

LEKWA LOCAL MUNICIPALITY

2024/2025

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



Contents...

1. Approval by the Executive Mayor	1
2. Introduction by the Municipal Manager	2
3. Our Strategic Direction	5
4. Our budget	7
4.1 Budget Summary	
4.1.1 Revenue and Expenditure by Source	8
4.1.2 Revenue and Expenditure by Standard Classification	9
4.1.3 Capital Expenditure by Vote and Function	10
5. Monthly Projections of Revenue and Expenditure	
5.1 Monthly Revenue and Expenditure Projections by Source	11 - 12
5.2 Monthly Revenue and Expenditure Projections by Standard Classification	13
5.3 Monthly Revenue and Expenditure Cash Flow Projections	14
6. Monthly Projections of Capital Expenditure by Vote and Function	15
7. Quarterly Projections of Service Delivery Targets and Performance Indicators for Each Vote	16 - 55
8. 3 Year Capital Plan	56 - 58
9. Conclusion	59

**LEKWA LOCAL MUNICIPALITY**

I, L. D. Thabethe in my capacity as the Executive Mayor of Lekwa Local Municipality, hereby give my approval of the Service Delivery and Budget Implementation Plan for the 2024/25 financial year. This is to fulfil the requirement of section 53 (1) (c) (ii) of the Municipal Finance Management Act no.56 of 2003.

Mr. L. D. Thabethe

2024/07/02

Date

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) for Lekwa Local Municipality for the 2024/25 financial year as prescribed in terms of section 53 (1) (c) (ii) of the Municipal Finance Management Act (MFMA), No 53 of 2003. The Service Delivery and Budget Implementation Plan is defined as a detailed plan that must be approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and 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) Any other matters prescribed.

In accordance with section 53(c)(ii) of the Municipal Finance Management Act, the Mayor is expected to approve the Service Delivery and Budget Implementation Plan within 28 days after the approval of the budget. In addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the Service Delivery and Budget Implementation Plan are made public within 14 days after its approval.

As per the Municipal Finance Management Act Circular No 13, National Treasury currently prefers not to prescribe other matters to be included in the Service Delivery and Budget Implementation Plan towards good governance and accountability on the part of municipalities. However, there are five minimum requirements that National Treasury requires to form part of the Service Delivery and Budget Implementation Plan (MFMA Circular No. 13). These are outlined below:

1. Monthly projections of revenue to be collected by source;
2. Monthly projections of expenditure (operating and capital) and revenue for each vote;
3. Quarterly projections of service delivery targets and performance indicators for each vote;
4. Ward information for expenditure and service delivery; and
5. Detailed capital works plan broken down by ward over a 3-year period.

In terms of the MFMA, a Vote is a Department or a functional area of a Municipality and represents the various levels at which the Council approves the budget. It is also important for municipalities to develop meaningful non-financial service delivery targets and indicators.

2.1 Our SDBIP Process

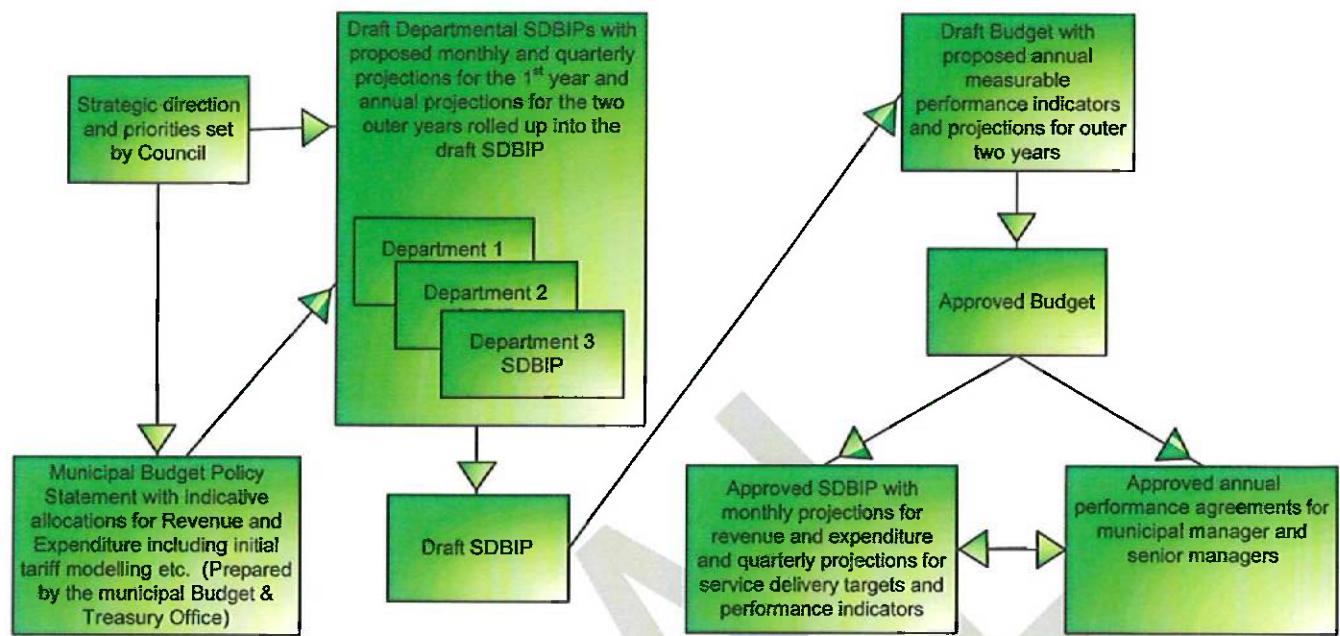


Figure 1: SDBIP Process

The Service Delivery and Budget Implementation Plan is a consolidated document, which incorporates and takes into account information contained in the Integrated Development Plan of the Municipality which covers the strategic objectives, key performance indicators and annual performance targets and the budget statement for each Department within the Municipality. Consequently, the completed Service Delivery and Budget Implementation Plan is therefore also informing the various departmental components for service delivery for a specific financial year.

Lekwa Local Municipality has been marred with a myriad of challenges over the past financial years, including an intervention by the National Executive Council, in an attempt to restore financial sustainability and service delivery in the Municipality in terms of section 139(7) of the Constitution. This led to the National Government intervening and together with the Minister of Finance, initiating a process of preparing a Financial Recovery Plan (FRP) for the Municipality, which is being implemented and closely monitored. Key compliance matters relating to the 2024/2025 IDP and budget processes, including consultations led to the tabling and final approval of the IDP and budget. A strategic planning session was held on 4 – 5 March 2024 during which the vision, mission and strategic priorities for the next five-year council term were dealt with as well as to determine key service delivery priorities for the 2024/25 financial year.

Extensive engagements were also held with Provincial Treasury towards developing a realistic budget, mainly informed by the Financial Recovery Plan. The 2023/24 financial year midyear assessment was

also used as the basis for preparing the 2024/25 Budget and Medium-Term Revenue and Expenditure Framework (MTREF). The Integrated Development Plan of the Municipality was approved on 4th June 2024 together with the budget, which informs the 2024/25 SDBIP.

FINAL

3

OUR STRATEGIC DIRECTION

3.1 THE VISION STATEMENT

"To be the leading, people centered municipality excelling in economic growth, development and governance"

Lekwa shall be the best achievable living space with the equally distributed infrastructure and service of the highest quality and standard, affording its people human development for a healthy and safe livelihood to live, work and play within a well-planned and sustainable environment.

3.2 THE MISSION STATEMENT

Its people must be able to see:

- Transparent and accountable governance
- Accelerated customer focused affordable service delivery
- Creation of conducive environment for economic development and growth
- Sustainable infrastructural development and maintenance
- Enhance community participation in the affairs of the municipality
- To initiate ground breaking innovations in the way we conduct our business

Based on the following corporate values

- Excellence
- Trustworthiness
- Timeous responsiveness
- Transparency
- Batho-Pele principles

3.3 STRATEGIC GOALS

- Revenue enhancement and clean audit outcome
- Improved access to water, sanitation, electricity, and waste removal
- Increased economic growth
- Improved provision of transparent, accountable, effective, and efficient leadership.
- Improved organizational performance
- Promoting spatial and environmental management

3.4 STRATEGIC OBJECTIVES

- Generate 100% revenue
- Provision of basic services (water 100%, sanitation 100%, electricity 100%, waste 100% and roads 100%)
- Grow local economy by 2-3%
- Enhance and strengthen community participation
- Reduce debt by 100%
- Provision of sustainable integrated human settlements

3.5 KEY PERFORMANCE AREAS

- Infrastructure Development and Service Delivery
- Municipal Transformation and Institutional Development
- Spatial Rationale
- Local Economic Development
- Good Governance and Public Participation
- Financial Viability

4

OUR BUDGET

Description	Adjustment Budget Year 2023/24	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Total Revenue (excluding capital transfers and contributions)	1 181 949 768	1 297 342 768	1 392 102 000	1 505 829 088
Total Expenditure	1 442 287 987	1 621 918 624	1 626 279 905	1 726 461 166
Surplus/(Deficit) for the year	(260 338 218)	(324 574 856)	(234 177 905)	(220 632 078)

4.1 BUDGET SUMMARY

4.1.1 Revenue & Expenditure by source

MP305 Lekwa - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	R thousand	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	327 762	371 436	354 297	457 837	507 827	507 827	507 827	507 626	507 626	636 770
Service charges - Water	2	84 716	71 733	72 414	84 373	87 303	87 303	87 303	78 122	78 122	85 393
Service charges - Waste Water Management	2	40 957	37 169	36 602	42 599	42 599	42 599	42 599	71 223	71 223	77 851
Service charges - Waste Management	2	26 519	27 750	28 531	33 115	33 115	33 115	33 115	53 900	53 900	53 918
Sale of Goods and rendering of Services		895	1 125	952	3 150	2 621	2 621	2 521	1 618	1 618	1 779
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		46 930	65 431	72 042	116 639	116 639	116 639	116 639	83 241	83 241	90 992
Interest earned from Current and Non Current Assets		1 931	1 795	2 434	638	1 027	1 027	1 027	1 078	1 078	1 151
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		1 656	1 723	1 543	2 502	2 820	2 820	2 820	2 849	2 849	3 118
Licence and permits		-	0	298	-	3	3	3	50	50	56
Operational Revenue		338	451	195	370	370	370	370	275	275	303
Non-Exchange Revenue											
Property fees	2	156 421	157 993	152 872	203 391	208 614	208 614	208 614	219 697	219 697	249 149
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		1 181	2 983	2 594	4 550	4 550	4 550	4 550	2 865	2 865	3 134
Licences or permits		-	-	-	-	4	4	4	4	4	6
Transfer and subsidies - Operational		152 770	139 563	168 754	173 957	173 957	173 957	173 957	185 568	185 568	214 164
Interest		-	-	33 495	-	-	-	-	39 113	39 113	42 755
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Gains		9 318	12 096	18 958	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and cont.)		851 201	901 644	899 070	1 133 123	1 181 950	1 181 950	1 181 950	1 247 229	1 247 229	1 456 569
Expenditure											
Employee related costs	2	239 009	258 324	283 203	326 221	331 484	331 484	331 484	338 791	338 791	369 842
Remuneration of councillors		12 090	7 517	12 086	13 913	13 761	13 761	13 761	14 435	14 435	14 435
Bill purchases - electricity	2	353 481	429 417	421 368	531 559	510 000	510 000	510 000	574 872	574 872	730 421
Inventory consumed	3	60 497	69 059	75 076	80 345	88 300	88 300	88 300	82 506	82 506	90 209
Debt impairment	3	235 172	206 687	255 426	69 319	87 436	87 436	87 436	208 986	208 986	181 514
Depreciation and amortisation		59 448	57 081	15 701	82 660	72 781	72 781	72 781	57 511	57 511	57 511
Interest		35 422	96 196	152 750	73 256	68 256	68 256	68 256	68 256	68 256	74 812
Contracted services		53 541	106 089	86 656	123 768	131 232	131 232	131 232	128 086	128 086	128 086
Transfers and subsidies		-	-	733	-	-	-	-	-	-	-
Inrecoverable debts written off		431	236	100	1 100	77 896	77 896	77 896	77 654	77 654	-
Operational costs		45 552	54 825	69 227	59 339	61 387	61 387	61 387	72 623	72 623	79 514
Losses on disposal of Assets		-	-	25	-	-	-	-	-	-	-
Other Losses		2 299	9	-	-	-	-	-	-	-	-
Total Expenditure		1 106 934	1 285 482	1 372 355	1 381 480	1 442 534	1 442 534	1 442 534	1 621 919	1 621 919	1 726 461
Surplus/(Deficit)		(255 733)	(383 838)	(433 285)	(228 357)	(260 584)	(260 584)	(260 584)	(374 689)	(374 689)	(269 892)
Transfers and subsidies - capital (monetary allocations)	6	38 320	24 933	69 252	40 637	55 999	55 999	55 999	50 113	50 113	49 260
Transfers and subsidies - capital (in-kind)	6	14 883	1 151	1 741	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(202 730)	(357 754)	(362 283)	(187 720)	(204 585)	(204 585)	(204 585)	(324 576)	(324 576)	(229 632)
Income Tax		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after income tax		(202 730)	(357 754)	(362 283)	(187 720)	(204 585)	(204 585)	(204 585)	(324 576)	(324 576)	(229 632)
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(202 730)	(357 754)	(362 283)	(187 720)	(204 585)	(204 585)	(204 585)	(324 576)	(324 576)	(229 632)
Share of Surplus/Deficit attributable to Associates	7	-	-	-	-	-	-	-	-	-	-
Intra-company/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	1	(202 730)	(357 754)	(362 283)	(187 720)	(204 585)	(204 585)	(204 585)	(324 576)	(324 576)	(229 632)

