	Organogram reviewed by 30 June 2024	SPM	0	1			1

SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward	Baseline	Annual Target	Quarterly Targets				
									23/24	Q1	Q2	Q3	Q4
TL 69	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.7	Document and distribute standard operation procedures to every municipal directorate by 30 June 2024	Standard Operating Procedures documented and provided to municipal directorates by 30 June 2024	SPM	0	1					
TL 70	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.8	Coordinate Bi-annual performance assessments of the MM and managers reporting directly to the MM	Performance assessments conducted twice per year	SPM	0	2					
TL 71	Corporate Services	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and skilled staff whose performance is regularly monitored.	SO5.9	Develop, submit and publicise the performance agreements of the MM and managers reporting directly to the MM (the number of performance agreements is dependant on the filled positions)	Number of performance agreements signed, submitted and publicised	SPM	6	6	6				
TL 72	Office of the MM	The municipality is internally transformed to deliver the services required at an acceptable level with the support administrative systems and	SO5.10	Perform a post-audit review of ICT frameworks, methodologies, policies, plans and strategies and update in accordance	ICT Frameworks, methodologies, policies, plans and strategies updated as per audit action	SPM	0	100%					100%

Strategic Objective 5						
Improved Institutional Management						
National KPA: Institutional Development and Municipal Transformation						
SDBIP Ref.	Directorate	Outcome	IDP ref.	Key performance indicator	Unit of Measurement	Ward Baseline
		skilled staff whose performance is regularly monitored.		with recommendations made by the Auditor-General	plan by the latest 31 March 2024	Annual Target 23/24

RECOMMENDED BY MUNICIPAL MANAGER
SB MATLALA



SB/06/23
DATE:
SIGNATURE

APPROVED BY EXECUTIVE MAYOR
KJB SONYONI



28/06/23
DATE:
SIGNATURE