

**EPHRAIM MOGALE  
LOCAL MUNICIPALITY**



**DRAFT 2026/2027 SERVICE DELIVERY AND  
BUDGET IMPLEMENTATION PLAN**

*"To be a World-class Agricultural Hub of Choice"*

**Slogan - RE HLABOLLA SECHABA**

# Contents

1.	INTRODUCTION .....	3
2.	LEGISLATION .....	3
3.	METHODOLOGY AND CONTENT .....	4
4.	VISION, MISSION AND VALUES .....	5
5.	STRATEGY .....	6
6.	STRATEGIC ALIGNMENT .....	7
7.	STRATEGIC OBJECTIVES AND PROGRAMMES .....	8
8.	PROJECTED MONTHLY REVENUE AND EXPENDITURE .....	10
9.	SERVICE DELIVERY AND PERFORMANCE INDICATORS .....	144
9.1.	KPA 1: SPATIAL RATIONALE .....	14
9.2.	KPA 2 A: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT .....	16
9.3.	KPA 3: LOCAL ECONOMIC DEVELOPMENT .....	26
9.4.	KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT .....	28
9.5	KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT .....	32
9.6	KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....	34
10.	CONCLUSION .....	40
11.	APPROVAL .....	40

## 1. INTRODUCTION

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The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved, and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilor’s, municipal manager, senior managers and community.”

## 2. LEGISLATION

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The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (SDBIP) as: a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate-

(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

Section 53 of the MFMA stipulates that the mayor should approve the SDBIP within 28 days after the approval of the budget. The mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets, and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ephraim Mogale Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote<sup>1</sup> \*
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information on expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

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<sup>1</sup> Section 1 of the MFMA defines a “vote” as:

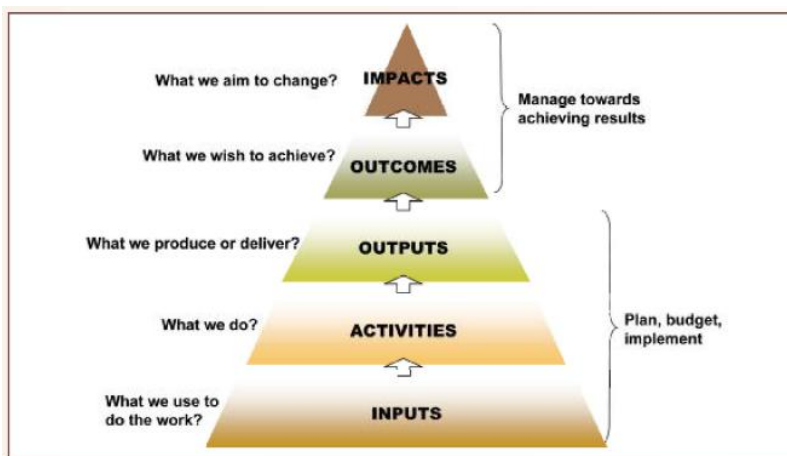
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

### 3. METHODOLOGY AND CONTENT

The development of the Adjusted SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ephraim Mogale Local Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by the municipality in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information <sup>2</sup>(FMPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPI is hereby indicated.

The Logic Model was followed whereby desired impacts were identified for each strategic objective with measurements and targets contributing to the achievement of those impacts. This was followed by the identification of priority programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART programme objectives and short, medium and long-term strategies were developed to achieve the outcomes and associated output indicators and targets.



Thereafter projects were identified with quarterly milestones and the required budget as well as required human resources and equipment (inputs). This process was used to prioritize projects, capital items to be acquired and the personnel budget.

The strategies of the municipality, which are linked to priority programmes, measurement and targets as well as projects focus on and are aligned to the National and Provincial priorities.

The key performance indicators and targets as well as the projects that are contained in this SDBIP are to measure, monitor and report on the implementation of the outcomes and strategies identified in the strategic phase of the IDP. Indicators are assigned quarterly targets and departmental responsibilities to monitor performance.

The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of output per department and will be contained in the departmental managers' SDBIPs.

<sup>2</sup> The Framework for Managing Programme Performance Information is available at: [www.treasury.gov.za](http://www.treasury.gov.za)

## 4. VISION, MISSION AND VALUES

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According to Section 53 of the Constitution a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community and participate in national and provincial development programmes<sup>3</sup>.

The above implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas recognised by national and provincial government will therefore guide the strategic priority areas identified by municipalities to build a developmental government that is efficient, effective and responsive; to strengthen accountability and to strive for accountable and clean government; to accelerating service delivery and supporting the vulnerable; and to foster partnerships, social cohesion and community mobilisation.

The strategic vision of the organization sets the long-term goal the municipality wants to achieve. Ephraim Mogale Local Municipality's vision is one that "wishes" for a future that deals with the many challenges and needs of the community. The **Vision** of Ephraim Mogale Local Municipality reads as follows:

***"To be a World Class Agricultural Hub of Choice"***

Ephraim Mogale Local Municipality has summarized its objectives into the following **mission statement** that should provide everyone involved with the municipality (either as employee, stakeholder or community member) with the answer to justify the reason for its existence.

***"To involve the community in the economic, environment and social development for sustainable service delivery"***

The **values** describe the interrelationship between people within an institution and the interrelationship between them and the people they serve. As such it describes business practices applied, and the value placed on certain principles. The values Endeavour to reflect the culture that prevails or should prevail in a specific institution. The values of Ephraim Mogale Local Municipality were identified from the interrelationships between Councilors, Administration and the Community and focus on the following key points:

Value	Description
Communication	Everybody is empowered within the whole community
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistent manner.
transparency	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Teamwork	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.

## 5. STRATEGY

Providing strategic direction entails aligning the vision of the municipality to clear and tangible strategic goals based on certain critical success factors of the municipality and inclusive strategic objectives, programmes, projects and indicators to measure the intended results to be achieved.

The following strategic goals were crafted at a Strategic Planning Lekgotla held on the 22<sup>nd</sup> to 24<sup>th</sup> of February 2026 and depict how the Ephraim Mogale Local Municipality intends to achieve its stated vision. These strategic goals were developed in terms of the Balanced Scorecard Perspectives being Learning and Growth; Institutional Processes; Financial and Community Satisfaction. The benefits of implementing the model include the provision of strategic focus and direction to the organization; improve governance and accountability; promotes alignment and transparency and improve management effectiveness. The following table represents the alignment of Key Performance Areas as well as the intended outcome,

KPA Description	Strategic Goal	Goal Statement	Goal Outcome
KPA 1: Spatial Rationale	Plan for the Future	Building Integrated Human Settlements	Effective regional Land Use management
KPA 2: Basic Services Delivery and Infrastructure Development	Accelerated Service Delivery	The primary focus of this goal is the eradication of service backlogs, balanced with community needs priorities and funded by means of own resources and available grants	Eradicate service delivery backlogs
	Empowered Communities	Provision of amenities to communities for recreational purposes to encourage incorporation of sporting bodies to develop formal sporting codes, aimed specifically at the Youth and previously disadvantaged persons	Self-actualization
KPA 3: Local Economic Development	Inclusive Economy	To engage with external partners (mines) with a view to solicit funding to establish SMME and Co-Operatives	Sustainable growth and job creation
KPA 4: Municipal Transformation and Institutional Development	Skilled and Retained Workforce	Optimizing Human Capital by way of the development of skills transfer and the improvement of knowledge management through continuous training and mentorship programmes	Capacitated workforce
KPA 5: Municipal Financial Viability and Management	Financial Viability	The ability to generate sufficient income to meet operating payments, debt commitments and where applicable, to allow growth while maintaining service levels	Financial liquidity
KPA 6: Good Governance and Public Participation	Sound Governance Practices	Create a culture of exercising ethical and effective leadership towards achieving transparency, good performance, effective oversight and legitimacy and accountability	Effective Oversight