4.1.2 Revenue & Expenditure by standard classification

MP305 Lekwa - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description R thousand	#	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year #1 2025/26	Budget Year #2 2026/27
Revenue - Functional										
Governance and administration	1	381 828	385 625	435 966	412 750	418 706	418 706	443 198	443 198	495 729
Executive and council		-	-	-	-	-	-	-	-	-
Finance and administration		381 828	385 625	435 966	412 750	418 706	418 706	443 198	443 198	495 729
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		1 282	2 008	2 605	5 246	5 091	5 091	3 076	3 076	3 369
Community and social services		94	155	179	316	336	336	194	194	214
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		1 188	1 853	2 426	4 930	4 755	4 755	2 882	2 882	3 155
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		31 125	19 837	72 140	38 936	53 905	53 905	38 090	38 090	44 639
Planning and development		404	702	68 714	33 492	50 062	50 062	34 130	34 130	40 309
Road transport		30 720	19 136	3 426	5 634	3 843	3 843	3 960	3 960	4 330
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		469 969	520 258	499 362	716 827	760 246	760 246	812 979	812 979	962 092
Energy sources		337 777	383 606	358 884	497 623	537 612	537 612	547 720	547 720	672 142
Water management		84 716	71 733	72 414	116 593	120 023	120 023	111 920	111 920	122 338
Waste water management		40 557	37 169	39 502	57 983	57 983	57 983	87 362	87 362	95 492
Waste management		26 519	27 750	28 581	44 628	44 628	44 628	65 977	65 977	72 120
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	904 205	927 729	1 010 072	1 173 759	1 237 948	1 237 948	1 297 343	1 297 343	1 505 829
Expenditure - Functional										
Governance and administration		208 113	290 503	225 814	230 921	332 454	332 454	294 378	294 378	304 045
Executive and council		42 126	52 159	40 614	64 080	156 167	156 167	80 467	80 467	88 664
Finance and administration		165 987	238 344	185 200	166 841	176 287	176 287	213 911	213 911	217 382
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		75 726	84 741	91 997	109 083	109 254	109 254	104 176	104 176	109 908
Community and social services		35 741	42 489	43 622	47 756	59 150	59 150	48 735	48 735	49 244
Sport and recreation		87	479	77	11 476	187	187	140	140	159
Public safety		39 896	41 793	48 284	44 146	49 854	49 854	49 352	49 352	53 992
Housing		3	0	14	5 706	63	63	5 949	5 949	6 513
Health		-	-	-	-	-	-	-	-	-
Economic and environmental services		69 430	36 603	46 755	109 903	90 373	90 373	77 617	77 617	79 677
Planning and development		16 468	17 785	20 137	19 958	23 577	23 577	22 309	22 309	21 594
Road transport		72 962	18 823	26 618	89 945	66 795	66 795	55 307	55 307	58 083
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		733 665	873 630	1 007 790	911 572	910 453	910 453	1 145 748	1 145 748	1 232 031
Energy sources		482 408	579 302	689 440	687 923	675 575	675 575	860 362	860 362	990 215
Water management		150 024	183 488	195 348	122 166	137 349	137 349	170 873	170 873	149 544
Waste water management		52 356	54 699	57 497	48 384	43 935	43 935	61 852	61 852	49 305
Waste management		48 876	56 141	65 506	53 119	53 595	53 595	52 661	52 661	43 787
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	1 106 934	1 285 482	1 372 355	1 361 480	1 442 534	1 442 534	1 621 919	1 621 919	1 726 461
Surplus/(Deficit) for the year		(202 730)	(357 754)	(362 283)	(187 720)	(204 585)	(204 585)	(324 576)	(324 576)	(220 632)

4.1.3 Capital expenditure by vote and function

MP305 Lekwa - Table A6 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	#	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework					
					1 Audited Outcome	2 Audited Outcome	3 Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year 2025/26	Budget Year F2 2026/27
R thousand	1													
Capital expenditure - Vote	2													
Multi-year expenditure to be appropriated	2													
Vote 1 - Council & Executive		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 2 - Budget and Treasury Office		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 3 - Corporate Services		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 4 - Community Services		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 5 - Roads		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 6 - Planning and Development		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 7 - Electricity		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 8 - Water		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 9 - Waste Water Management		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 10 - Waste Management		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 11 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 12 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 13 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 14 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 15 -		—	—	—	—	—	—	—	—	—	—	—	—	
Capital multi-year expenditure sub-total	7													
Single-year expenditure to be appropriated	2													
Vote 1 - Council & Executive		—	—	—	—	—	—	—	—	—	1 500	1 500	—	
Vote 2 - Budget and Treasury Office		537	1 702	3 123	—	—	—	—	—	—	900	900	220	
Vote 3 - Corporate Services		—	276	4 621	7 000	8 168	8 158	8 168	8 168	8 168	5 300	5 300	—	
Vote 4 - Community Services		(13 809)	(11 286)	1 478	234	50	50	50	50	50	8 850	8 850	5 598	
Vote 5 - Roads		19 269	16 768	6 756	10 400	22 100	22 100	22 100	22 100	22 100	16 000	16 000	—	
Vote 6 - Planning and Development		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 7 - Electricity		11 334	19 827	12 139	8 800	10 066	10 066	10 066	10 066	10 066	26 184	26 184	9 764	
Vote 8 - Water		10 870	1 385	6 787	28 952	29 621	29 621	29 621	29 621	29 621	3 234	3 234	9 752	
Vote 9 - Waste Water Management		33 399	3 257	38 565	2 000	4 239	4 239	4 239	4 239	4 239	2 500	2 500	20 145	
Vote 10 - Waste Management		—	—	—	18 200	18 000	18 000	18 000	18 000	18 000	9 395	9 395	—	
Vote 11 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 12 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 13 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 14 -		—	—	—	—	—	—	—	—	—	—	—	—	
Vote 15 -		—	—	—	—	—	—	—	—	—	—	—	—	
Capital single-year expenditure sub-total	61 601	31 910	73 481	75 687	92 244	92 244	92 244	92 244	92 244	92 244	73 863	73 863	45 480	
Total Capital Expenditure - Vote	61 601	31 910	73 481	75 687	92 244	92 244	92 244	92 244	92 244	92 244	73 863	73 863	45 480	
Capital Expenditure - Functional														
Governance and administration		19 735	5 571	9 990	17 000	18 168	18 168	18 168	18 168	18 168	13 700	13 700	220	
Executive and council		—	—	—	—	—	—	—	—	—	1 500	1 500	—	
Finance and administration		19 735	5 571	9 990	17 000	18 168	18 168	18 168	18 168	18 168	12 200	12 200	220	
Internal audit		—	—	—	—	—	—	—	—	—	—	—	—	
Community and public safety		(13 809)	(11 286)	1 478	234	50	50	50	50	50	8 850	8 850	5 598	
Community and social services		80	1 981	1 301	184	(0)	(0)	(0)	(0)	(0)	9 800	9 800	6 598	
Sport and recreation		(13 889)	(13 237)	177	50	50	50	50	50	50	50	50	—	
Public safety		—	—	—	—	—	—	—	—	—	—	—	—	
Housing		—	—	—	—	—	—	—	—	—	—	—	—	
Health		—	—	—	—	—	—	—	—	—	—	—	—	
Economic and environmental services		70	13 176	4 521	400	12 100	12 100	12 100	12 100	12 100	10 000	10 000	—	
Planning and development		—	—	—	—	—	—	—	—	—	—	—	—	
Road transport		70	13 176	4 521	400	12 100	12 100	12 100	12 100	12 100	10 000	10 000	—	
Environmental protection		—	—	—	—	—	—	—	—	—	—	—	—	
Trading services		55 604	24 450	57 491	58 052	61 926	61 926	61 926	61 926	61 926	41 313	41 313	39 661	
Energy sources		11 334	19 827	12 139	8 800	10 066	10 066	10 066	10 066	10 066	26 184	26 184	9 754	
Water management		10 870	1 385	6 787	28 952	29 621	29 621	29 621	29 621	29 621	3 234	3 234	9 752	
Waste water management		33 399	3 257	38 565	2 000	4 239	4 239	4 239	4 239	4 239	2 500	2 500	20 145	
Waste management		—	—	—	18 200	18 000	18 000	18 000	18 000	18 000	9 395	9 395	—	
Other		—	—	—	—	—	—	—	—	—	—	—	—	
Total Capital Expenditure - Functional	3	61 601	31 910	73 481	75 687	92 244	92 244	92 244	92 244	92 244	73 863	73 863	45 480	
Funded by:														
National Government		25 548	23 315	62 703	40 637	56 026	56 026	56 026	56 026	56 026	60 113	60 113	45 260	
Provincial Government		—	—	—	—	—	—	—	—	—	—	—	—	
District Municipality		—	—	—	—	—	—	—	—	—	—	—	—	
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departs Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)		—	—	—	—	—	—	—	—	—	—	—	—	
Transfers recognised - capital	4	25 548	23 315	62 703	40 637	56 026	56 026	56 026	56 026	56 026	60 113	60 113	45 260	
Borrowing	6	—	—	—	—	—	—	—	—	—	—	—	—	
Internally generated funds		28 431	29 501	4 969	35 050	36 218	36 218	36 218	36 218	36 218	13 750	13 750	220	
Total Capital Funding	7	53 979	52 816	67 672	75 687	92 244	92 244	92 244	92 244	92 244	73 863	73 863	45 480	

5

MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED BY SOURCE

5.1 Monthly Revenue & Expenditure projection by source

2024/25
1 297 342 768
1 621 918 624
(324 574 856)

