

## Draft Top Layer Service Delivery and Budget Implementation Plan 2022/23

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL1	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Develop and submit a plan to address the contingency liabilities of the organisation to Council by 31 August 2022	Plan developed and submitted to Council by 31 August 2022	All	Municipal Manager	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL2	Office of the Municipal Manager	Municipal Financial Viability and Management	Financial Viability	Appoint a transferring attorney to implement the Council resolutions in relation to all properties that Council took a decision to transfer to various B-Municipalities by 30 September 2022	Appointment of a transferring attorney by 30 September 2022	All	Municipal Manager	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL3	Office of the Municipal Manager	Municipal Financial Viability and Management	Financial Viability	Develop an action plan and submit to Council on the twining agreement between GRDM and the City of Nampa by 30 November 2022	Action plan submitted to Council by 30 November 2022	All	Municipal Manager	New key performance indicator for 2022/23	Number	1	0	1	0	0

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL4	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Complete 90% of the Risk Based Audit Plan (RBAP) for the 2022/23 financial year by 30 June 2023 [(Number of audits and tasks completed for the period identified in the RBAP/ Number of audits and tasks identified in the RBAP) x 100]	% of the Risk Based Audit Plan completed by 30 June 2023	All	Municipal Manager	To be determined after the closure of the financial year	Percentage	90%	0	25	50	90
TL5	Office of the Municipal Manager	Municipal Financial Viability and Management	Financial Viability	The percentage of the municipal capital budget spent on capital projects by 30 June 2023 [(Actual amount spent on capital projects /Total amount budgeted for capital projects) x 100]	% of capital budget spent by 30 June 2023	All	Municipal Manager	To be determined after the closure of the financial year	Percentage	95%	0	15	40	95
TL6	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Compile and submit the final Oversight Report for 2021/22 to Council by 31 March 2023	Final Oversight Report for 2021/22 submitted to Council for adoption by 31 March 2023	All	Municipal Manager	To be determined after the closure of the financial year	Number	1	0	0	1	0

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TL7	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Submit an Operation Clean Audit Report (OPCAR) progress report to the Management Public Accounts Committee (MPAC) on a quarterly basis	Number of OPCAR reports submitted to MPAC	All	Municipal Manager	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL8	Office of the Municipal Manager	Municipal Financial Viability and Management	Financial Viability	Review Donations Policy and submit to Council by 30 September 2022	Number of policies submitted	All	Municipal Manager	New key performance indicator for 2022/23	Number	1	0	0	1	0
TL9	Office of the Municipal Manager	Municipal Financial Viability and Management	A Skilled Workforce and Communities	Award 10 external bursaries to qualifying candidates by 31 March 2023	Number of external bursaries awarded by March 2023	All	Municipal Manager	To be determined after the closure of the financial year	Number	10	0	0	10	0
TL10	Financial Services	Municipal Financial Viability and Management	Financial Viability	Review the budget, cash and cash reserve policies in preparation for the final budget of 2023/24 and submit to Council by 31 March 2023	Reviewed policies submitted to Council for approval by 31 March 2023	All	CFO	New key performance indicator for 2022/23	Number	1	0	0	1	0

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TL11	Financial Services	Municipal Financial Viability and Management	Financial Viability	Compile and submit an implementation plan with tangible solutions for Debt Collection to Council by 30 September 2022	Implementation plan compiled and submitted to Council by 30 September 2022	All	CFO	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL12	Financial Services	Municipal Financial Viability and Management	Financial Viability	Develop an implementation plan for the Long-term Financial Plan with focus on revenue generation and submit to Council for adoption by 31 January 2023	Submit an implementation plan on the long term financial plan to Council for adoption by 31 January 2023	All	CFO	New key performance indicator for 2022/23	Number	1	0	0	1	0
TL13	Financial Services	Municipal Financial Viability and Management	Financial Viability	Achieve cash coverage ratio of 3 months. Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30	Number of months that available cash is sufficient to cover the monthly operating expenditure	All	CFO	To be determined after the closure of the financial year	Number	3	0	3	0	3

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				June 2023[(Cash and Cash Equivalents - Unspent Conditional Grants – Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)]										
TL14	Financial Services	Municipal Financial Viability and Management	Financial Viability	Achieve a current ratio of 1.5 (Current assets : Current liabilities) by 30 June 2023	Number of times the Municipality can pay back its short term-liabilities with its short-term assets by 30 June 2023	All	CFO	To be determined after the closure of the financial year	Number	1.5	0	0	0	1.5
TL15	Financial Services	Municipal Financial Viability and Management	Financial Viability	Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2023 [(Short	% of debt coverage	All	CFO	To be determined after the closure of the financial year	Percentage	45	0	0	0	45