## 6. STRATEGIC ALIGNMENT

The Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA) has identified outcomes whereby the Strategic Agenda can be Implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to Outcome 9. The table below provides the detail whereby the strategic objectives of the municipality can be linked to the outputs of Outcome 9 and the six Key Performance Areas as stipulated by the Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA)

KPA	Description	Outcome 9 Outputs	Strategic Objectives
KPA 1	Spatial Rationale	Actions supportive of the human settlement outcomes	To build Integrated human settlements
KPA 2	Basic Services Delivery and Infrastructure Development	Improved access to basic services	To improve community well-being through accelerated service delivery
			To improve social well-being
KPA 3	Local Economic Development	Implementation of community work programme	To grow the economy and provide livelihood support
KPA 4	Municipal Transformation and Institutional Development	Differentiate approach to municipal financing, planning and support	To develop and retain a skilled capacitated workforce
KPA 5	Municipal Financial Viability and Management	Improve municipal financial and administrative capability	To become financially viable
KPA 6	Good Governance and Public Participation	Refine ward committee model to deepen democracy	To create a culture of accountability and transparency
		Single co-ordination window	

## 7. STRATEGIC OBJECTIVES AND PROGRAMMES

The strategic objectives programmes were developed taking cognisance of the **vision/mission** statements as well as other contributing factors of the municipality as reflected in the following table.

KPA	Strategic Objective	Programme
KPA 1 Spatial Rationale	To build integrated Human Settlements	Land Use Management
		Spatial Planning
		Building Plans Administration
		Housing
		Facilities Maintenance Management
KPA 2: Basic Service Delivery and Infrastructure Development	To Improve community well-being through provision of accelerated service delivery	Electricity
		Roads and Storm Water
		Project Management
		Environmental Management
	To improve Social Well-being	Waste Management
		Sports And Recreation
		HIV & AIDS and other Diseases
		Cemeteries
		Arts and Culture
		Safety and Security
		Community Facilities Management
		Parks Management
		Extended Public Works Programme
		Disaster Management
KPA 3: Local Economic Development:	To grow the economy and provide livelihood support	Local Economic Development (LED)
		Tourism
		External Social Partnerships
KPA 4: Municipal Transformation and Institutional Development	To develop and retain skilled and capacitated workforce	Institutional Development
		Workplace Health, Safety & EAP
		Labour Relations
KPA 5: Municipal Financial Viability and Management	To become Financially Viable	Financial Reporting
		Financial Accounting (Revenue)
		Financial Accounting (Expenditure)
		Financial Management
		Asset Management
		Budget Management
		Supply Chain Management
KPA 6: Good Governance and Public Participation	To create a culture of accountability and transparency	Fleet Management
		Good Governance and Oversight
		IDP Development
		Performance Management
		Customer/ Stakeholder Relationship Management
		Public Participation
		ICT
		Communications
		Legal Services
		Polices
		Enterprise Risk Management
Audit		

KPA	Strategic Objective	Programme
		By-Laws
		Transversal programmes
		Municipal Security Services
		Indigents
		Records Management

## 8. PROJECTED MONTHLY REVENUE AND EXPENDITURE

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One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality must ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should be reconciled to the cash flow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

The expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month) It is necessary to manage and monitor cash flow on a monthly basis to ensure that expenditure does not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

This section of the document is based upon the Budget MBRR A1 Schedules that serve as supporting documentation for the budget, in particular Schedules SA 25 – SA 30 and will deal with the following:

Monthly Revenue Projections	Monthly Expenditure Projections	Cash Flow Projections
a. Revenue by source. b. Revenue by vote. c. Revenue in terms of standard classifications.	a. Expenditure by type. b. Overall expenditure: i. By vote ii. In terms of standard classifications c. Capital expenditure: i. By vote ii. In terms of standard classifications	a. Cash receipts by source b. Cash payments by type

The SDBIP information on revenue and expenditure will be monitored and reported monthly in terms of section 71 of the MFMA

LIM471 Ephraim Mogale - Monthly Revenue by Source

Description	Ref	2025/26												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<b>R thousands</b>																
<b>Revenue By Source</b>																
<b>Exchange Revenue</b>																
Service charges - Electricity		7 247	8 424	7 176	9 744	9 149	8 406	9 525	8 598	5 445	5 585	5 657	5 256	90 642	108 912	111 635
Service charges - Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management		552	523	541	560	552	575	577	544	555	566	577	549	6 594	6 890	7 063
Sale of Goods and Rendering of Services		9	38	30	37	9	29	40	27	32	33	33	32	349	347	356
Agency services		-	-	-	-	-	-	-	526	537	548	558	532	6 379	6 666	6 833
Interest		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		147	149	154	150	153	154	149	124	127	129	132	125	1 504	1 572	1 611
Interest earned from Current and Non Current Assets		2 163	2 070	1 110	2 794	1 733	1 853	4 268	2 360	2 408	2 455	2 503	2 384	28 606	29 893	30 640
Dividends		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		5	5	8	0	0	0	5	8	(0)	0	(0)	(0)	65	104	107
Licence and permits		-	-	107	-	-	-	-	1	53	54	56	55	225	12	12
Special Rating Levies		-	-	107	-	-	-	-	1	53	54	56	55	847	519	532
Operational Revenue		-	-	-	-	-	-	-	-	-	-	-	-	847	519	532
<b>Non-Exchange Revenue</b>																
Property rates		4 035	4 044	4 045	4 032	4 027	3 980	4 041	4 077	4 306	4 390	4 477	4 269	50 015	51 639	52 930
Surcharges and Taxes		69	97	85	83	93	95	95	-	3 588	3 624	3 734	3 697	14 643	-	-
Fines, penalties and forfeits		102	(3)	(30)	9	6	171	167	11	80	81	83	82	411	137	140
Licences or permits		1	2	2	1	3	3	4	7	(5)	(5)	(5)	(6)	34	87	89
Transfer and subsidies - Operational		83 937	-	404	-	-	68 497	-	17 002	38 570	17 688	18 032	17 173	227 304	203 603	212 770
Interest		1 064	876	(82)	645	833	182	461	867	885	902	920	876	10 510	10 983	11 258
Fuel Levy		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>		<b>10 115</b>	<b>11 172</b>	<b>9 203</b>	<b>13 248</b>	<b>11 587</b>	<b>10 988</b>	<b>14 525</b>	<b>12 163</b>	<b>9 178</b>	<b>9 390</b>	<b>9 537</b>	<b>8 956</b>	<b>438 975</b>	<b>421 884</b>	<b>436 508</b>