MP305 Lekwa - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	###	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1/2025/26	Budget Year +2/2026/27	
R thousand																	
Revenue																	
Exchange Revenue		42 302	42 302	42 302	42 302	42 302	42 302	42 302	42 302	42 302	42 302	42 302	42 302	507 626	507 626	636 770	
Service charges - Electricity	6 510	6 510	6 510	6 510	6 510	6 510	6 510	6 510	6 510	6 510	6 510	6 510	6 510	76 122	76 122	85 383	
Service charges - Water	5 935	5 935	5 935	5 935	5 935	5 935	5 935	5 935	5 935	5 935	5 935	5 935	5 935	71 223	71 223	77 951	
Service charges - Waste Water Management	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	53 900	53 900	58 918	
Sale of Goods and Rendering of Services	135	135	135	135	135	135	135	135	135	135	135	135	135	1 618	1 618	1 779	
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned from Receivables	6 937	6 937	6 937	6 937	6 937	6 937	6 937	6 937	6 937	6 937	6 937	6 937	6 937	83 241	83 241	90 392	
Interest earned from Current and Non Current Assets	90	90	90	90	90	90	90	90	90	90	90	90	90	1 078	1 078	1 181	
Dividends	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rent on Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rental from Fixed Assets	237	237	237	237	237	237	237	237	237	237	237	237	237	237	2849	2849	3 118
Licence and permits	4	4	4	4	4	4	4	4	4	4	4	4	4	4	50	50	56
Operational Revenue	23	23	23	23	23	23	23	23	23	23	23	23	23	23	275	275	303
Non-Exchange Revenue																	
Property rates	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	18 308	240 149
Surcharges and Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	239	239	239	239	239	239	239	239	239	239	239	239	239	239	2 865	2 865	3 134
Licences or permits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	6
Transfer and subsidies - Operational	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	185 568	185 568	214 164	
Interest	3 259	3 259	3 259	3 259	3 259	3 259	3 259	3 259	3 259	3 259	3 259	3 259	3 259	3 259	39 113	39 113	42 755
Fuel Levy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operational Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gains on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue (excluding capital transfers and contributions)	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	103 936	1 756 559
Expenditure															1 247 229	1 247 229	1 726 461
Employee related costs	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	338 791	338 791	369 842	
Remuneration of councillors	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	14 435	14 435	14 435	
Bulk purchases - electricity	47 906	47 906	47 906	47 906	47 906	47 906	47 906	47 906	47 906	47 906	47 906	47 906	47 906	574 872	574 872	730 121	
Inventory consumed	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	82 505	82 505	90 209	
Debt impairment	17 249	17 249	17 249	17 249	17 249	17 249	17 249	17 249	17 249	17 249	17 249	17 249	17 249	206 986	206 986	206 986	
Depreciation and amortisation	4 793	4 793	4 793	4 793	4 793	4 793	4 793	4 793	4 793	4 793	4 793	4 793	4 793	57 511	57 511	57 511	
Interest	5 688	5 688	5 688	5 688	5 688	5 688	5 688	5 688	5 688	5 688	5 688	5 688	5 688	68 256	68 256	74 612	
Contracted services	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	128 086	128 086	128 304	
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Irrecoverable debts written off	6 471	6 471	6 471	6 471	6 471	6 471	6 471	6 471	6 471	6 471	6 471	6 471	6 471	77 654	77 654	-	
Operations costs	6 069	6 069	6 069	6 069	6 069	6 069	6 069	6 069	6 069	6 069	6 069	6 069	6 069	72 823	72 823	79 514	
Losses on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	162 919	162 919
Surplus/(Deficit)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(31 224)	(269 592)
Transfers and subsidies - capital (monetary allocations)																	
Transfers and subsidies - capital (in-kind)																	
Surplus/(Deficit) after capital transfers & contributions	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(220 632)
Income Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after Income Tax	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(220 632)
Share of Surplus/Deficit attributable to Joint Venture	-	-	-	-	-	-	-	-	-	-	-	-	-	(22 576)	(22 576)	(22 576)	
Share of Surplus/Deficit attributable to municipality	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(242 225 819)	(242 225 819)	(242 225 819)	
Intercompany/Parent subsidiary transactions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(220 632)
Surplus/(Deficit) for the year	1	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(324 576)	(324 576)	(324 576)	(220 632)

5.2 Monthly Revenue & Expenditure by Standard Classification

MP305 Lekwa - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

R thousand	Description	###	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Revenue - Functional																		
Governance and administration	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	443 198	443 198	495 729	
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	36 933	443 198	443 198	495 729	
<i>Internal audit</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety	256	256	256	256	256	256	256	256	256	256	256	256	256	256	3 076	3 076	3 369	
Community and social services	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	194	194	214
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240	2 882	2 882	3 155
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Health</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	3 174	38 090	38 090	44 639
Planning and development	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	2 844	34 130	34 130	40 309
Road transport	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	3 960	3 960	4 330
<i>Environmental protection</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	67 748	67 748	67 748	67 748	67 748	67 748	67 748	67 748	67 748	67 748	67 748	67 748	67 748	67 748	812 979	812 979	982 092	
Energy sources	45 643	45 643	45 643	45 643	45 643	45 643	45 643	45 643	45 643	45 643	45 643	45 643	45 643	45 643	547 720	547 720	672 142	
Water management	9 327	9 327	9 327	9 327	9 327	9 327	9 327	9 327	9 327	9 327	9 327	9 327	9 327	9 327	111 920	111 920	122 338	
Waste water management	7 280	7 280	7 280	7 280	7 280	7 280	7 280	7 280	7 280	7 280	7 280	7 280	7 280	7 280	87 382	87 382	95 492	
Waste management	5 498	5 498	5 498	5 498	5 498	5 498	5 498	5 498	5 498	5 498	5 498	5 498	5 498	5 498	65 977	65 977	72 120	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Expenditure - Functional													108 112	108 112	108 112	108 112	1 287 343	1 287 343
Governance and administration	24 532	24 532	24 532	24 532	24 532	24 532	24 532	24 532	24 532	24 532	24 532	24 532	24 532	24 532	294 378	294 378	304 045	
Executive and council	6 706	6 706	6 706	6 706	6 706	6 706	6 706	6 706	6 706	6 706	6 706	6 706	6 706	6 706	80 467	80 467	86 664	
Finance and administration	17 826	17 826	17 826	17 826	17 826	17 826	17 826	17 826	17 826	17 826	17 826	17 826	17 826	17 826	213 911	213 911	217 382	
<i>Internal audit</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Community and public safety	8 681	8 681	8 681	8 681	8 681	8 681	8 681	8 681	8 681	8 681	8 681	8 681	8 681	8 681	104 176	104 176	109 808	
Community and social services	4 061	4 061	4 061	4 061	4 061	4 061	4 061	4 061	4 061	4 061	4 061	4 061	4 061	4 061	48 735	48 735	49 244	
Sport and recreation	12	12	12	12	12	12	12	12	12	12	12	12	12	12	140	140	159	
Public safety	4 113	4 113	4 113	4 113	4 113	4 113	4 113	4 113	4 113	4 113	4 113	4 113	4 113	4 113	49 352	49 352	53 992	
Housing	496	496	496	496	496	496	496	496	496	496	496	496	496	496	5 949	5 949	6 513	
<i>Health</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Economic and environmental services	6 468	6 468	6 468	6 468	6 468	6 468	6 468	6 468	6 468	6 468	6 468	6 468	6 468	6 468	77 617	77 617	78 767	
Planning and development	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	22 309	22 309	21 594	
Road transport	4 609	4 609	4 609	4 609	4 609	4 609	4 609	4 609	4 609	4 609	4 609	4 609	4 609	4 609	55 307	55 307	58 033	
<i>Environmental protection</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Trading services	95 479	95 479	95 479	95 479	95 479	95 479	95 479	95 479	95 479	95 479	95 479	95 479	95 479	95 479	1 145 748	1 145 748	1 232 831	
Energy sources	71 697	71 697	71 697	71 697	71 697	71 697	71 697	71 697	71 697	71 697	71 697	71 697	71 697	71 697	880 362	880 362	980 215	
Water management	14 239	14 239	14 239	14 239	14 239	14 239	14 239	14 239	14 239	14 239	14 239	14 239	14 239	14 239	170 873	170 873	149 544	
Waste water management	5 154	5 154	5 154	5 154	5 154	5 154	5 154	5 154	5 154	5 154	5 154	5 154	5 154	5 154	61 852	61 852	69 305	
Other	4 388	4 388	4 388	4 388	4 388	4 388	4 388	4 388	4 388	4 388	4 388	4 388	4 388	4 388	52 661	52 661	43 767	
#REF!	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	135 160	-	-	-	
Surplus/(Deficit) before assoc.	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	
Intercompany/Parent subsidiary Transactions	1	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)	(27 048)
Surplus/(Deficit)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

5.3 Monthly Revenue & Expenditure Cash Flow Projections

MP305 Lekwa - Supporting Table S430 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	
Cash Receipts By Source																
Property rates	14 646	14 646	14 646	14 646	14 646	14 646	14 646	14 646	14 646	14 646	14 646	14 646	14 846	175 758	175 758	
Service charges - electricity revenue	33 842	33 842	33 842	33 842	33 842	33 842	33 842	33 842	33 842	33 842	33 842	33 842	33 842	406 101	406 101	509 416
Service charges - water revenue	5 208	5 208	5 208	5 208	5 208	5 208	5 208	5 208	5 208	5 208	5 208	5 208	5 208	62 497	62 497	68 314
Service charges - sanitation revenue	4 748	4 748	4 748	4 748	4 748	4 748	4 748	4 748	4 748	4 748	4 748	4 748	4 748	56 978	56 978	62 281
Rental of facilities and equipment	3 593	3 593	3 593	3 593	3 593	3 593	3 593	3 593	3 593	3 593	3 593	3 593	3 593	43 120	43 120	47 134
Interest earned - external investments	2	2	2	2	2	2	2	2	2	2	2	2	2	20	20	22
Interest earned - outstanding debtors	90	90	90	90	90	90	90	90	90	90	90	90	90	1 078	1 078	1 181
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	239	239	239	239	239	239	239	239	239	239	239	239	239	239	239	-
Licences and permits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agency services	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	15 464	165 568	165 568	214 104
Transfers and Subsidies - Operational	8 318	8 318	8 318	8 318	8 318	8 318	8 318	8 318	8 318	8 318	8 318	8 318	8 318	99 814	99 814	110 199
Cash Receipts by Source	86 150	86 150	86 150	86 150	86 150	86 150	86 150	86 150	86 150	86 150	86 150	86 150	86 150	1 033 803	1 033 803	1 207 971
Other Cash Flows by Source																
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	4 176	4 176	4 176	4 176	4 176	4 176	4 176	4 176	4 176	4 176	4 176	4 176	4 176	50 113	50 113	49 260
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departs Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on Disposal of Fixed and Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT Control (receipts)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	90 326	90 326	90 326	90 326	90 326	90 326	90 326	90 326	90 326	90 326	90 326	90 326	90 326	1 083 916	1 083 916	1 257 231
Cash Payments by Type																
Employee related costs	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	28 233	338 791	338 791	360 642
Remuneration of councillors	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	1 203	14 435	14 435	14 435
Interest	5 698	5 698	5 698	5 698	5 698	5 698	5 698	5 698	5 698	5 698	5 698	5 698	5 698	68 256	68 256	74 612
Bulk purchases - electricity	28 658	28 658	28 658	28 658	28 658	28 658	28 658	28 658	28 658	28 658	28 658	28 658	28 658	343 894	343 894	496 686
Acquisitions - water & other inventory	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	6 876	82 506	82 506	90 209
Contracted services	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	10 674	128 086	128 086	128 304
Transfers and subsidies - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	6 068	6 068	6 068	6 068	6 068	6 068	6 068	6 068	6 068	6 068	6 068	6 068	6 068	72 819	72 819	79 508
Cash Payments by Type	87 399	87 399	87 399	87 399	87 399	87 399	87 399	87 399	87 399	87 399	87 399	87 399	87 399	1 048 787	1 048 787	1 253 596
Capital assets	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	73 863	73 863	45 480
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments by Type																
NET INCREASE/(DECREASE) IN CASH HELD	93 554	93 554	93 554	93 554	93 554	93 554	93 554	93 554	93 554	93 554	93 554	93 554	93 554	1 122 650	1 122 650	1 229 076
Total Cash Payments by Type	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(3 228)	(38 734)	(38 734)	(41 845)
Cash/cash equivalents at the month/year begin:	10 315	7 087	3 859	632	(2 598)	(5 824)	(9 052)	(12 280)	(15 507)	(18 735)	(21 983)	(25 191)	(26 410)	(67 152)	(67 152)	(108 867)
Cash/cash equivalents at the month/year end:	7 087	3 859	632	(2 598)	(5 824)	(9 052)	(12 280)	(15 507)	(18 735)	(21 983)	(25 191)	(26 410)	(26 410)	(67 152)	(67 152)	(108 867)