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				Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100]										
TL16	Financial Services	Municipal Financial Viability and Management	Financial Viability	Compilation of the Annual Financial Statements (AFS) for the 2021/22 financial year and submit to the Auditor- General (AG) by 31 August 2022	Compilation and submission of the AFS to the AG by 31 August 2022	All	CFO	To be determined after the closure of the financial year	Number	1	1	0	0	0

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TL17	Financial Services	Municipal Financial Viability and Management	Financial Viability	Compile the Mid-year Financial Statements for the 2022/23 financial year and submit to Audit and Performance Audit Committee(APAC) by 28 February 2023	Compilation and submission of the Mid-year Financial Statements to APAC by 28 February 2023	All	CFO	New key performance indicator for 2022/23	Number	1	0	0	1	0
TL18	Roads and Transport Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Develop a Departmental Skills Development Plan for 2023/24 and submit to MANCOM by 30 June 2023	Departmental Skills Development Plan for 2023/24 submitted by June 2023	All	Executive Manager: Roads and Transport Development	New key performance indicator for 2022/23	Number	1	0	0	0	1
TL19	Roads and Transport Services	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Develop a Rural Roads Strategy and submit to Council by 31 December 2022	Strategy submitted to Council by December 2022	All	Executive Manager: Roads and Transport Development	New key performance indicator for 2022/23	Number	1	0	1	0	0
TL20	Roads and Transport Services	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Compile and submit a progress plan for the Rural Road Asset Management Systems (RRAMS) to MANCOM by 31 December 2022	RRAMS progress plan compiled and submitted to MANCOM by 31 December 2022	All	Executive Manager: Roads and Transport Development	New key performance indicator for 2022/23	Number	1	0	1	0	0

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TL21	Roads and Transport Services	Local Economic Development	A Skilled Workforce and Communities	Create 60 job opportunities through the Roads Services by 30 June 2023	Number of Jobs created by 30 June 2023	All	Executive Manager: Roads and Transport Development	To be determined after the closure of the financial year	Number	60	0	30	0	30
TL22	Roads and Transport Services	Basic Service Delivery	Financial Viability	Spent 95% of the roads budget allocation by 31 March 2023 (Actual expenditure divided by approved allocation received)	% of the roads spent by 31 March 2023	All	Executive Manager: Roads and Transport Development	To be determined after the closure of the financial year	Percentage	95	30	50	95	0
TL23	Roads and Transport Services	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Reseal 27.06 km of roads by 30 June 2023	Number of km's of roads resealed	All	Executive Manager: Roads and Transport Development	To be determined after the closure of the financial year	Number	27.06	0	0	0	27.06



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TL24	Roads and Transport Services	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Regravel 30.38 km of roads by 30 June 2023	Number of km's of roads regavelled by 30 June 2023	All	Executive Manager: Roads and Transport Planning Services	To be determined after the closure of the financial year	Number	30.38	0	0	0	30.38
TL25	Roads and Transport Services	Good Governance and Public Participation	Good Governance	Submit a quarterly consolidated report on the progress of all Roads projects to MANCOM	Number of reports submitted to MANCOM	All	Executive Manager: Roads and Transport Planning Services	To be determined after the closure of the financial year	Number	4	1	1	1	1
TL26	Roads and Transport Services	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Compile a business plan for the Rural Road Asset Management Systems (RRAMS)	RRAMS business plan compiled and submit to MANCOM by 30 July 2022	All	Executive Manager: Roads and Transport Planning Services	To be determined after the closure of the financial year	Number	1	1	0	0	0

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				and submit to MANCOM by 30 July 2022										
TL27	Corporate Services	Municipal Financial Viability and Management	Financial Viability	Compile and submit a report on the tangible outcome of all Skills Mecca projects to Council by 30 November 2022	Report submitted to Council on the tangible outcome of all Skills Mecca projects by 30 November 2022	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	1	0	1	0	0
TL28	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Develop an Organisational Skills Development Plan for 2023/24 and submit to Council by 30 June 2023	Organisational Skills Development Plan for 2023/24 submitted by 30 June 2023	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	1	0	0	0	1
TL29	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Compile an organisational report on the Skills Audit and submit to MANCOM by 30 December 2022	Number of reports submitted	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	1	0	0	0	1

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TL30	Corporate Services	Municipal Transformation and Institutional Development	Good Governance	Submit a detailed report on how Organisational Structure is linked to the Organisational Budget to Council by 31 October 2022	Report submitted to Council by 31 October 2022	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	1	0	1	0	0
TL31	Corporate Services	Municipal Transformation and Institutional Development	Good Governance	Review the External Bursary Policy and submit to Council for approval by 30 September 2022	External Bursary Policy submitted to Council by 30 September 2022	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL32	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Number of people from employment equity target groups that will be appointed in the three highest levels of management during the 2022/23 financial year in compliance with the municipality's	Number of people appointed in the three highest levels of management in compliance with the municipality's approved employment equity plan (senior officials	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Number	0	0	0	0	1