LIM471 Ephraim Mogale - Monthly Expenditure by Type

Description	Ref	2025/26												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<b>R thousands</b>																
<b>Expenditure By Type</b>																
Employee related costs		10 080	12 316	9 840	11 577	9 806	9 665	9 842	10 268	10 862	11 070	11 279	10 760	126 013	130 657	137 190
Remuneration of councillors		1 130	1 115	1 120	1 114	1 299	1 327	1 277	1 314	1 341	1 367	1 394	1 327	15 929	16 726	17 562
Bulk purchases - electricity		15	8 648	8 046	6 230	6 129	5 891	5 874	4 996	7 964	8 095	8 283	8 002	72 260	62 977	64 237
Inventory consumed		14	364	179	63	77	292	72	296	400	457	416	450	4 091	5 973	3 848
Debt impairment		-	-	-	-	-	-	-	1 455	1 485	1 514	1 543	1 470	17 639	18 345	18 712
Depreciation and amortisation		5 432	5 471	5 257	5 432	5 256	5 431	5 498	5 585	5 698	5 811	5 924	5 642	67 700	70 408	71 816
Interest		95	87	79	70	62	-	98	243	247	252	257	245	2 940	3 058	3 119
Contracted services		3 227	5 915	9 640	3 710	4 732	7 173	3 420	7 156	11 392	16 819	14 351	19 236	117 436	85 199	86 106
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Irrecoverable debts written off		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational costs		4 952	4 801	2 783	6 720	5 390	8 287	4 332	6 329	6 315	9 364	6 563	9 171	83 518	75 103	76 139
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>24 945</b>	<b>38 718</b>	<b>36 944</b>	<b>34 916</b>	<b>32 752</b>	<b>38 066</b>	<b>30 413</b>	<b>37 642</b>	<b>45 705</b>	<b>54 750</b>	<b>50 011</b>	<b>56 304</b>	<b>507 527</b>	<b>468 445</b>	<b>478 728</b>
<b>Surplus/(Deficit)</b>		<b>(14 829)</b>	<b>(27 546)</b>	<b>(27 741)</b>	<b>(21 668)</b>	<b>(21 164)</b>	<b>(27 078)</b>	<b>(15 888)</b>	<b>(25 479)</b>	<b>(36 528)</b>	<b>(45 360)</b>	<b>(40 474)</b>	<b>(47 348)</b>	<b>(68 552)</b>	<b>(46 560)</b>	<b>(42 220)</b>
Transfers and subsidies - capital (monetary allocations)		-	-	17 082	-	-	22 454	-	3 895	(2 451)	4 052	4 131	3 934	40 786	44 097	46 016
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>(14 829)</b>	<b>(27 546)</b>	<b>(10 659)</b>	<b>(21 668)</b>	<b>(21 164)</b>	<b>(4 624)</b>	<b>(15 888)</b>	<b>(21 584)</b>	<b>(38 979)</b>	<b>(41 307)</b>	<b>(36 343)</b>	<b>(43 414)</b>	<b>(27 766)</b>	<b>(2 463)</b>	<b>3 796</b>

LIM471 Ephraim Mogale - Monthly Capital Expenditure (Municipal Vote)

Description	Ref	2025/26											Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year 2026/27	Budget Year 2027/28
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<b>R thousands</b>																
<b>Capital Expenditure - Functional</b>																
<i>Governance and administration</i>		-	-	-	-	-	-	-	-	-	-	-	9 583	9 583	6 160	6 270
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-	9 583	6 160	6 270
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		-	-	-	-	-	-	-	-	-	-	-	1 360	1 360	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	1 360	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		-	-	-	-	-	-	-	-	-	-	-	112 401	112 401	83 000	56 718
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		-	-	-	-	-	-	-	-	-	-	-	-	112 401	83 000	56 718
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>		-	-	-	-	-	-	-	-	-	-	-	24 589	24 589	17 340	17 700
Energy sources		-	-	-	-	-	-	-	-	-	-	-	-	15 089	17 340	17 700
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	9 500	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	1 000	-	-
<b>Total Capital Expenditure - Functional</b>		-	-	-	-	-	-	-	-	-	-	-	147 933	148 933	106 500	80 688

## 9. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals. A detailed three-year Capital and Operational expenditure Project Plan is also incorporated to measure and monitor the delivery of infrastructure project and other internal operational projects. The budget has been aligned to the Strategic and Developmental Objectives and Outcomes crafted in the process of the IDP review cycle to enable the strategic intent and mandate of the 2026/2027 IDP to be attained.

### 9.1. KPA 1: SPATIAL RATIONALE

Strategic Objective: To build Integrated human settlements

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Compliance with Town Planning Scheme regulations	Land Use Management	% of complaint land use applications received and processed within 60 days as per the SPLUMA Act 16 of 2013	SR01	Internal	100% (9/9)	100%	100%	100%	100%	100%	Completed land use application forms and register	Planning & Economic Development
Review of Spatial Development Framework		Reviewed Spatial Development Framework gazetted by June 2027	SR04	725,900.00	New	N/A	N/A	N/A	1	1	Reviewed Spatial Development Framework	
Review of the Land Use Scheme		Reviewed Land Use Scheme-law gazetted by June 2027	SR06	820 000	0	N/A	N/A	N/A	1	1	Reviewed Land Use Scheme	
Compliance with National Building Regulations	Building Plans Administration	% of buildings constructed with approved plans, received and inspected within 5 days compliance to National Building Regulations and Building Standards Amendments Act No 49 of 1995	SR07	Internal	100% (3/3)	100%	100%	100%	100%	100%	Individual site inspection reports	
		Internal		100% (1/1)	100%	100%	100%	100%	100%	Formal Approval letters, Building		

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		meters received and assessed within 28 days of receipt of plans									Plans and submission register	
		% of New Building Plans of more than 500 square meters received and assessed within 60 days of receipt of plans		Internal	100% (3/3)	100%	100%	100%	100%	100%	Formal Approval Letters, Building plans and submission register	
		% of land use contraventions issued and attended to per quarter		Internal	100% (4/4)	100%	100%	100%	100%	100%	Land use contraventions register and issued Letters	
Building Regulations		Number of building regulations By-law developed by June 2027		Internal	0	N/A	N/A	N/A	1 Building regulations By-law developed	1 building regulations By-law developed	Building regulations By-law	
Feasibility study: Landing strip		Number of Landing strip Feasibility study done by June 2027	SR08	300 000.00	0	N/A	N/A	N/A	1 Feasibility study: Landing strip	1 Feasibility study: Landing strip	Feasibility study: Landing strip report	
Subdivision of ERF 625 of Marble Hall EXT5		General plan for Subdivision of ERF 625 of Marble Hall EXT5 developed by June 2027	SR09	100,000.00	0	N/A	N/A	N/A	1 SG Approved Subdivision Layout	1 SG Approved Subdivision Layout	Approved General Plan	
Township Establishment		Relocation of Koteng informal settlement by June 2027	SR10	750 000.00	New	N/A	N/A	N/A	1 Relocation of Koteng informal settlement Report	1 Relocation of Koteng informal settlement Report	Relocation of Koteng informal settlement Report	
Land acquisition and disposal		Number of Land acquired by June 2027	SR12	1000 000.00	0	N/A	N/A	N/A	1 Land acquired	1 Land acquired	Land acquisition report	
Human settlement	Facilities Maintenance Management	Number of quarterly progress reports in terms of new housing units provided by CoGHSTA submitted to Council per quarter	SR11	Internal	4	1	1	1	1	4	Quarterly Progress Report	
Supply of GIS Tools, Datasets	Management of GIS System	Number of GIS system Upgraded by June 2027	SR15	350 000,00	New	N/A	N/A	N/A	1 system upgrade report	1 system upgrade report	System upgrade report	