6

MONTHLY PROJECTIONS OF CAPITAL EXPENDITURE BY VOTE AND FUNCTION

MP305 Lekwa - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	#	Budget Year 2024/25											Medium Term Revenue and Expenditure Framework				
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27	
Capital Expenditure - Functional	1	1 142	1 142	1 142	1 142	1 142	1 142	1 142	1 142	1 142	1 142	1 142	1 142	13 700	13 700	220	
Governance and administration		125	125	125	125	125	125	125	125	125	125	125	125	1 500	1 500	-	
Executive and council		1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	12 200	12 200	220	
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Community and public safety		737	737	737	737	737	737	737	737	737	737	737	737	8 850	8 850	5 598	
Community and social services		733	733	733	733	733	733	733	733	733	733	733	733	8 800	8 800	5 598	
Sport and recreation		4	4	4	4	4	4	4	4	4	4	4	4	50	50	-	
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Economic and environmental services		833	833	833	833	833	833	833	833	833	833	833	833	833	10 000	10 000	-
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Road transport		833	833	833	833	833	833	833	833	833	833	833	833	10 000	10 000	-	
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Trading services		3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	41 313	41 313	39 661	
Energy sources		2 182	2 182	2 182	2 182	2 182	2 182	2 182	2 182	2 182	2 182	2 182	2 182	26 184	26 184	9 764	
Water management		270	270	270	270	270	270	270	270	270	270	270	270	3 234	3 234	9 752	
Waste water management		208	208	208	208	208	208	208	208	208	208	208	208	2 500	2 500	20 145	
Waste management		783	783	783	783	783	783	783	783	783	783	783	783	9 395	9 395	-	
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditure - Functional	2	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	73 863	73 863	45 480	
Funded by:																	
National Government		5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	60 113	60 113	45 260	
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and subsidies - capital (monetary allocations) (Nat/ Prov Deptt/Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers recognised - capital		5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	5 009	60 113	60 113	45 480	
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Internally generated funds		1 146	1 146	1 146	1 146	1 146	1 146	1 146	1 146	1 146	1 146	1 146	1 146	13 750	13 750	220	
Total Capital Funding		6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	6 155	73 863	73 863	45 480	

7

QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE 2024/2025 STRATEGIC IMPLEMENTATION PLAN

Municipal KPA: Basic Service Delivery and Infrastructure Development

Municipal Priority:

- Improve water and sanitation provision
- Provide reliable electricity supply

Provision of safe and dependable roads

Provision of efficient and effective fleet services

SCADA installation to perform internal Eskom load shedding to keep water treatment works on during Eskom load shedding periods

SCADA installation on water and sewer networks to monitor water losses and limit sewer spillage into Vaal River system

Provision of efficient and effective solid waste management services, law enforcement, fire and rescue services, disaster management, parks and recreational facilities, library services Revenue generation through traffic control.

Strategic Objective:

Provision of basic services (water 100%, sanitation 100%, electricity 100% and roads 100%)

Provision of basic services (solid waste removal by 100%, emergency fire, traffic control, disaster management, parks and recreational facilities and libraries)

Impact Statement:

Improved quality of life and safe living

MTSF Target:

Improved access to basic services (water 100%, sanitation 100%, electricity 100% and roads 207 km of Roads paved/tarred)

Improved access to basic services such as waste 100% emergency fire, traffic control, disaster management, parks and recreational facilities and libraries

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
1	100% access to water	13 000 consumption meters replaced and 5 Zoning meter installed and SCADA expansion to water network	Number of water leaks repaired	900 Water leaks repaired	1000 Water leaks repaired	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired	250 water leaks repaired	OPEX	1,2,3,4,5,6,7,8,10,11 ,14,15	Progress reports	Technical Services	
2	Improved and consistent water supply		Number of water meters replaced		New KPI	120 water meters replaced	30 water meters replaced	30 water meters replaced	30 water meters replaced	R200 000	OPEX	1,2,3,4,5,6,7,8,10,11 ,14,15	Progress reports	Technical Services
3			Number of boreholes installed	2 Boreholes installed	3 boreholes installed	1 borehole installed	1 borehole installed	1 borehole installed	1 borehole installed	R1 827 340	OPEX	9,12,13	Progress Reports; Completion certificate Signed Beneficiary happy letters	Technical Services

KPI ID	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
4		Number of boreholes refurbished	New KPI	6 boreholes refurbished	Procurement of Contractor.	2 Boreholes refurbishe d	2 Boreholes refurbishe d	2 Boreholes refurbishe d	R1 000 000	OPEX	9,12,13	Progress; Completion certificate ; Signed Beneficiary happy letters	Technical Services
5		Number of boreholes refurbished	New KPI	6 boreholes refurbished	Procurement of Contractor.	2 boreholes refurbishe d	2 boreholes refurbishe d	2 boreholes refurbishe d		OPEX	9,12,13	Progress; Completion certificate ; Signed Beneficiary happy letters	Technical Services
6	100% access to sanitation	600 VIP toilets installed	New KPI	100 VIP Toilets installed	Procurement of Contractor.	50 VIP Toilets installed	50 VIP Toilets installed	50 VIP Toilets installed	R2 500 000	MIG	9,12,13	Progress; Completion certificate ; Signed Beneficiary happy letters	Technical Services
7		Number of VIP toilets desludged	New KPI	150 VIP toilets desludged	Procurement of Contractor.	50 VIP toilets desludge d	50 VIP toilets desludge d	50 VIP toilets desludge d		MIG	9,12,13	Progress; Completion certificate ; Signed Beneficiary happy letters	Technical Services

KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/2025 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
8		Percentage sewer spillages attended	New KPI	100% sewer spillages attended	100% sewer spillages attended	100% sewer spillages attended	100% sewer spillages attended	100% sewer spillages attended	OPEX	1,2,3,4,5,6,7,8,10,11 ,14,15	Progress reports	Technical Services	
9		Number of sewer pump stations inspected and maintained	New KPI	13 sewer pump station inspected and maintained	13 sewer pump station inspected and maintained	13 sewer pump station inspected and maintained	13 sewer pump station inspected and maintained	13 sewer pump station inspected and maintained	OPEX	1,2,3,4,5,6,7,8,10,11 ,14,15	Progress reports	Technical Services	
10	100% access to electricity	Rooikopp en switching station constructed	New KPI	50% construction of switching station at Rooikopp en - Phase 1	Procurement of Contract	Construction @25%	Construction @50%	INEP	R10 000 000	11	Progress Reports; Completion certificate; Signed Beneficiary happy letters	Technical Services	

KPI No.	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
11	20km of bulk electricity lines upgraded	Percentage construction of 6km 11kV line between A Substation and Rooikopp en - Phase 1	Designs completed for 11kV line between A Substation and Rooikopp en - Phase 1	50% Construction of 6km, 11kV line between A Substation and Rooikopp en - Phase 1	Procurement of Contract	Construction @15%	Construction @25%	Construction @50%	R4 620 000	INEP	7,11	Progress reports	Technical Services
12	NMD upgraded to 110MVA	Number of progress reports on application to Eskom for Notified Maximum Demand (NMD) upgrade	0	4	1 Progress report	1 Progress report	1 Progress report	1 Progress report	N/A	1,2,3,4,5,6,7,8,9,10, 11,15	1,2,3,4,5,6,7,8,9,10, 11,15	Progress reports	Technical Services
13	26 high mast lights installed	Number of high mast lights installed	Designs and tender documents	10 high mast lights installed	Procurement of Contract	2 high mast lights installed	3 high mast lights installed	5 high mast lights installed	R7 564 140	MIG	9,12,13 & 14	Progress reports	Technical Services

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
14	2500 street lights repaired	Number of street lights repaired	785 street lights repaired	400 street lights repaired	400 street lights repaired	100 street lights repaired	2,500,000	OPEX	1,2,3,4,5,6,7,8,10,11 ,14 &15	Progress reports	Technical Services			
15	100 high mast lights repaired	Number of high mast lights repaired	109 high mast lights repaired	20 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	5 high mast lights repaired	3,500,000	OPEX	1,2,3,4,5,6,7,8,10,11 ,14 &15	Progress reports	Technical Services
16	100 high mast and street lights retrofitted	% high mast and street lights retrofitted with energy efficient lights	New KPI	100% high mast lights and street lights retrofitted with energy efficient lights	25%	50%	75%	100%	R4 000 000	EEDSM	MP305		Progress reports; Completion certificate	Technical Services

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
17	28 000 consumers on meters replaced and 60 Zoning meter installed and SCADA expansion to electricity network	Number of electricity meters installed	100 electricity meters installed	100 electricity meters installed	25 electricity meters installed	25 electricity meters installed	25 electricity meters installed	25 electricity meters installed	25 electricity meters installed	2 500 000,00	OPEX	MP305	Progress reports	Technical Services
18	Develop and Implement EDMS Strategy Document	Number of EDMS strategy interventions implemented	EDMS Strategy developed	4 EDMS strategy interventions implemented	Develop ment of energy awareness campaign plan for approval	1 Community awareness campaign on energy saving, impact of electricity theft, illegal connections, meter bridging and alternative energy	1 Energy saving awareness campaign conducted via social media	1 Community /School awareness campaign on electricity safety	1 Community awareness campaign on energy saving, impact of electricity theft, illegal connections, meter bridging and alternative energy	OPEX	MP305	Quarterly report	Technical Services	

KPI ID	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
19	Rehabilitation of Electricity Infrastructure	Number of electricity infrastructure rehabilitation interventions implemented	Electricity maintenance plan developed	4 Electricity infrastructure rehabilitation interventions implemented	Upgrade of electrical protection system at C SUB	Upgrade of electrical protection system at C SUB	Replace ment of twelve 33kV transform ers at B Substation	Refurbish ment of 10 pole mounted transform ers	OPEX	1,2,3,4,5,6,7,8,10,11 ,14 &15	Quarterly report	Technical Services	
20	192 km of Roads paved/tailed	20km road rehabilitated	Percentage rehabilitation of 1km of Vry Street	New KPI	100% rehabilitation of 1km of Vry Street	Procurement of Contract	Construction @25%	Construction @100%	R10 000 000	Municipal Disaster Recovery Grant	Progress reports; Completion certificate	Technical Services	
21	Sourced funding for road rehabilitation	Number of progress reports for sourcing funds for rehabilitation of roads	New KPI	4 Progress reports on sourcing funds for rehabilitation of roads application to Eskom for NMD upgrade	1 Progress report	1 Progress report	1 Progress report	0 N/A	1,2,3,4,5,6,7,8,10,11 ,14 &15	Progress reports	Technical Services		

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
22	Square meters of pothole patched	Square meters of pothole patched	New KPI	10 000 square meters of pothole patching	1000 square meters of potholes patched	3000 square meters of potholes patched	3000 square meters of potholes patched	3000 square meters of potholes patched	R5 000 000	OPEX	1,2,3,4,5,6,7,8,10,11 ,14 &15	Progress reports	Technical Services	
23	Dependable fleet management	30 vehicles procured	Number of vehicles procured	4 Vehicles procured	4 Vehicles procured	Not Applicable for reporting in Q1	Supply Chain processes completed	Not Applicable for reporting in Q3	4 Vehicles procured	OPEX	MP305	Vehicle delivery notes; Vehicle registration papers	Technical Services	
24	Disposal of 40 vehicles	Number of vehicles disposed	Auctioneer appointed and list of vehicles to be disposed developed	8 vehicles disposed	Identify and submit list of vehicles for disposal	Follow up on progress of disposal	Follow up on progress of disposal	Transfer of disposed vehicles.	OPEX	MP305	Transfer Certificates	Technical Services		