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				approved employment equity plan (senior officials & managers, professionals, technicians and associate professionals)	& managers, professionals, technicians and associate professionals)									
TL33	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Spend 1% of personnel budget on training by 30 June 2023 [(Actual total training expenditure/total personnel budget) x 100]	% of the personnel budget spent on training by 30 June 2023	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Percentage	1	0	0	0	1
TL34	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Limit vacancy rate to 10% of budgeted post by 30 June 2023[(Number of funded posts vacant/number of funded posts) x 100]	% vacancy rate	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Percentage	10	0	0	0	10
TL35	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Review the organisational structure to align with the Municipal Staff Regulations and submit to Council by 30 June 2023	Organisational structure reviewed and submitted to Council by 30 June 2023	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Number	1	0	0	0	1

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TL36	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Award 10 internal bursaries to qualifying candidates by 31 March 2023	Number of internal bursaries awarded by March 2023	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Number	10	0	0	10	0
TL37	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Create training opportunities for EPWP appointees by 30 June 2023	Number of training opportunities created for EPWP appointees by 30 June 2023	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Number	30	0	0	0	30
TL38	Corporate Services	Municipal Financial Viability and Management	Financial Viability	Spend 95% of the capital budget for ICT by 30 June 2023 [(Actual capital expenditure for ICT/Capital budgeted amount for ICT) x 100]	% of capital budget spent for ICT	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Percentage	95	0	35	0	95
TL39	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Submit detailed progress reports quarterly on the Effective Staff Utilisation Policy to Council	Number of reports submitted	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL40	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Develop a Gender Mainstreaming Action Plan and submit to Council by 31 July 2022	Number of actions plans submitted	All	Executive Manager: Corporate Services	To be determined after the closure of the financial year	Number	1	1	0	0	0

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TL41	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Submit the GRSM Skills Mecca Progress reports to Council on a quarterly basis	Number of reports submitted	All	Executive Manager: Corporate Services	New Key Performance indicator for 2022/23	Number	4	1	1	1	1
TL42	Corporate Services	Municipal Transformation and Institutional Development	Good Governance	Develop a Protection of Personal Information (POPI) Policy and submit to Council by 31 December 2022	Policy developed and submitted to Council by 31 December 2022	All	Executive Manager: Corporate Services	New Key Performance indicator for 2022/23	Number	1	0	1	0	0
TL43	Planning and Economic Development	Municipal Financial Viability and Management	Financial Viability	Submit a report on prioritisation of projects to Council, with focus on those that will generate revenue in the short term	Report submitted Council by 30 September 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL44	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit a report to Council on the critical needs of each Municipality within the District by 30 September	Report submitted to Council by 30 September 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL45	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit a report to Council on identifying new strategies to strengthen community involvement in the IDP process	Report submitted to Council by 30 November 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	0	1	0	0

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				by 30 November 2022										
TL46	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit the Public Participation Policy to Council for approval by 31 August 2022	Policy submitted by 31 August 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL47	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Compile an implementation plan for all 7 strategic priorities as per the District Growth and Development Strategy and submit to Council by 28 February 2023	Implementation Plan compiled and submitted to Council by 28 February 2023	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL48	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Report bi-annually to Council on the progress in terms of the Growth and Development Strategy initiatives within the District	Number of reports submitted	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	2	0	1	0	1

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TL49	Planning and Economic Development	Municipal Financial Viability and Management	Financial Viability	Develop a detailed business plan for capital projects and submit to potential funders by 28 February 2023	Detailed business plan for projects submitted to potential funders by 28 February 2023	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	0	0	1	0
TL50	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit quarterly reports to Council on the finalisation of the transfer agreement of properties	Number of reports submitted	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL51	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit a report with recommendations to Council on the vacant or undeveloped land by 31 December 2022	Report submitted by 31 December 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	0	1	0	0
TL52	Planning and Economic Development	Municipal Financial Viability and Management	Financial Viability	Develop a business plan for student accommodation and submit to Council by 28 February 2023	Business Plan submitted to Council by 28 February 2023	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	0	0	1	0
TL53	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit a Town Planning Strategy Framework to Council by 28 February 2023	Framework submitted by 28 February 2023	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	1	0	0	0