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
and Technical Assistance		% of Spatial planning maps developed by June 2027			New	N/A	N/A	N/A	100%	100%	Map Production Register	
		Number of reports on Zoning(s) updated on the GIS system by June 2027			New	N/A	N/A	N/A	1 Report of zoning(s) updated on the GIS system	1 Report of zoning(s) updated on the GIS system	Report of zoning(s) updated on the GIS system	
		Number of reports on updated GIS datasets by June 2027			New	N/A	N/A	N/A	1 report of updated datasets (shapefiles)	1 report of updated datasets (shapefiles)	Report of updated datasets (shapefiles)	
		Number of reports on Land information managed by June 2027			New	N/A	N/A	N/A	1 Land Information Report	1 Land Information Report	Land Information Report	

## 9.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: To improve community well-being through provision of accelerated service delivery

Strategic Objective: To improve Social Well-being

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Transformer Maintenance and oil testing	Electricity	Number of transformers tested by June 2027	BS01	4,354,777.80	10 transformers tested	Inspections	Developed specification	N/A	56 transformers tested	56 transformers tested	Approved specification, Completion certificate	Infrastructure Services
Ring Main Unit Maintenance		Number of ring main units serviced by June 2027	BS02		20 Ring main units serviced	Inspections	Developed specification	N/A	20 Ring main units serviced	20 Ring main units serviced	Approved specification, Completion certificate	
Substation Audit		Number of panels tested by June 2027	BS03		New	Inspections	Developed specification	N/A	24 Panels tested	24 Panels tested	Approved specification, Completion certificate	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Public Lighting- Inspection of streets lights		Number of Street light fittings routinely inspected by June 2027	BS04	985,150,00	3980	989	989	989	989	3956	Monthly Inspection reports	
Public Lighting- Maintenance of streetlights		% of faulty Street light fittings repaired after routine inspection within 90 days.	BS05		100%	100%	100%	100%	100%	100%	Inspection/repair monthly reports	
Public Lighting- Inspection of Mast lights		Number of Mast lights fittings routinely inspected by June 2027	BS06		2460	651	651	651	651	2604	Monthly Inspection reports	
Public Lighting- Maintenance of Mast Lights		% of Faulty Mast light fittings repaired after routine inspection within 90 days	BS07		100%	100%	100%	100%	100%	100%	Inspection/repair monthly reports	
Public Lighting Master Plan		Number of Public Lighting Master Plans reviewed	BS09	600 000.00	New	N/A	N/A	N/A	1 Public Lighting Master Plan reviewed	1 Public Lighting Master Plan reviewed	Reviewed Public Lighting Master Plan	
Purchase 200 kWh meters		Number of prepaid kWh meter purchased	BS10	600 000.00	New	N/A	N/A	N/A	200 kWh meters purchased	200 kWh meters purchased	Delivery Note and Invoice	
Tool Sets (3 tool sets- boxes complete with tools)		Number of toolboxes with tools purchased by June 2027	BS11	130 000.00	New	Developed specification	N/A	Appointment	3 toolboxes with tools purchased	3 toolboxes with tools purchased	Approved specification, Delivery note, Invoice and actual tools.	
Radio Repeater		Number of radio	BS12	250 000.00	New	N/A	N/A	N/A	1 Radio repeater installed	1 Radio repeater installed	Delivery Note and Invoice	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		repeaters installed										
Energy efficiency - Municipal buildings- Finance Offices		Number of solar installations completed by June 2027	BS15	1,120,833.33	New	N/A	N/A	N/A	1 solar 80kW installation completed	1 solar 80kW installation completed	Completion Certificate	
High Mast lights Connections Ward 10 (Mamphokgo)		Number of high mast light connections paid	BS17	1,400,000	New	N/A	N/A	N/A	6 high mast lights connections paid	6 high mast lights connections paid	Eskom Invoice	
High Mast lights Connections Ward 16 (Phetwane)		Number of high mast light connections paid	BS18	1,400,000	New	N/A	N/A	N/A	6 high mast lights connections paid	6 mast lights installed	Eskom Invoice	
High Mast lights Connections Malebitsa		Number of high mast light connections paid	BS19	1,400,000	New	N/A	N/A	N/A	6 high mast lights connections paid	6 mast lights installed	Eskom Invoice	
New Light Delivery Vehicle with toolbox canopy		Number of new Light Delivery Vehicle with toolbox canopy purchased by June 2027	BS20	730 000.00	New	Developed specification	N/A	Appointment	1 new Light Delivery Vehicle with toolbox canopy purchased	1 new Light Delivery Vehicle with toolbox canopy purchased	Approved specification, Delivery note and invoice. Vehicle registration	
Padlocks for network security		Number of padlocks purchased	BS21	120 000.00	New	N/A	N/A	N/A	100 Padlocks purchased	100 Padlocks purchased	Delivery Note	
Electrification of households - Mohlalaothane Phase 2		Number of households electrified by June 2027	BS24	5,140,000	Pre-Designs	N/A	N/A	N/A	200 household electrified	200 household electrified	Completion certificate	
Replace Mini substation at Stand 477 Sportsfield		Number of mini substations installed	BS27	2,500,000	New	N/A	N/A	N/A	1 mini substation installed	1 mini substation installed	Completion certificate	
Replace RMU Ext.5 stand 902 with SF6 RMU		Number of ring main units replaced	BS34	1,000,000.00	New	N/A	N/A	N/A	1 ring main unit replaced.	1 ring main unit replaced.	Completion certificate	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Replace mini substation – Erf644		Number of mini substations installed	BS45	2,500,000	New	N/A	N/A	N/A	1 mini substation installed	1 mini substation installed	Completion certificate	
Replace Mini substation Stand 1028		Number of Mini substations replaced by June 2027	BS42	3 000 000.00	New	Developed specification	N/A	Site hand-over	1 mini substation replaced	1 mini substation replaced	Approved specification, Handover minutes, Completion certificate. New minisub	
Upgrade switching Station to SF6 at Erf202 (4 CB)		Number of switching stations upgraded	BS43	1,500,000	New	N/A	N/A	N/A	1 switching station upgraded	1 switching station upgraded	Completion Certificate	
Mathukuthela Internal Streets		Kilometers of road earthworks by June 2027	BS78	3 760 375,61	New	N/A	N/A	N/A	3.6 km of road constructed	3.6 km of road constructed	Progress Report	
Rathoke Bus Road		Kilometers of road earthworks by June 2027	BS79	10 754 203,62	New	N/A	N/A	N/A	2 km of road constructed	2 km of road constructed	Progress Report	
GaMakgatle access road		Kilometers of road earthworks by June 2027	BS80	8 708 749,54	New	N/A	N/A	N/A	2 km of road constructed	2 km of road constructed	Progress Report	
Road and Stormwater Master Plan		Number of the master plan reviewed	BS95	3,000,000.00	New	N/A	N/A	N/A	1 Master Plan Reviewed	1 Master Plan Reviewed	Reviewed Road and Stormwater Master Plan	