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
25	Develop and implement fleet maintenance plan	Percentage municipal fleet maintained	Fleet maintenance plan developed	100% municipal fleet maintained	25% Municipal fleet maintained	25% Municipal fleet maintained	25% Municipal fleet maintained	25% Municipal fleet maintained	25% Municipal fleet maintained	OPEX	MP305	MP305	Quarterly report	Technical Services
26	Percentage households with access to refuse removal services	100% households with access to refuse removal services	Percentage of households with access to refuse removal	100% (23862) households with access to refuse removal	100% household s with access to refuse removal service	100%	100%	100%	100%	OPEX	1,2,3,4,5,6,7,8,10,11,14	Refuse removal report	Community Services & Safety	
27	Percentage businesses with access to refuse removal services	100% of businesses with access to refuse removal services	Percentage of businesses with access to refuse removal	100% (720) businesses with access to refuse removal services	% of businesses with access to refuse removal service	100%	100%	100%	100%	OPEX	1,2,3,4,5,6,7,8,10,11,14	Refuse removal report	Community Services & Safety	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
28	Percentage Morgenzo n Landfill site rehabilitati on	100% Morgenzo n Landfill site rehabilitati on	% Complete d designs for Morgenzo n landfill site rehabilitati on	MIG approval for rehabilitation	100% Complete d designs for Morgenzo n landfill site rehabilitati on	Appointm ent of Consultant	Completi on of designs	Preparati on of Tender document	Advertisem ent of the tender	MIG	14	Advertis, Tender document, Appointment letter, designs	Technical Services	
29	Number of cemeterie s developed	3 Cemetery s developed	Percenta ge construction of 1 Cemetery	MIG approval for cemetery constructio n	75% Cemetery constructio n	Procurem ent of Contracto r	Constructi on @ 25%	Constructi on @ 50%	Construction @ 75%	MIG	12	Advertis, Tender document, Appointment letter, designs	Technical Services	
30	Number of illegal dumping sites cleaned	24 illegal dumping sites cleaned	Number of illegal dumping sites cleaned	12 illegal dumping sites cleaned	12 illegal dumping sites cleaned	3 illegal dumping sites cleaned	3 illegal dumping sites cleaned	3 illegal dumping sites cleaned	3 illegal dumping sites cleaned	OPEx	1,2,3,4,5,6,7,8,10,11 ,14	Dumping site cleaning schedule; Quarterly report; Dated pictures	Community Services & Safety	
31	Percentage emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended	Percentage emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended	100% Emergency, fire and rescue incidents attended	Emergency, fire and rescue incidents attended	Emergency, fire and rescue incidents attended	Emergency, fire and rescue incidents attended	Emergency, fire and rescue incidents attended	OPEx	MP305	Quarterly report	Community Services & Safety	
32	Number of safety awareness campaigns	60 Safety awareness campaign	Number of safety awareness campaigns	12 Safety awareness campaigns	12 Safety awareness campaigns	3 Safety awareness campaigns	3 Safety awareness campaigns	3 Safety awareness campaigns	3 Safety awareness campaigns	OPEx	MP305	Notice; Agenda; Minutes & Attendan	Community Services & Safety	

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
33	Number of roadblocks conducted	240	Number of roadblocks conducted	48	Roadblocks conducted	12	Roadblocks conducted	12	Roadblocks conducted	OPEX	MP305	Quarterly report	Community Services & Safety	ce register
34	Number of cemeteries maintained	20	Number of cemeteries maintained	12	Cemeteries maintained	3	Cemeteries maintained	3	Cemeteries maintained	OPEX	1,2,3,4,5,6,7,8,10,11,14	Quarterly report	Community Services & Safety	
35	Number of parks and amenities maintained	20	Number of parks and amenities maintained	12 Parks and amenities maintained	Parks and amenities maintained	3 Parks and amenities maintained	Parks and amenities maintained	3 Parks and amenities maintained	Parks and amenities maintained	OPEX	1,2,3,4,5,6,7,8,10,11,14	Quarterly report	Community Services & Safety	
36	Number of library promotions conducted	20	Number of library promotion s conducted	4 Library promotions conducted	1 Library promotion conducted	1 Library promotion conducted	1 Library promotion conducted	1 Library promotion conducted	1 Library promotion conducted	OPEX	MP305	Dated pictures; Attendance registers	Community Services & Safety	

Municipal KPA: Municipal Transformation and Institutional Development

Municipal Priority:

Improved and capable institution

Customer Care

Improved individual and organisational performance

Strategic Objective:

Improved organisational performance

Impact Statement:

Improved organisational performance and administrative capabilities

MTSF Target:

A capable, ethical and developmental state

KPI N.	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
37	% signed performance agreements	100% senior management with signed performance agreements	100% senior management with signed performance agreements	100%	100%	100%	100%	100%	100%	N/A	MP305	Signed performance agreements	Office of the Municipal Manager	
38	% performance assessments conducted	100% senior management performance assessments conducted	100% senior management performance assessments conducted	50%	100%	100%	100%	100%	100%	N/A	MP305	Performance assessments per senior manager	All Departments	
39	Number of Top Management meetings held	Number of Top Management meetings held	12 Top Management meetings held	12 Top Management meetings held	12 Top Management meetings held	3 Top Management meetings held	N/A	MP305	Notice; Agenda; Minutes & Attendance register	All Departments				

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
	senior managers	senior managers												
40	Approved 5-year organogram	Developed recruitment plan and review of Organogram	Annually reviewed organogram	Organogram approved by Council 2023-06-30	Organogram reviewed by 30 June 2025	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Reviewed organogram	N/A	MP305	Organogram & Council Resolution	Corporate Services	
41		Annually approved and implemented recruitment plan	Recruitment plan approved and implemented	Recruitment plan developed and implemented	1 Report on implementation of recruitment plan	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Report on implementation of recruitment plan	Reviewed organogram	N/A	MP305	Recruitment Plan; Quarterly reports on implemented Recruitment Plan	Corporate Services	
42	Annual Review of HRD Strategy	Approved HRD Strategy	Draft HRD Strategy developed	HRD Strategy approved by 30 September 2024	HRD Strategy approved	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	N/A	MP305	Approved HRD Strategy; Council Resolution	Corporate Services		
43	Annual development and implementation of WSP	Approved WSP	Date for submission of Workplace Skills Plan (WSP) to LGSeta	Submitted by 30 April 2024	Workplace Skills Plan submitted by 30 April 2025	Submit WSP to LGSeta by 30 September 2024	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Workplace Skills Plan submitted by 30 April 2025	N/A	MP305	Letter of proof of submission; Workplace Skills Plan	Corporate Services	

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Est.	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
44	Annual development and implementation of EE Plan and Report	Submitted Employment Equity Plan to Dept. of Labour	Date for submission of Employment Equity Plan to Department of Labour	Submitted by 15 January 2024	Employment Equity Report for 2024 submitted to Dept. of Employment and Labour by 15 January 2025	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Employment Equity Report for 2024 submitted to Dept. of Employment and Labour by 15 January 2025	Not Applicable for reporting in Q4	N/A	MP305	Letter of proof of submission; Employment Equity Plan	Corporate Services	
45					New KPI	4 HRD and Employment Equity Committee meetings held	1 HRD and Employment Equity Committee (HRD & EE) meeting held	1 HRD and Employment Equity Committee (HRD & EE) meeting held	1 HRD and Employment Equity Committee (HRD & EE) meeting held	N/A	MP305	Agenda; Minutes; Attendance registers	Corporate Services	
46	Efficient and effective Automated Leave Management	Automated Leave Management	Number of reports on implementation of leave management	4 Reports	4 Reports on implementation of leave management	1 Report on implementation of automated leave management system	1 Report on implemented automated leave management system	1 Report on automated leave management system	1 Report on automated leave management system	N/A	MP305	Leave Management automation report; leave system screenshot	Corporate Services	

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
47	Develop, approved and implement IPMS	Implementation report on IPMS	Number of reports on implementation of IPMS	4 Reports	4 Reports on implementation of IPMS	1 Report	1 Report	1 Report	1 Report	N/A	MP305	Quarterly report	Corporate Services	
48	% Individual Employees with signed performance agreements	100 % signed performance agreements	Percentage employees with signed performance agreements	89%	100% employees with signed performance agreements	100%	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	N/A	MP305	Report on progress of signed performance agreements	Corporate Services	
49	Number of reports on document management system	Improved document management system	Number of reports on document management system implementation	4 Reports	4 Reports on document management system implementation	1 Report	1 Report	1 Report	1 Report	N/A	MP305	Quarterly report	Corporate Services	
50	Annual review of Job Descriptions	% Updated Job Descriptions	Percentage of job descriptions updated	20%	20% job descriptions updated	4% job descriptions updated	4% job descriptions updated	4% job descriptions updated	4% job descriptions updated	N/A	MP305	Quarterly report	Corporate Services	
51	Verification of qualifications	Qualifications verified	Report on verified qualifications	New KPI	1 Report on qualifications verified	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Report on verified qualifications	OPEX	MP305	Report on Verification of Qualifications	Corporate Services	Report on Verification of Qualifications	

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
52	% Completion of skills audit	Completion of skills audit report	Number of reports on skills audit conducted	Draft Skills Audit report prepared	Number of reports on skills audit conducted	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Report on skills audit conducted	N/A	MP305	Skills audit report	Corporate Services	
53	Number of LLF meetings held	60 LLF meetings held	Number of LLF meetings held	12 LLF Meetings held	12 LLF Meetings held	3 LLF Meetings held	3 LLF Meetings held	3 LLF Meetings held	N/A	MP305	Notice; Agenda; Minutes & Attendance register	Corporate Services		
54	Number of workshops conducted	10 workshops on prosecuting and presiding disciplinary cases	Number of workshops conducted on prosecuting and presiding disciplinary cases	Workshops on prosecuting and presiding disciplinary cases	2 Workshops on prosecuting and presiding disciplinary cases	1 Workshop on prosecuting and presiding disciplinary cases conducted	Not Applicable for reporting in Q	1 Workshop	Not Applicable for reporting in Q4	N/A	MP305	Invitation; Attendance register	Corporate Services	
55	Number of reports on disciplinary hearings	Reports on disciplinary matters attended to	Number of reports on disciplinary matters attended to	4 Reports	4 Reports	1 Report	1 Report	1 Report	1 Report	OPEX	MP305	Quarterly report	Corporate Services	
56	Number of reports on Centralized 24/7 customer care service	Centralized 24/7 customer care service	Number of reports on customer care service center operations	3 Reports	4 Reports	1 Report	1 Report	1 Report	1 Report	N/A	MP305	Quarterly report	Corporate Services	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
57	Efficient, effective IT Services	Upgraded IT Infrastructure to meet business needs	Number of reports on ICT infrastructure upgrade	Server room upgraded	4 Reports on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	1 Report on ICT infrastructure upgrade	OPEX	MP305	Quarterly report	Corporate Services	
58	Create safe and conducive work environment	OHS Committee established and functioning	Number of OHS Committee meetings held	3 OHS Committee meetings	4 quarterly OHS Committee meetings	1 Quarterly meeting	1 Quarterly meeting	1 Quarterly meeting	1 Quarterly meeting	N/A	MP305	Invitation, minutes, attendance registers	Corporate Services	
59	Promote and support the health and well-being of employees	Holistic Wellness Management	Number of Wellness Campaigns implemented	New KPI	4 Employee Health and Wellness Campaign per year	1 Employee Wellness Campaign	OPEX	MP305	Invitation, minutes, attendance registers	Corporate Services				