Light Delivery Vehicles		Number of Light Delivery Vehicles purchased by June 2027	BS95	750 000.00	New	N/A	Developed specification	N/A	1 Light Delivery Vehicles purchased	1 Light Delivery Vehicles purchased	Approved specification, Invoice and delivery Note	
Driefontein Internal Road		Kilometres of road earthworks by June 2027	BS107	17 851 467,50	Design report	N/A	N/A	N/A	3.6km of road constructed	3.6km of road constructed	Progress report	
Morarela Internal Road		Kilometres of road earthworks by June 2027	BS111	19 352 182,50	Design report	N/A	N/A	N/A	4.6 Km of road constructed	4.6 Km of road constructed	Progress report	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Streets Maintenance		Kilometers of roads graded per quarter	BS12 0	8 500 000,00	2735.3k m	350km	400km	350km	400km	1500km	Inspection report	
Streets Maintenance		M <sup>2</sup> of base and surface patched per quarter	BS12 1		3799.65 m <sup>2</sup>	600m <sup>2</sup>	900 m <sup>2</sup>	500m <sup>2</sup>	500m <sup>2</sup>	2500m <sup>2</sup>	Inspection report	
Streets Maintenance		Kilometer of stormwater drains and channels cleaned per quarter	BS12 2		29.314k m	13km	13km	13km	13.7km	52.7 km	Inspection report	
Stock and Material		Kilometers of surfaced roads marked by per quarter	BS12 4	849,925.20	197.01k m	43km	43km	43km	43km	172 km	Inspection report	Community Services
Stormwater drainage in Moutse Cluster (In house)		Kilometers of stormwater drainage constructed by June 2027	BS12 4	R1 500 000.00	New	N/A	Developed specification	N/A	1km of stormwater drainage Constructed	1km of stormwater drainage Constructed	Approved specification, Completion Certificate	Infrastructure Services
Stormwater drainage in Leeuwfontein Cluster (In house)		Kilometers of stormwater drainage constructed by June 2027	BS12 5	R1 500 000.00	New	Developed specification	N/A	1km of stormwater drainage Constructed	N/A	1km of stormwater drainage Constructed	Approved specification, Completion Certificate	
Stormwater drainage in Elandskraal Cluster (In house)		Kilometers of stormwater drainage constructed by June 2027	BS12 6	R1 500 000.00	New	N/A	Developed specification	N/A	1km of stormwater drainage Constructed	1km of stormwater drainage Constructed	Approved specification, Completion Certificate	
Stormwater drainage in Moomane Cluster (In house)		Kilometers of stormwater drainage constructed by June 2027	BS12 7	R1 500 000.00	New	Developed specification	N/A	1km of stormwater drainage Constructed	N/A	1km of stormwater drainage Constructed	Approved specification, Completion Certificate	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Maintenance of Municipal buildings	Facilities Maintenance Management	Number of quarterly status report in terms of municipal buildings maintained as per the approved municipal maintenance plan	BS128	4 000 000.00	4	1	1	1	1	4	Maintenance report.	Corporate Services
Refuse Containers	Waste Management	Number of Refuse Containers purchased by June 2027	BS130	1 000 000.00	5 Refuse Containers purchased	Developed specification	N/A	6 Refuse Containers purchased	N/A	6 Refuse Containers purchased	Delivery note & Invoice	Community Services
Landfill Site Fencing		Number of Landfill Site fenced by June 2027	BS135	1 500 000.00	New	Developed specification	N/A	N/A	1 Landfill Site fenced	1 Landfill Site fenced	Specification and progress report	
Upgrading & Maintenance Landfill Site		Number of landfill sites upgraded and maintained by Mar 2027	BS137	500 000,00	1 landfill report	N/A	N/A	1 landfill report	N/A	1 landfill report	Landfill report	
Landscaping & Greening	Parks Management	Number of landscaping and greening implemented by June 2027	BS141	1 400 000,00	1	N/A	N/A	N/A	1	1	Final progress report	
Waste Collection	Waste Management	Number of villages with access to a minimum level of basic waste collection per week	BS144	Internal	3 villages per week Leeuwfontein, Elandskraal &	3 villages per week Leeuwfontein, Elandskraal, Leeuwfontein	3 villages per week Leeuwfontein, Elandskraal,	3 villages per week Leeuwfontein, ElandSkraal,	3 villages per week Leeuwfontein, Elandskraal,	3 villages per week 156 annually (Leeuwfontein Elandskraal	Monthly signed waste collection reports, Work schedule & collection register.	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
					Leeuwfontein RDP	RDP ( 39 quartely)	Leeuwfontein RDP (39 quartely)	Leeuwfontein RDP (39 quartely)	Leeuwfontein RDP (39 quartely)	Leeuwfontein RDP)		
		Number of households in Marble Hall with access to a minimum level of basic waste collection twice per week		Internal	±915 h/h week	±915 household in Marble Hall with access to minimum level per week	±915 households in Marble Hall with access to a minimum level of basic waste collection twice per week	±915 households in Marble Hall with access to a minimum level of basic waste collection twice per week	±915 households in Marble Hall with access to a minimum level of basic waste collection twice per week	±915 households in Marble Hall with access to a minimum level of basic waste collection twice per week	Monthly signed waste collection reports, Work schedule & collection register.	
		Number of Refuse containers placed in villages for access to refuse collection once per week		Internal	5 containers placed in 5 villages per week 260 annually	7 containers placed in 7 villages per week Regae Manapyane Moganyaka Mamphogo Makgatle Matlerekeng Letebejana (91 quarterly)	7 containers placed in 7 villages per week Regae Manapyane Moganyaka Mamphogo Makgatle Matlerekeng Letebejana (91 quarterly)	7 containers placed in 7 villages per week Regae Manapyane Moganyaka Mamphogo Makgatle Matlerekeng Letebejana (91 quarterly)	7 containers placed in 7 villages per week Regae Manapyane Moganyaka Mamphogo Makgatle Matlerekeng Letebejana (91 quarterly)	7 containers placed in 7 villages per week Regae Manapyane Moganyaka Mamphogo Makgatle Matlerekeng Letebejana (364 annually)	Monthly signed waste collection reports, Work schedule & collection register.	
Environmental education and awareness campaign	Environmental education	Number of environmental education and awareness campaigns	BS146	110 000.00	New	1	1	1	1	4 environmental education and awareness campaigns conducted	Reports and attendance registers	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		conducted per quarter										
Purchasing of Machinery Equipment	Parks Management	Number of Park Tools purchased by June 2027	BS150	R1500 000.00	New	Developed specification	2 Ride on mowers purchased	N/A	N/A	2 Ride on mowers purchased	Specification and Delivery note	
Cherry Picker		Number of Cherry Pickers purchased by June 2027	BS154	R2 000 000.00	New	Developed specification	N/A	N/A	1 Cherry Picker Purchased	1 Cherry Picker Purchased	Specification and Delivery note	
Fencing of cemeteries	Cemetery	Number of cemeteries fenced by June 2027	BS152	R2 000 000.00	0 cemeteries fenced	Developed specification	N/A	N/A	1	1 cemetery fenced	Specification and Final report	

### 9.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective A: To grow the economy and provide livelihood support

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
LED Support	Local Economic Development	Number of training workshops conducted for SMME's per quarter	LED01	Internal	4	1	1	1	1	4	Reports and Attendance registers	Economic Development & Planning
LED forum		Number of quarterly LED forum meetings held per quarter	LED02	64 292.00	4	1	1	1	1	4	Minutes and Attendance Registers	
LED Summit		Hosting of Summit by 30 June 2027	LED03	638 356.46	1	N/A	N/A	N/A	1	1	Reports and Attendance Register	
Tourism Initiatives		Number of Flag Boshielo tourism tour by 30 June 2027	LED04	311,100.00	New	1	N/A	N/A	N/A	1	Reports and Attendance Register	
		Tourism Promotion and Marketing		414,800.00	New	N/A	N/A	1	N/A	1	Tourism Brochure	

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Effective CWP Local Reference Forum		Number of quarterly CWP Local Reference Forum meetings held per quarter	LED06	Internal	4	1	1	1	1	4	Minutes and Attendance Register	
EPWP Expense	EPWP	Number of EPWP job opportunities created through EPWP by June 2027	LED07	1 584 000.00	96	45	N/A	N/A	N/A	45	Appointment letters	
		Number of EPWP progress reports provided per quarter		Internal	4	1	1	1	1	4	Quarterly reports	
LED Support	Local Economic Development	Number of LED SMMEs & Cooperatives projects supported by June 2027	LED10	615 000.00	27	N/A	N/A	10	N/A	10	Report and Attendance Register	
		Number of Reports on Status of LED funded projects compiled by June 2027		Internal	2	N/A	1	N/A	1	2	Quarterly Reports	
LED Exhibition		Number of LED Exhibition conducted by June 2027	LED11	60 317.00	1	1	N/A	N/A	N/A	1	Report and Attendance Register	
Social Responsibility Programs		Number of quarterly reports with respect to the implementation of Social Labour Plan (SLP)/Corporate Social Investment (CSI) programmes of Mining Companies by June 2027	LED13	Internal	2	N/A	1	N/A	1	2	Quarterly Reports	
Management of Informal Traders		Number of business Licensing awareness workshops held by June 2027	LED15	Internal	2	N/A	1	N/A	1	2	Invitation, Report and attendance register	
		Number of quarterly reports on the implementation of Business Licensing By-law per quarter		Internal	4	1	1	1	1	4	Quarterly Reports	

## 9.4. KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Strategic Objective A: To develop and retain skilled and capacitated workforce

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2025/2026					Portfolio of Evidence	Responsible Department	
						Q1	Q2	Q3	Q4	Annual			
Employment Equity	Institutional Development	Number of EE Committee meetings held per quarter	MTOD01	Internal	4	1	1	1	1	4	Invitation, minutes and Attendance registers	Corporate Services	
Review of organizational structure		Review Organizational structure and align to the IDP and Budget by 31 May 2026	MTOD02	Internal	1	N/A	N/A	N/A	1	1	Approved Organizational structure and council resolution		
Training Courses		Number of training committee meetings held by the per quarter	MTOD03	Internal	4	1	1	1	1	4	Invitation, Minutes and attendance register.		
		Number of Councilors trained as per target of Workplace Skill Plan (WSP) per quarter			1,000,000.00	20	5	5	5	5	20		Quarterly reports.
		Number of workforce trained as per target of Workplace Skill Plan (WSP) per quarter			1,200,000.00	40	10	10	10	10	40		Quarterly reports.
Occupational Health and Safety	Workplace Health, Safety	Number of quarterly Workplace Health and Safety Forum meetings held per quarter	MTOD06	376 081.00	4	1	1	1	1	4	Invitation, minutes and attendance register.		
		Number of Occupational Health and Safety held by June 2025			New	1	1	1	1	4	Invitation, minutes and attendance register.		
Employee programmes	Employee programmes	Number of Employee Wellness Programs held by June 2025	MTOD08	321 819.00	4	1	1	1	1	4	EAP reports and Attendance registers		
Employee Merit Awards	Institutional Development	Number of Employee Merit Awards conducted by December 2025	MTOD09	80,000.00	New	N/A	1	N/A	N/A	1	Invitation, Top learners Awards report and		

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2025/2026					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
											Attendance registers	
Top learners Awards		Number of Learners' awards conducted by March 2025	MTOD10	185 900.92	1	N/A	N/A	1	N/A	1	Invitation, Top learners Awards report and Attendance registers	
Labour Forum	Labour Relations	Number of monthly Local Labour Forum (LLF) held as scheduled per quarter	MTOD11	Internal	12	3	3	3	3	12	Invitation, Minutes and attendance registers.	
		% of disciplinary proceedings initiated in relation to reported matters on a quarterly basis.		Internal	100%	100%	100%	100%	100%	100%	Report and Attendance registers.	
Policies	Policies	Number of new / reviewed policies submitted to Council by June 2027	MTOD12	Internal	18	N/A	N/A	N/A	15	15	Developed/ Reviewed Policy submitted to Council.	
Operation Clean Audit (OPCA)	Operation Clean Audit (OPCA)	% of Auditor General matters resolved as per the approved Audit Action plan (Corporate) by June 2027	MTOD30	Internal	100%	N/A	N/A	50%	100%	100%	Progress report on implementation AGSA remedial plan	
Bursary fund: Community	Institutional Development	Number of approved community bursaries monitoring reports submitted to Director Corporate Services by June 2027	MTOD14	1,000,000.00	4	1	N/A	1	N/A	2	Approved bursary monitoring reports	
Bursary Fund Employees		Number of approved annual staff bursaries monitoring reports submitted to Director Corporate Services by June 2027	MTOD15	600,000.00	15	1	N/A	1	N/A	2	Approved bursary monitoring reports	
Records management	Records management	Number of quarterly status reports in terms of the record management system submitted to the Municipal Manager	MTOD17	Internal	4	1	1	1	1	4	Quarterly report compiled.	
Customer care	Customer Stakeholder Relationship Management	Number of quarterly Customer Complaint reports submitted to the Municipal Manager (inclusive of Premier & Presidential Hotline) per quarter	MTOD18	Internal	4	1	1	1	1	4	Quarterly reports Compiled.	