Municipal KPA: Spatial Rationale

Municipal Priority:
Integrated human settlements

Strategic Objective:
Viable communities

Impact Statement:
Reduced unemployment and poverty

MTSF Target:
Spatial integration, human settlements and local government

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
60	Approved 2024/25 IDP	Five (5) annual reviews of 2022/23- 2026/27 IDP	Number of IDP review and approval	2023/24 IDP approved 15 June 2023	2024/25 IDP approved	Situation al Analysis Report	Strategic Develop ment Report	Draft IDP	Final IDP	OPEX	MP305	IDP, Council Resoluti on	Planning & Economic Development	
61	Number of IDP/ Budget/ PMS process plans	Five (5) IDP, Budget and PMS process plans	Number of IDP/Budget/ PMS process plans approved	Council adopted IDP, Budget and PMS process plan 29 August 2023	Council adopted IDP, Budget and PMS process plan	One (1) IDP, Budget and PMS process plan	Not Applicabl e for reporting in Q2	Not Applicabl e for reporting in Q3	Not Applicabl e for reporting in Q4	N/A	MP305	IDP, Budget, PMS Process Plan; Council Resoluti on	Planning & Economic Development	
62	Number of Strategic Planning Sessions	Five (5) Strategic Planning Sessions	Number of strategic planning sessions convened	Strategic Planning held 4-5 March 2024	1 Strategic Planning Session	Not Applicabl e for reporting in Q1	1 Strategic Planning Session	Not Applicabl e for reporting in Q2	Not Applicabl e for reporting in Q4	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Planning & Economic Development	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
63	Number of IDP Representative Forum meetings Convened	20 IDP Representative Forum meetings	Number of IDP Representative Forum Meetings convened	4 IDP Representative Forum meetings	One (1) IDP Representative Forum meeting	One (1) IDP Representative Forum meeting	One (1) IDP Representative Forum meeting	One (1) IDP Representative Forum meeting	One (1) IDP Representative Forum meeting	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Planning & Economic Development	
64	Number of IDP / Budget/ PMS Steering Committee meetings	20 IDP/Budget/ PMS Steering Committee meetings	Number of IDP/Budget/ PMS Steering Committee meetings convened	One (1) IDP Steering Committee meeting held 22 March 2024	4 IDP/ Budget/ PMS Steering Committee meetings	One (1) IDP Steering Committee meeting	One (1) IDP Steering Committee meeting	One (1) IDP Steering Committee meeting	One (1) IDP Steering Committee meeting	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Planning & Economic Development	
65	Number of IDP Community Consultations Convened	300 community consultations	Number of community IDP consultations convened	New KPI	60 IDP Community Consultations convened	Not Applicable for reporting in Q1	Thirty (30) community consultations conducted	Not Applicable for reporting in Q3	Thirty (30) community consultations conducted	OPEX	MP305	Notice; Agenda; Minutes & Attendance registers	Planning & Economic Development	
66	Number of beneficiaries registered on NHRN	5000 Beneficiaries registered on NHRN	Number of housing beneficiaries registered(N HNR)	6295 Beneficiaries registered	2500 beneficiaries registered	625 beneficiaries registered	625 beneficiaries registered	625 beneficiaries registered	625 beneficiaries registered	N/A	MP305	Progress report and Data report (Excel)	Planning & Economic Development	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
67	Number of title deeds transferred to rightful owners	1000 Title Deeds transferred (RDP Houses and disposed Erven)	Number of reports on title deeds issued to the rightful owners	121 title deeds issued	300 title deeds issued to rightful owners	75 Title deeds issues	DoHS	MP305	Progress Report and Happy letters	Planning & Economic Development				
68	Number of beneficiaries educated on human settlements programme s	20 Human Settlements Awareness Campaigns	Number of beneficiaries educated on human settlements programmes	4 Reports	1000 beneficiaries	200 Beneficiaries	200 Beneficiaries	300 Beneficiaries	300 Beneficiaries	OPEX	MP305	Attendance register and report	Planning & Economic Development	
69	Number of reports on human settlements projects implemented	20 Reports on Human Settlements Projects	Number of reports on human settlements projects implemented	4 Campaigns	4 Reports on human settlements projects implemented	1 Report	1 Report	1 Report	1 Report	DoHS	MP305	Progress reports	Planning & Economic Development	
70	Number of reports on land invasion cases	20 Land Invasion Reports on Council land.	Number of reports on Land Invasion cases.	4 Reports	4 progress reports on land invasion cases	1 Report	1 Report	1 Report	1 Report	OPEX	MP305	Reports on land invasion cases	Planning & Economic Development	
71	Number of informal settlements profiled	New KPI	Number of reports on informal settlements profiled	New KPI	4 informal settlements profiled	1 Report	1 Report	1 Report	1 Report	OPEX	MP305	Progress report and profiling of informal settlements	Planning & Economic Development	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
72	Number of progress reports on townships established	Five (5) township establishments	Number of reports on township establishment	4 Reports	4 Progress reports on 3 townships established (Morgenzo n Ext 5, Sakhile Ext 7, Standerton Ext 11)	1 Progress report	1 Progress report	1 Progress report	1 Progress report	N/A	N/A	MP305	Quarterly report	Planning & Economic Development
73	Number of Progress Reports on Development Application Applications Processed and Approved.	20 Reports	Number of reports on development applications processed	4 Reports	4 Reports on development applications processed	1 Progress report	1 Progress report	1 Progress report	1 Progress report	N/A	N/A	MP305	Quarterly report	Planning & Economic Development
74	Revenue Generated from Bulk Contribution Tariffs	20 Reports	Number of reports on revenue generated from Bulk Contribution tariffs	Policy approved by council.	4 Reports on Implementation of Bulk Contribution Policy	1 Progress report	1 Progress report	1 Progress report	1 Progress report	N/A	N/A	MP305	Quarterly report	Planning & Economic Development
75	Frequency Review of SDF	Reviewed Spatial Development Framework	Number of progress reports on review of Spatial Development Framework	4 Reports	Review of Spatial Development Framework	1 Progress report	1 Progress report	1 Progress report	1 Progress report	OPEX	MP305	Quarterly report	Planning & Economic Development	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
76	Number of progress reports on registration of subdivided properties with Deeds Office	Registration of subdivided properties with Deeds Office	Number of reports on registration with Deeds Office of subdivided properties	4 Reports	4 progress reports on registration with Deeds Office of subdivided properties	1 Progress report	1 Progress report	1 Progress report	1 Progress report	OPEX	OPEX	MP305	Quarterly report	Planning & Economic Development
77	Number of progress reports on precinct plans developed	Five (5) land use management system review/developed	Number of progress reports on precinct plans developed	4 Reports	4 Progress reports on development of 2 precinct plans for Sakhile - Tsotetsi Street & Hlongwane Drive	1 Progress report	1 Progress report	1 Progress report	1 Progress report	OPEX	OPEX	MP305	Quarterly report	Planning & Economic Development
78	Number of Stands identified for disposal	65 Stands disposed	Number of properties disposed	4 Reports	4 Progress reports on 15 properties identified for disposal	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report	OPEX	OPEX	MP305	Quarterly report	Planning & Economic Development
79	Number of Municipal Owned Properties Leased	20 Property Lease Agreements	Number of lease agreements concluded	48 leases concluded	4 Progress Reports on Leased Properties	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report	OPEX	OPEX	MP305	Quarterly report	Planning & Economic Development
80	Establishment of regional cemeteries	3 Regional cemeteries established	Number of regional cemeteries established	4 Reports	4 progress reports on the establishment of 1 regional	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report	N/A	N/A	MP305	Quarterly report	Planning & Economic Development

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
81	Number of building plans approved within 30 days	250 Building Plans Approved within 30 Days	Number of reports on building plans approved within 30 days	4 Reports	50 Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days	1 Report on Building Plans Approved within 30 Days	OPEX	MP305	Quarterly report	Planning & Economic Development	
82	Implementation of approved outdoor advertising policy	20 reports on implementation on outdoor advertising	Number of reports on managing outdoor advertising	Lease agreement signed on 04/05/2024	Management of outdoor advertising	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report	OPEX	MP305	Quarterly report	Planning & Economic Development	
83	Five (5) informal settlements Relocated	Relocation of Five (5) informal settlements	Number of reports relocation of informal settlements	4 Reports	4 Progress reports on 1 informal settlement relocated from Enkanini Camp; Mamsy Village	1 Progress Report	1 Progress Report	1 Progress Report	1 Progress Report	OPEX	MP305	Quarterly report	Planning & Economic Development	

Municipal KPA: Local Economic Development

Municipal Priority:

Economic growth
Reduced unemployment and grow economic growth

Strategic Objective:

Promote inclusive and sustainable economic growth and investment

Impact Statement:

Reduced unemployment and poverty
MTSF Target:

Spatial integration, human settlements, and local government

KP No	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
84	Agricultural development strategy implemented	20 Reports on agriculture development strategy implemented	Number of reports on implementation of agricultural development strategy	Strategy approved in October 2023.	4 Reports on implementation of agricultural development strategy.	1 Report	1 Report	1 Report	1 Report	OPEX	MP305	Quarterly report	Planning & Economic Development	
85	Tourism support and development strategy implemented	20 Reports on tourism and support development strategy implemented	Number of reports on implementation of tourism development strategy	Strategy approved in October 2023.	4 Reports on implementation of tourism development strategy.	1 Report	1 Report	1 Report	1 Report	OPEX	MP305	Quarterly report	Planning & Economic Development	

KP No	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budg et	Revenue/Fund ing Source	Ward Location/Regio nal Identifier	Portfolio of Evidence	Departme nt
86	Number of SMMEs supported	250	Number of SMMEs supported through training interventions	75	50 SMMEs supported through training interventions	Not Applicable for reporting in Q1	25	25	Not Applicable for reporting in Q4	OPEX	MP305	Progress Reports; Attendance Registers	Planning & Economic Development	
87	Number of LED Forums convened	Functional Led Forum	Number of LED Forums convened	0	4 LED Forums convened	1 LED Forum	1 LED Forum	1 LED Forum	1 LED Forum	OPEX	MP305	LED Forum Agenda; Minutes; Attendance Registers	Planning & Economic Development	
88	Number of Economic Development Summit		Economic Development Summit held by 30 June 2025	0	1 Economic Development Summit.	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Economic Development Summit held	OPEX	MP305	Economic Development Summit Close-out report; Minutes; Attendance Registers	Planning & Economic Development	

Municipal KPA: Good governance and public participation

Municipal Priority:

Improved audit outcome

Community participation

Strategic Objective:

Sustain good corporate governance through effective and accountable administration

Impact Statement:

Enhanced and strengthened community participation

MTSF Target:

Accountable governance and public participation

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
89	Approved Council Schedule of Council and Sub-Committees	Approved Schedule of Council and Sub-committees of Council	Date for approval of Schedule of Council and sub-committee meetings	Approved on 30 June 2023	1 approved Schedule of Council and Sub-Committee meetings	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 approved Schedule of Council and Sub-Committee meetings	N/A	MP305	Council resolution; Schedule of Council and sub-committee meetings	Council resolution; Schedule of Council and sub-committee meetings	Corporate Services
90	Percentage implementation of Council Resolutions	100% Implementation of Council Resolution	Percentage implementation of Council Resolution		100% implementation of council resolutions	100%	100%	100%	100%	N/A	MP305		Quarterly report	Corporate Services
91	Number of Mayoral Committee held	20 Mayoral Committee sittings	Number of Mayoral Committee sittings held	4 Mayoral Committee sittings	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting	1 Mayoral Committee sitting	N/A	MP305	Notice; Agenda; Minutes & Attendance register	Notice; Agenda; Minutes & Attendance register	Corporate Services

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
92	Number of Section 79 meetings held	120 Section 79 meetings to be held	Number of section 79 meetings held	24 Section 79 meetings to be held	6 Section 79 meetings held	6 Section 79 meetings held	6 Section 79 meetings held	6 Section 79 meetings held	N/A	MP305	Notice; Agenda; Minutes & Attendance register	Corporate Services	Corporate Services	
93	Number of Section 80 meetings held	60 Section 80 meetings held	Number of section 80 meetings held	20 Section 80 meetings to be held	5 Section 80 Meetings held	5 Section 80 Meetings held	5 Section 80 Meetings held	5 Section 80 Meetings held	N/A	MP305	Notice; Agenda; Minutes & Attendance register	Corporate Services	Corporate Services	
94	Percentage of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of Legislated documents and notices placed on municipal website and advertised in local newspaper	Percentage of legislated documents and notices placed on municipal website and advertised in local newspaper	New KPI	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	100% of legislated documents and notices placed on municipal website and advertised in local newspaper	OPEX	MP305	Website screen shots; Newspaper tear sheets	Corporate Services	Corporate Services	
95	Reduction in litigious matters against the Municipality	100% reduction in litigious matters against the Municipality	Percentag e reduction in litigious matters against the Municipality	100% reduction in litigious matters against the Municipality	25%	25%	25%	25%	OPEX	MP305	Quarterly report	Office of the Municipal Manager	Office of the Municipal Manager	43

KPI ID	KPI Name	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
96	% Increase in litigation in favour of the Municipality	100% increase in litigation in favour of the Municipality	Percentage increase in litigation in favour of the Municipality	New KPI	100% increase in litigation in favour of the Municipality	25%	25%	25%	25%	OPEX	MP305	Quarterly report	Office of the Municipal Manager	
97	% of purchased land transfers processed	100% processing of transfers for land purchases	Percentage processing of transfers for land purchases	New KPI	100% processing of transfers for land purchases	25%	25%	25%	25%	OPEX	MP305	Quarterly report	Office of the Municipal Manager	
98	% Improvement in municipal responsiveness	5 review and Approved Public Participation Strategy	Date for review and approval of Public Participation Strategy	1 reviewed and approved Public Participation Strategy	1 reviewed and approved Public Participation Strategy	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	N/A	MP305	Council resolution; Public Participation Strategy	Office of the Municipal Manager		
99	Number of functional Ward Committees		Number of Ward Councillors Forum meetings convened	4 ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum	1 ward Councillors Forum	N/A	MP305	Notice; Agenda; Minutes & Attendance register	Office of the Municipal Manager		
100		900 ward committee meetings held	Number of Ward Committee meetings held	180 Ward Committee meetings to be held	45 Ward Committee meetings held	45 Ward Committee meetings held	45 Ward Committee meetings held	45 Ward Committee meetings held	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Office of the Municipal Manager		

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
10_1	Number of ward Community Consultations held	300 ward Community Consultations held	Number of ward community consultations conducted	45 Ward Community Consultation Meetings	60 Ward Community Consultation Meetings	15 Ward community consultation meetings held	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Office of the Municipal Manager	Office of the Municipal Manager			
10_2	Number of Community outreach programmes conducted	20 Community outreach programmes conducted	Number of community outreach programmes conducted	4 Community outreach programmes conducted	4 Community outreach programmes conducted	1 Community outreach programmes conducted	1 Community outreach programmes conducted	1 Community outreach programmes conducted	1 Community outreach programmes conducted	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Office of the Municipal Manager	Office of the Municipal Manager
10_3	% reduction in community issues resolved	100% of community issues resolved	Percentage of community issues resolved	0	100% of issues resolved	100% of issues resolved	100% of issues resolved	100% of issues resolved	100% of issues resolved	N/A	MP305	Quarterly report	Office of the Municipal Manager	Office of the Municipal Manager
10_4	Number of programmes aimed at Improving relations between the Community and the Municipality	20 Programmes from Speakers Office conducted	Number of programmes by Office of the Speaker	4 Programmes	4 Programmes	1 Programme	1 Programme	1 Programme	1 Programme	OPEX	MP305	Quarterly report	Office of the Municipal Manager	Office of the Municipal Manager
10_5	Number of Reviewed and Approved OPMS Framework	5 Review and Approval of OPMS Framework	Date for review of OPMS Framework	OPMS approved 30 June 2023	1 Review and Approval of OPMS Framework	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	N/A	MP305	Council resolution; OPMS Policy	Office of the Municipal Manager	Office of the Municipal Manager

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
10.6	Number of SDBIP documents approved	5 SDBIP approved	Date for approval of SDBIP	2023/24 SDBIP approved	1 SDBIP	1 SDBIP	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	N/A	N/A	MP305	Approved SDBIP	Office of the Municipal Manager
10.7	Number of SDBIP quarterly reports	20 SDBIP reports	Number of SDBIP quarterly reports	4	4 SDBIP reports	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report	N/A	N/A	MP305	SDBIP report	Office of the Municipal Manager
10.8	Number of annual performance reports prepared	5 Annual Performance Reports prepared	Annual Performance Report prepared	Annual Performance Reports submitted to AGSA by 31 August 2023	1 Annual Performance Report prepared	1 Annual Performance Report prepared	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Not Applicable for reporting in Q4	N/A	N/A	MP305	Annual Performance Report; Proof of submission to AGSA	Office of the Municipal Manager
10.9	Number of Annual and Oversight Reports tabled	5 Annual and Oversight Reports tabled	Annual Report tabled	Report tabled 31 January 2024	1 Annual Report tabled	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Tabled annual report	Not Applicable for reporting in Q4	N/A	N/A	MP305	Annual Report Council Resolution	Office of the Municipal Manager
11.0			Oversight report tabled	Oversight report submitted 2 April 2024, Council referred back adopted	1 Oversight Report adopted by 31 March 2025	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Oversight report adopted	Not Applicable for reporting in Q4	N/A	N/A	MP305	Oversight Report, Council Resolution	Office of the Municipal Manager

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
11_1	Number of Strategic risk assessments conducted	5 Strategic risk assessments conducted	Strategic risk assessment conducted	Strategic risk assessment conducted	on 3 July 2024					Not Applicable for reporting in Q1	Conduct Strategic risk assessment to develop strategic risk register	OPEX	MP305	Strategic Risk Assessment Report
11_2	Number of reports on strategic risk mitigating action plans implemented	20 reports on strategic risk mitigating action plan implementation	Number of reports on strategic risk mitigating action plan implementation	Number of reports on strategic risk mitigating action plan implementation	on 31 July 2023					Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	N/A	MP305	Quarterly report
11_3	Number of RMAFACC meetings	20 RMAFACC meetings	Number of RMAFACC meetings	Number of RMAFACC meetings	on 31 July 2023					1 Progress report on risk mitigation plan implementation	1 Progress report on risk mitigation plan implementation	1 Progress report on risk mitigation plan implementation	MP305	Office of the Municipal Manager
11_4	Number of anti-fraud and anti-corruption workshops/awards	20 Anti-fraud and anti-corruption workshops/awards	Number of Anti-fraud and anti-corruption	Number of Anti-fraud and anti-corruption	on 31 July 2023					1 Awareness Workshops conducted	1 Awareness Workshops conducted	1 Awareness Workshops conducted	MP305	Office of the Municipal Manager

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
11 0	reness campaigns conducted	workshops/ awareness conducted	workshops / awareness campaign s conducted	workshops / awareness campaign s conducted	/ awareness campaign s conducted	campaign conducted	campaign conducted	campaign conducted	campaign conducted	N/A	MP305	Audit Committee Charter; Council Resolution	Audit material; Attendance registers	Office of the Municipal Manager
11 1	Number of Audit committee charters approved	5 reviewed and approved audit committee charter	1 Audit committee charter	Audit Committee Charter approved	1 Audit committee charter	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Audit committee charter approved	N/A	MP305	Notice; Agenda; Minutes & Attendance register	Office of the Municipal Manager	Office of the Municipal Manager
11 2	Number of Audit committee meetings to be held	20 audit committee meetings held	Number of Audit committee meetings held	Meetings held	4 Meetings held	1 Audit committee meeting held	1 Audit committee meeting held	1 Audit committee meeting held	1 Audit committee meeting held	OPEX	MP305	Internal Audit Plan	Internal Audit Plan	Office of the Municipal Manager
11 3	Number of rolling internal audit plan developed	5 Three year rolling internal audit plan developed	Three year rolling internal audit plan developed	Three year rolling internal audit plan developed by Audit Committee 20 July 2024	1 Three year rolling internal audit plan developed	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	1 Three year rolling internal audit plan developed	N/A	MP305	Notice; Agenda; Minutes & Attendance register	Notice; Agenda; Minutes & Attendance register	Office of the Municipal Manager
11 4	Number of reports on implementation of annual audit	20 Reports on implementation of annual audit	Number of reports on implementation of annual audit	4 Reports on implementation of annual audit	4 Reports on implementation of annual audit	1 Report on implementation of annual audit	1 Report on implementation of annual audit	1 Report on implementation of annual audit	1 Report on implementation of annual audit	N/A	MP305	Quarterly report	Quarterly report	Office of the Municipal Manager

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
11_9	action plan submitted to Audit Committee	audit action plan submitted to Audit Committee	annual audit action plan submitted to Audit Committee	annual audit action plan submitted to Audit Committee	annual audit action plan submitted to Audit Committee	annual audit action plan submitted to Audit Committee	annual audit action plan submitted to Audit Committee	annual audit action plan submitted to Audit Committee	annual audit action plan submitted to Audit Committee	N/A	N/A	N/A	Manager	All Departments
12_0	Number of progress reports on implementation of AGSA audit action plan	20 Quarterly reports on AGSA audit action plan implementation	Number of progress reports on AGSA audit action plan implementation	4 Reports	4 Progress reports on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	1 Progress report on AGSA audit action plan implementation	MP305	MP305	MP305	Quarterly report	All Departments
12_1	Number of reports on Internal Audit action plan implementation	20 prepared quarterly reports on Internal Audit action plan implementation	Number of progress reports on internal audit action plan implementation	4 Reports	4 Progress reports on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	1 Progress report on internal audit action plan implementation	N/A	N/A	N/A	Quarterly report	All Departments
			Institutionalisation of planning, budgeting, and reporting reforms through MFMA Circular 88	2 Reports	4 Reports on quarterly Circular 88 updates submitted	1 Report	1 Report	1 Report	1 Report	MP305	MP305	MP305	Circular 88 updates	All Departments

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
12.2	Number of Gender Based Violence (GBV) Campaigns conducted	20 GBV Campaigns Conducted	Number of Gender Based Violence Campaigns conducted	4 GBV Campaigns conducted	1 GBV Campaign conducted	1 GBV Campaign conducted	1 GBV Campaign conducted	1 GBV Campaign conducted	1 GBV Campaign conducted	OPEX	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Community Services & Safety
12.3	Number of Local Anti-Drug Action Committee meetings	20 Meetings of the LDAC Conducted	Number of Local Anti-Drug Action Committee meetings	3 Meetings	4 Local Anti-Drug Action Committee meetings	1 Local Anti-Drug Action Committee meeting	OPEX	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Community Services & Safety			
12.4	Number of HIV/AIDS Campaigns conducted	20 HIV/AIDS Campaigns	Number of HIV/AIDS Campaigns conducted	2 Campaigns	4 HIV/AIDS Campaigns conducted	1 HIV/AIDS Campaign conducted	OPEX	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Community Services & Safety			
12.5	Number of Women Forum meetings held	20 Women Forum Meeting	Number of Women Forum meetings held	2 Meetings	4 Women Forum Meetings held	1 Women Forum Meeting held	OPEX	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Community Services & Safety			
12.6	Number of Disability Forum meetings held	20 Disability Forum Meetings held	Number of disability Forum meetings held	3 Meetings	4 Disability Forum meetings held	1 Disability Forum meeting held	OPEX	OPEX	MP305	Notice; Agenda; Minutes & Attendance register	Community Services & Safety			

Municipal KPA: Financial viability and management

Municipal Priority: Improve financial viability of the Municipality through the implementation of the Financial Recovery Plan & Financial Long-Term Plan

Strategic Objective: A capable, ethical and developmental State

Impact Statement: Improved financial sustainability

MTSF Target: Accountable governance and public participation

KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
12.7	Reduction of UIFW Expenditure by R100 million	Implementation of UIFW Expenditure Reduction Strategy	Reduction of UIFWE	R800 million in UIFW	Reduce UIFWE to R600 million	R 150 million	R 150 million	R 150 million	OPEX	MP305	Quarterly reports	Budget & Treasury	
12.8	Compliance with SCM	Irregular expenditure /Reduction of UIFW Expenditure by 100%	Approved annual procurement plan	Annual procurement plan approved	Annual procurement plan approved	Annual procurement plan approved	Annual procurement plan approved	Not Applicable for reporting in Q2	OPEX	MP305	Approved procurement plan	Budget & Treasury	
12.9	Number of service provider performance Monitoring Reports Prepared	20 Reports	Number of reports on service provider performance monitored	4 Reports	4 Reports on service provider performance monitoring	1 Report on service provider performance monitored	1 Report on service provider performance monitored	1 Reports on service provider performance monitoring	OPEX	MP305	Contract register report	All Departments	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget:	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
13 0	Reduce outstanding creditors to R 606 Million	Ring Fence Major Creditors under repayment as from 2025 financial year	Reduced outstanding creditors	R606 million in creditors	Reduce outstanding creditors by R 100 Million	R 25 Million reduction	OPEX	MP305	MP305	Quarterly reports	Budget & Treasury			
13 1	Improved Revenue Collection	Collection Rate 80%	Increased collection rate	57%	Collection rate increased to 80%	65%	70%	75%	80%	OPEX	MP305	MP305	Quarterly reports	Budget & Treasury
13 2	Credible billing data (100% of consumer accounts)	Data cleansing and analysis undertaken	New KPI	10 000 households with data cleaning and analysis undertaken	2500 households	2500 households	2500 households	2500 households	2500 households	OPEX	MP305	MP305	Quarterly reports	Budget & Treasury
13 3	Review of tariff on the system	Number of reviews of tariffs for correct implementation on the financial system	New KPI	2 Reviews of tariffs for correct implementation on the financial system	First Review	Not Applicable for reporting in Q2	Second review	Not Applicable for reporting in Q4	Not Applicable for reporting in Q4	OPEX	MP305	MP305	Tariff Report	Budget & Treasury
13 4	Cost of Supply Study	Reduction in electricity trading service	Cost of supply study not undertaken	Reduction in electricity trading service	Not Applicable for reporting in Q1	Not Applicable for reporting in Q3	OPEX	MP305	MP305	Cost of Supply Report	Budget & Treasury			