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2025/2026					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		Number of Batho Pele committee meetings held per quarter		Internal	10	3	2	2	3	10	Invitation, Minutes and attendance register	
		Number of Batho Pele Outreach Event held by June 2027		200 000,00	1	1	N/A	N/A	N/A	1	Invitation, Event Report and Attendance Register	
Purchase of office furniture		Number of quarterly status report on procurement of office furniture produced.	MTOD20	1 300 000,00	0	1	1	1	1	4	Quarterly Status Reports on procurement of office furniture	
Mobile Office		Number of quarterly status report on procurement of mobile office units produced	MTOD21	2 800 000,00	0	1	1	1	1	4	Quarterly Status Reports on procurement of mobile office units	
Programming	ICT	Number of quarterly network maintenance conducted per quarter	MTOD22	8,399,700.00	4	1	1	1	1	4	Quarterly reports	
ICT steering committee meetings		Number of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy per quarter	MTOD23	Internal	4	1	1	1	1	4	Invitation, Minutes and attendance register	
Website Hosting		% of hosting and management of the website by SITA per quarter	MTOD24	165,920.00	100%	100%	100%	100%	100%	100%	Quarterly reports	
Legal Service	Legal Services	% of Civil & Labour Litigations attended by per quarter	MTOD 25	5 500 000,00	100%	100%	100%	100%	100%	100%	Quarterly litigation reports	
		Number of Service Level Agreements (SLA's) processed within the time frame of 30 days of the appointment of the service provider per quarter		Internal	100%	3	3	3	3	12	Quarterly Report on SLA's	
		% Employment Contracts processed within the time frame of 30 days from the date of appointment per quarter		Internal	100%	100%	100%	100%	100%	100%	Quarterly Report on Employment Contracts	
		Submitted litigation reports to the Director: Corporate Services for analysis per quarter		Internal	100%	1	1	1	1	4	Signed litigation report	

Project Name	Priority Programme	KPI	IDP Ref No	Budget	Baseline 2024/25	Quarterly Targets 2025/2026					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
IDP Process	IDP	2027/2028 Final IDP tabled and approved by Council by the May 2027	MTOD26	Internal	1	N/A	N/A	N/A	1	1	Council Resolution	Office of the Municipal Manager
		2027/2028 IDP/Budget review Process Plan developed by Aug 2026			1	1	N/A	N/A	N/A	1	Council Resolution	
		Annual Strategic Lekgotla Planning session convened as scheduled by Feb 2027			795 180.00	1	N/A	N/A	1	N/A	1	
Performance Assessments	Performance Management	Number of performance review for section 54/56 conducted by Mar 2027	MTOD27	Internal	2	N/A	N/A	2	N/A	2	Section 54/56 Performance Assessments report	
Review performance management Framework		Reviewed Performance Management Framework by June 2027	MTOD28	Internal	1	N/A	N/A	N/A	1	1	Reviewed performance management Framework	
PMS Quarterly Lekgotla		Number of Quarterly institutional Performance Reports submitted to Council per quarter	MTOD29	146 961.00	4	1	1	1	1	4	Quarterly institutional Performance Reports	

**9.5 KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

Strategic Objective: To become financially viable

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Revenue enhancement	Financial Management	% outstanding service debtors to revenue per quarter	FV01	Internal	67.20%	15%	15%	15%	15%	60%	Submitted Section 71 report.	Budget & Treasury Office
		% of consumer payment received with respect to municipal services provided		Internal	>85%	>85%	>85%	>85%	>85%	>85%	Billing collection report	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department	
						Q1	Q2	Q3	Q4	Annual			
		as compared to that billed per quarter											
Creditors payments	Financial Accounting (Expenditure)	% of approved (compliant) invoices paid within 30 days per quarter	FV02	Internal	100%	100%	100%	100%	100%	100%	Approved (compliant) invoices register		
Compilation of annual and adjustment budget	Budget Management	Submission of MTRE Budget by the 31 May 2027	FV03	Internal	Approved Budget	N/A	N/A	N/A	1	Approved Budget	Submitted budget to Council		
Compilation of In Year reports	Financial Management	Number of quarterly section 52(d) MFMA reports submitted to the Mayor per quarter	FV04	Internal	4	1	1	1	1	4	Submitted Section 52(d) report		
		Number of monthly section 71 MFMA reports submitted to EXCO per quarter		Internal	12	3	3	3	3	12	Submitted Section 71 report		
		Section 72 (midyear) MFMA report submitted to the Mayor by Jan 2027		Internal	1	N/A	N/A	1	N/A	1	Submitted Section 72 report		
Implementation of SCM regulations and policies	Supply Chain Management	Number of quarterly SCM procurement plan reports submitted to the Executive Committee per quarter	FV05	Internal	4	1	1	1	1	4	Quarterly SCM reports		
		Number of quarterly SCM reports submitted to the MM per quarter		Internal	12	3	3	3	3	12	Quarterly SCM reports		
GAMAP/GRAP Asset Register	Asset Management	GRAP Compliance Fixed Asset Register in place July 2026	FV06	Internal	1	1	N/A	N/A	N/A	1	GRAP Compliance Fixed Asset Register		
Fleet Management		Number of Fleet Management reports submitted to Council per quarter	FV07	Internal	4	1	1	1	1	1	4	Monthly Fleet Management report & Council Resolution	
		Annual submission of the asset verification report to the MM by Sept 2026		Internal	1	1	N/A	N/A	N/A	1	Asset verification report		
Annual Financial Statement	Financial Management	Draft Annual Financial Statements (AFS) submitted on or before the Aug 2026	FV08	Internal	1	1	N/A	N/A	N/A	1	Proof of submission from AG		

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Financial Management Grant		% of FMG grant spent per quarter	FV09	Internal	100%	25%	50%	75%	100%	100%	FMG report	

## 9.6 KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective: To create a culture of accountability and transparency

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Special Programs	Transversal	Number of Early Child Development programs held per quarter	GG01	372 307.89	New	1	1	1	1	4	Invitation, report and attendance register	Office of the Municipal Manager
		Number of Community Initiatives for LGBTI Programs held per quarter			New	1	1	1	1	4	Invitation, report and attendance register	
		Number of Disability Moral Degeneration Movement Programs held per quarter			New	1	1	1	1	4	Invitation, report and attendance register	
		Number of Elderly Aged Programs held per quarter			New	1	1	1	1	4	Invitation, report and attendance register	
		Number of Gender Development programs held per quarter			New	1	1	1	1	4	Invitation, report and attendance register	
		Number of Indigent and Cultural Management and Services for Traditional Health Practitioners programs held per quarter			New	1	1	1	1	4	Invitation, report and attendance register	
Public participation	Public Participation	Number of Public participation consultation held by June 2027	GG02	477 020.00	2	N/A	N/A	1	1	2	Invitation, Report and Attendance register	
	State of Municipal Address	State of Municipal Address conducted by June 2027		513 833.50	0	N/A	N/A	N/A	1	1	Invitation, Report and attendance register.	
Ward committee support	Ward Committee	Number of monthly Ward Committees meetings held per quarter	GG03	2,903,60 0.00	192	48	48	48	48	192	Report, and attendance register	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		Hosting of Annual Ward Committee Conference by Dec 2025		1,185,394.70	1	N/A	1	N/A	N/A	1	Invitation, Report and attendance register	
		Ward Committee Training conducted by Dec 2025		0.00	New	N/A	1	N/A	N/A	1	Report, Attendance register	
		Number of annual Ward Committee operational plans submitted to Council by Dec 2025		Internal	1	N/A	1	N/A	N/A	1	Annual ward committee report	
	Indigents	% of (indigents) households with access to free basic electricity services per quarter		Internal	100%	100%	100%	100%	100%	100%	Indigent Register, Quarterly summary report and Eskom Invoices	
		Number of reports on reviewed indigent register compiled per quarter		Internal	4	1	1	1	1	4	Reviewed indigent register Reports	
Mayoral programme: Youth development	Youth Development	Number of Youth programmes / initiatives implemented per quarter	GG04	430 000.00	4	1	1	1	1	4	Invitation, Quarterly Youth reports and attendance register	
Management of Municipal Media Platforms	Customer/ Stakeholder Relationship Management	Number of quarterly newsletters published per quarter	GG05	365,542.50	1	1	1	1	1	4	Published Newsletters	
		Number of reports generated on media platforms per quarter			2	1	1	1	1	4	Municipal media platforms quarterly reports	
Council Functionality		Number of ordinary Council meeting held per quarter as per the approved Calendar of events	GG06	Internal	4	1	1	1	1	4	Council Resolution, minutes and Attendance register	
		Development and Monitoring of implementation of Council resolutions		Internal	6	1	1	1	1	4	Council Resolution register	
		Number of monthly EXCO meetings held per quarter		Internal	4	3	3	3	3	12	Notice, minutes and attendance register	
		Number of Section 79 Committee meetings held per quarter		Internal	12	3	3	3	3	12	Minutes of Section 79 Committee meeting	
MPAC functionality		Number of quarterly MPAC meetings held per quarter	GG07	Internal	4	2	2	2	2	8	Invitation, MPAC meeting reports and attendance register.	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		Submission of Oversight Report to Council by the Mar 2026		Internal	8	N/A	N/A	1	N/A	1	Annual Performance Oversight Report	
Disaster Awareness Campaigns	Disaster Management	Number of disaster awareness campaigns conducted per quarter	GG08	481 475.00	8	2	2	2	2	8	Disaster Awareness Campaigns reports and attendance registers	Community Services
		No. of temporary shelters purchased by June 2027		1 000 000.00	New	N/A	N/A	N/A	10	10	Delivery Note and Invoice	
Arrive Alive Campaigns			GG11	165,920. 00	10	N/A	5	N/A	5	10	Arrive Alive Plan and report	
Heritage Day celebration			GG19	R164 615.45	1	1	N/A	N/A	N/A	1	Final report of Heritage celebration	
Security Management Services	Security Services	% implementation of Security upgrade plan activities by June 2027.	GG25	661,398. 60	100%	N/A	50%	N/A	100%	100%	Security implementation report	
		Number of Security monitoring & Incident management reports compiled per quarter		Internal	4	1	1	1	1	4	Security monitoring & Incident management reports	
		Number of Security awareness/educational campaigns conducted by June 2027		Internal	2	1	N/A	1	N/A	2	Invitations, Attendance Register and Program	
		Number of Municipal Buildings Safe-guarded through contracted service provider per quarter		20,740,0 00.00	20	21	21	21	21	21	Security management meeting report and attendance register.	
Performance Management	Performance Management	Submission of Final audited consolidated Annual Report 2024/2025 to Council on or before January 2026	GG26	Internal	1	N/A	N/A	1	N/A	1	Signed Annual Report	Office of the Municipal Manager
		2025/2026 Adjusted Budget and 2025/2026 SDBIP approved by the Mayor by Feb 2026		Internal	1	N/A	N/A	1	N/A	1	Signed Adjustment Budget and SDBIP	
		Final 2026/2027 SDBIP approved by the mayor within		Internal	1	N/A	N/A	N/A	1	1	Signed SDBIP	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		28 days after approval of Budget										
Internal Audit	Risk Based audit services	Internal Audit Policies reviewed by the Council	GG27	Internal	3	N/A	N/A	N/A	3	3	Internal Audit Policies & Council Resolutions	
		Strategic Internal Audit Plan and Annual Internal Audit Plan approved by Audit Committee		Internal	1	N/A	N/A	N/A	1	1	Approved Internal Audit governance documents and Strategic Internal Audit Plan by AC	
		Number of Internal Audit reports submitted to the Audit Committee per quarter (the internal audit report will comprise of the audit reports due as per the approved annual audit plan)		Internal	16	4	4	4	4	16	Quarterly Internal Audit reports	
		% Of the progress on the monitoring of the implementation of Internal Audit Action Plan		Internal	100%	100%	100%	100%	100%	100%	Quarterly Internal audit monitoring /follow-up reports	
Audit of Performance Information (AOPI)	Auditing performance information as per MSA 45	Number of AOPI Audit reports compiled per quarter	GG28	Internal	New	1	1	1	1	4	Quarterly AOPI Audit reports	
Operation Clean Audit (OPCA)	OPCA	Audit Action Plan on issues raised by the Auditor General coordinated and tabled to Council	GG29	Internal	1	N/A	N/A	1	N/A	1	Approved Audit Action Plan & Council Resolution	
		% Of the progress on the monitoring of the implementation of Auditor General Audit Action Plan		Internal	100%	NA	N/A	75%	100%	100%	Quarterly AG Action Plan monitoring /follow-up report	
Audit & Performance Committee	Audit & Performance Committee	Number of quarterly Audit & Performance Committee Meetings held per quarter	GG30	497,760.00	4	1	1	1	1	4	Invitation, Minutes of the A&P Committee meetings with attendance register	
		Number of quarterly Audit & Performance Committee Reports to council per quarter			4	1	1	1	1	4	Quarterly Audit & Performance Committee Reports & Council resolutions	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2024/25	Quarterly Targets 2026/2027					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Anti-fraud awareness workshops/campaigns	Risk Management	Anti-fraud and Corruption Activity plan approved by June 2027	GG31	Internal	1	N/A	N/A	N/A	1	1	Anti-fraud and corruption activity plan	
		% execution per quarter of activities outlined in the Anti-fraud and corruption activity plan (Total Organisation)		Internal	100%	25%	50%	75%	100%	100%	Quarterly Risk management reports and activity reports	
		Number of quarterly anti-fraud and corruption awareness campaigns held per quarter		Internal	4	1	1	1	1	4	Quarterly Anti-Fraud & Corruption article and The Voice of Ephraim Mogale Local Municipality Newsletter.	
Risk Management Committee	Risk Management	Number of quarterly Risk Committee Meetings held per quarter	GG32	Internal	4	1	1	1	1	4	Risk committee Agenda pack	
		Number of Risk Management reports submitted to the Audit Committee per quarter		Internal	4	1	1	1	1	4	Quarterly Risk Report	
		% execution of Risk management plan within prescribed timeframes per quarter (Total organisation)		Internal	100%	25%	50%	75%	100%	100%	Quarterly Risk management reports	
		Number of Risk Assessment Report held per year.		Internal	1	0	0	0	1	1	Risk Assessment Report	

## 10. CONCLUSION

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The SDBIP is a vital monitoring tool for the mayor and council to monitor the in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and section 46 (end-of-year annual reports). This enables the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP provides the top layer of information for the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the Council to monitor the performance of the municipality against quarterly targets on service delivery

## 11. APPROVAL

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SIGNED: .....

DATE: .....

**MAYOR: CLLR. GMH MOIMANA**