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
13.5		operating deficit		deficit through cost of supply study										
13.5	70% write off and update on late Estate account	Reduction in insolvent late estate in debtors book	New KPI	30% of insolvent late estates in debtors book written off	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	30% of insolvent late estates written off		OPEX	MP305	Quarterly reports	Budget & Treasury	
13.6	Improved Liquidity Ratio	Cost / Cash Coverage = 6 Months	Monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during a month	0 months (Monthly expenditure R285 462 524 audited 2022/23)	2 months cost coverage ratio calculated	1 month of cost coverage ratio calculated	1 month of cost coverage ratio calculated	2 months of cost coverage ratio calculated	OPEX	MP305	Quarterly reports	Budget & Treasury		
13.7	Reduction of Accounting deficit on Budget	Approved funded Budget and Long-term financial plan	Number of reports on implementation of budget funding plan and effective cash flow	New KPI	4 Reports on implementation of budget funding plan	1 Report on budget funding plan implementation	1 Report on budget funding plan implementation	1 Report on budget funding plan implementation	OPEX	MP305	Budget funding plan; Quarterly reports	Budget & Treasury		

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
13.8	Management	Development of a Long term financial plan	New KPI	Approved Long term financial plan	Not Applicable for reporting in Q1	Not Applicable for reporting in Q2	Not Applicable for reporting in Q3	Approved Long term financial plan	OPEX	MP305			Budget & Treasury	
13.9	Improve Audit Outcome	Unqualified Audit Opinion	Improved 2023/23 audit outcome	2022/23 Qualified audit opinion	Unqualified Audit Opinion	1 AFS submitted to AG	1x Unqualified AFS Opinion 2023/2024	Not Applicable for reporting in Q3	OPEX	MP305	AGSA Audit report		Budget & Treasury	
14.0	Number of reports on FRP implementation	Implementation of mandatory financial recovery intervention	Number of reports on FRP implementation	11 FRP reports	12 Reports on FRP Implementation	3 FRP Reports	3 FRP Reports	3 FRP Reports	OPEX	MP305	Monthly FRP Report	All Departments	FRP Report	
14.1	Number of budget steering committee meetings held	20 meetings held	Number of Budget Steering committee meetings	1 Budget Steering Committee meeting	4 Budget Steering committee meetings	1 Budget Steering committee meeting	1 Budget Steering committee meetings	1 Budget Steering committee meetings	OPEX	MP305	Notice; Agenda; Minutes & Attendance register		Budget & Treasury	

KPI ID	KPI	5 Year Target	2024/2025 SDBIP KPI	Baseline	2024/25 Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Revenue/Funding Source	Ward Location/Regional Identifier	Portfolio of Evidence	Department
14.2	Improved Asset Management Accounting & Internal Controls	GRAP Compliant FAR	Number of reports on verification and reconciliation of Fixed Asset Register (FAR)	4 Reports	4 Reports on verification and reconciliation of Fixed Asset Register (FAR)	1 Report on verification and reconciliation of Fixed Asset Register (FAR)	1 Report on verification and reconciliation of Fixed Asset Register (FAR)	1 Report on verification and reconciliation of Fixed Asset Register (FAR)	1 Report on verification and reconciliation of Fixed Asset Register (FAR)	OPEX	MP305	Quarterly reports; GRAP Compliant asset register	Budget & Treasury	
14.3	Comply with Eskom Debt relief requirement as per circular 124	Reduction of the historical Eskom debt to current account	Number of reports on Eskom debt relief application monthly as part of adherence to Eskom debt relief programme	Eskom current account monthly as approved	12 Reports on Eskom current account monthly as part of adherence to Eskom debt relief programme	3 Reports on Eskom current account monthly as part of adherence to Eskom debt relief programme	3 Reports on Eskom current account monthly as part of adherence to Eskom debt relief programme	3 Reports on Eskom current account monthly as part of adherence to Eskom debt relief programme	3 Reports on Eskom current account monthly as part of adherence to Eskom debt relief programme	OPEX	MP305	Monthly proof of payment of Eskom current account	Budget & Treasury	

8

MIG FUNDED PROJECTS

3 YEAR CAPITAL PLAN

IDP No	Project name	2024/2025 FY	2025/2026 FY	2026/2027 FY	Planned job opportunities for 2024/2025 FY	Ward Location	Wards Benefiting
MIG 01/2425	Upgrading of Standerton Water Bulk System phase 2A; Construction of Kieser Reservoir and Pressure Tower.	406 736	-	-	0	10	10
MIG 02/2425	Installation/Refurbishment/Desludging or rural VIP toilets and provision of chemicals for the VIP toilets	2 500 000	10 000 000	20 145 146	15	9,12 & 13	9,12 & 13
MIG 03/2425	Refurbishment/Installation of boreholes in rural/farm areas	2 827 340	8 357 230	9 752 169	12	9,12 & 13	9,12 & 13
MIG 04/2425	Installation of 26 high mast lighting in Sakhile Ext 8, Thuthukani, Sivukile and rural areas	7 564 140	11 562 660	-	10	9,12,13 & 14	9,12,13 & 14
MIG 05/2425	Rehabilitation of Morgenzon Landfill site	9 395 234	-	-	10	14	14
MIG 06/2425	Development of Thuthukani Cemetery	8 800 000	2 971 960	-	10	12	12
MIG 01/2526	Fencing of Walter Sisulu Cemetery			5 598 485			
	Project Management Unit	1 657 550	1 731 150	1 868 200			
	TOTAL	33 151 000	34 623 000	37 364 000			

INEP FUNDED PROJECTS

IDP No	Project name	2024/2025 FY	2025/2026 FY	2026/2027 FY	Project category	Planned job opportunities for 2024/2025 FY	Ward/s Benefitting
INEP 01/2425	Construction of 11kV Switching Station for Rooikoppen	10 000 000	5 000 000	5 000 000	Electricity	10	11
INEP 02/2425	Construction of 6km 11kV line from Substation A to Rooikoppen	4 620 000	5 380 000	4 764 000	Electricity	10	7,11
	TOTAL	14 620 000	10 380 000	9 764 000		20	

EPWP FUNDED PROJECT

IDP No	Project name	2024/2025 FY	Scope for 2024/2025 FY	Project category	Planned job opportunities for 2024/2025 FY	Ward Location	Ward/s Benefitting
EPWP 01/2425	Keep Lekwa Clean	1 760 000	Keep Lekwa Clean	Environment	60	1,2,3,4,5,6,7,8,10,11,14 &15	1,2,3,4,5,6,7,8,10,11,14 &15
	TOTAL	1 760 000					

EEDSM FUNDED PROJECTS

IDP No	Project name	2024/2025 FY	2025/2026 FY	2026/2027 FY	Project category	Planned job opportunities for 2024/2025 FY	Ward Location	Ward/s Benefitting
EEDSM 01/2425	Implementation of energy efficiency and energy demand management within Lekwa LM	4 000 000	4 000 000	4 000 000	Electricity	10	1,2,3,4,5,6,7,8,9,10,11,12,13,14 & 15	1,2,3,4,5,6,7,8,9,10,11,12,13,14 & 15
TOTAL		4 000 000	4 000 000	4 000 000		10		

MDRG FUNDED GRANT

IDP No	Project name	2024/2025 FY	Scope for 2024/2025 FY	Project category	Ward Location	Ward/s Benefitting	Comment
MDRG 01/2425	Rehabilitation of 1km of Vry Street	10 000 000	Rehabilitation of 1km of Vry Street	Roads	10	10	Project budgeted from the R11m allocated in the 2023/24 FY. Project planned for implementation over 12 months from March 2024 to February 2025.

A series of reporting requirements are outlined in the MFMA. Both the Mayor and the Accounting Officer have clear roles to play in preparing and presenting these reports. The SDBIP provides the basis for generating these financial and non-financial reports, for which the MFMA gives very clear guidelines. The reports then allow the Councillors to monitor the implementation of service delivery programmes and initiatives. The following planning and reporting cycle will be fully implemented in Lekwa Local Municipality.

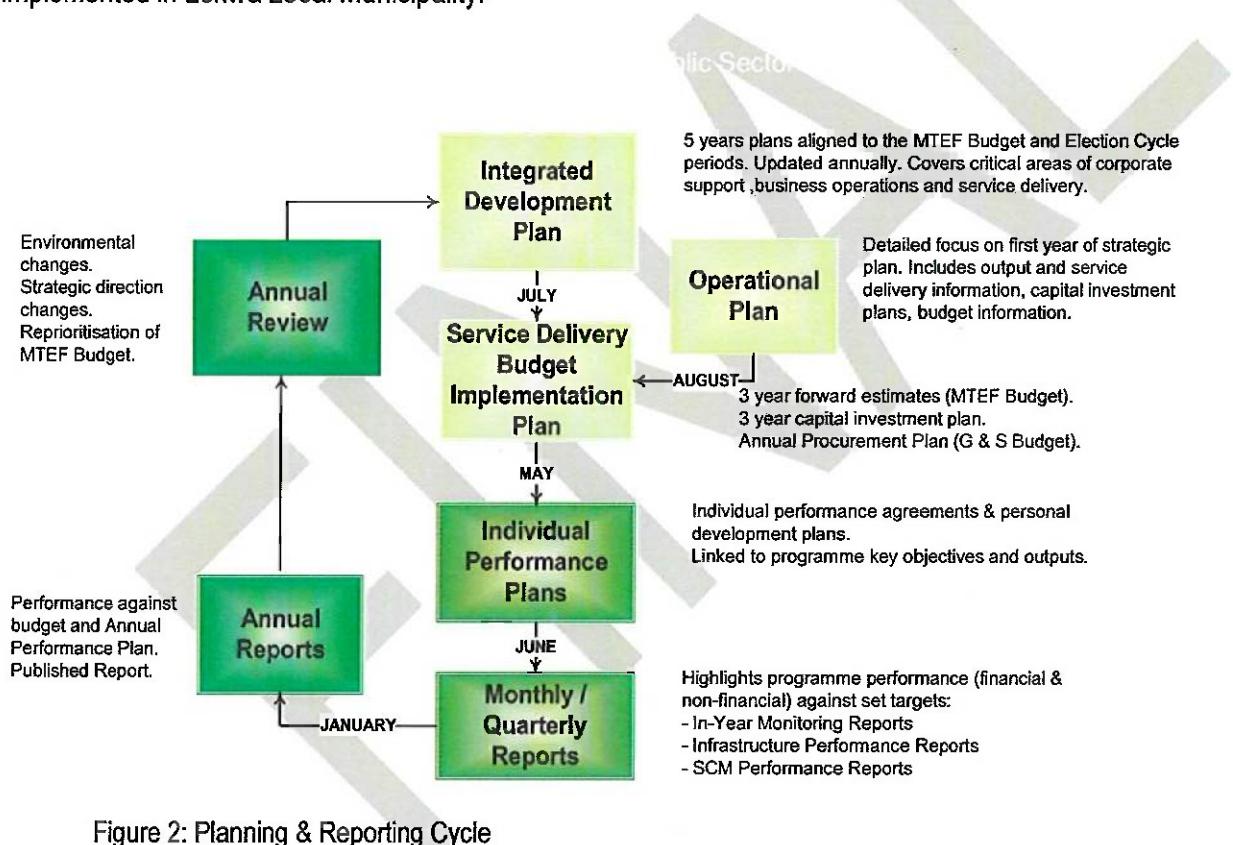


Figure 2: Planning & Reporting Cycle

9.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 days after the last working day of each month. Reporting must include the following:

- Actual revenue per source;

- b. Actual borrowings;
- c. Actual expenditure per vote;
- d. Actual capital expenditure per vote; and
- e. The amount of any allocations received.

If necessary, explanations of the following must be included in the monthly reports:

- a. Any material variances from the Municipality's projected revenue by source, and from the Municipality's expenditure projections per vote;
- b. Any material variances from the service delivery and budget implementation plan; and
- c. Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the Municipality's approved budget.

9.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the Mayor to submit a report to the Council on the implementation of the budget and the financial state of affairs of the Municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the Mayor's quarterly report.

9.3 Midyear Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The Accounting Officer is required by the 25th of January of each year to assess the performance of the Municipality during the first half of the year, taking into account:

- i. The monthly statements referred to in section 71 for the first half of the year;
- ii. The Municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the Service Delivery and Budget Implementation Plan;
- iii. The past year's annual report, and progress on resolving problems identified in the annual report; and
- iv. The performance of every Municipal Entity under the sole or shared control of the Municipality, taking into account reports in terms of section 88 of the MFMA from any such entities based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document

and may be modified based on the mid-year performance review. Thus the SDBIP becomes a contract that holds the Municipality accountable to its communities.

FINAL

FINAL