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TL54	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Review the Spatial Development Framework (SDF) and submit to Council by 31 March 2023	Reviewed SDF submitted to Council by 31 March 2023	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	0	0	1	0
TL55	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit a detailed quarterly report to Council on the implementation of the Affordable Housing Pilot Projects (FLISP/GAP and Social Housing)	Number of reports submitted	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL56	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit a proposal to Council on progressive acquisition of Public or Private Land for housing development by 31 October 2022	Proposal submitted to Council by 31 October 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	0	1	0	0
TL57	Planning and Economic Development	Local Economic Development	Grow an Inclusive District Economy	Create job opportunities through the Expanded Public Works Programme (EPWP) for the organisation by 30 June 2023	Number of job opportunities created through the Expanded Public Works Programme (EPWP) by 30 June 2023	All	Executive Manager: Planning & Economic Development	To be determined after the closure of the financial year	Number	304	50	100	50	104

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TL58	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Compile and submit the Final Annual Report 2021/22 to Council by 31 December 2022	Final Annual Report for 2021/22 submitted to Council by 31 December 2022	All	Executive Manager: Planning & Economic Development	1	Number	1	0	1	0	0
TL59	Planning and Economic Development	Basic Service Delivery	Good Governance	Review and submit the Integrated Development Plan (IDP) for the 2022-2027 period to Council by 31 May 2023	IDP Review submitted to Council by 31 May 2023	All	Executive Manager: Planning & Economic Development	To be determined after the closure of the financial year	Number	1	0	0	0	1
TL60	Planning and Economic Development	Local Economic Development	Grow an Inclusive District Economy	Spend 95% of the project budget for the Fresh Produce Market in George by 30 June 2023 [(Actual amount spent on project /Total amount budgeted for project) x 100]	% of project budget spent	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Percentage	95%	0	15	40	95
TL61	Planning and Economic Development	Basic Service Delivery	Grow an Inclusive District Economy	Spend 95% of the project budget for upgrade of buildings [(retrofitting Early Emergency Detection System (EEDS)] by 30	% of project budget spent	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Percentage	95%	0	15	40	95

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				June 2023 [(Actual amount spent on project /Total amount budgeted for project) x 100]										
TL62	Planning and Economic Development	Local Economic Development	Grow an Inclusive District Economy	Submit a report on donated properties to Council by 31 December 2022	Report submitted to Council by 31 December 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	0	1	0	0
TL63	Planning and Economic Development	Local Economic Development	Grow an Inclusive District Economy	Submit a report on the review of the lease agreement between GRDM and Oudtshoorn Municipality by 31 January 2023	Report submitted to Council by 31 January 2023	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Percentage	1	0	0	1	0
TL64	Planning and Economic Development	Local Economic Development	Grow an Inclusive District Economy	Compile a report on the status of all property leases and submit to Council by 30 September 2022	Report submitted to Council by 30 September 2022	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL65	Community Services	Municipal Financial Viability and Management	Financial Viability	Submit a plan to Council on the collection of outstanding fire accounts by 31 July 2022	Plan submitted to Council by 31 July 2022	All	Executive Manager: Community Service	New key performance indicator for 2022/23	Number	1	1	0	0	0

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TL66	Community Services	Municipal Health and Environmental Waste	Promote sustainable environmental management and public safety	Compile and submit quarterly progress reports on the Regional Landfill Facility to Council	Number of reports submitted	All	Executive Manager: Community Service	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL67	Community Services	Municipal Health and Environmental Waste	Promote sustainable environmental management and public safety	Develop an early warning Climate Change system and submit bi-annual progress reports to Council	Number of reports submitted	All	Executive Manager: Community Service	New key performance indicator for 2022/23	Number	2	0	1	0	1
TL68	Community Services	Basic Service Delivery	Health and public safety	Execute 4 emergency preparedness exercises and submit reports to the Portfolio Committee by 30 June 2023	Number of reports submitted by 30 June 2023	All	Executive Manager: Community Service	To be determined after the closure of the financial year	Number	4	1	1	1	1
TL69	Community Services	Basic Service Delivery	Health and public safety	Execute 4 emission testing (air quality) initiatives by 30 June 2023	Number of emission testing (air quality) initiatives executed by 30 June 2023	All	Executive Manager: Community Service	To be determined after the closure of the financial year	Number	4	1	1	1	1

## Draft Top Layer Service Delivery and Budget Implementation Plan 2022/23

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL70	Community Services	Basic Service Delivery	Health and public safety	Spend 95% of the project budget on the Mossel Bay Joint Operations Committee (JOC) equipment by 30 June 2023 [(Actual amount spent on project /Total amount budgeted for project) x 100]	% of project budget spent	All	Executive Manager: Community Service	New key performance indicator for 2022/23	Percentage	95%	5	75	85	95
TL71	Community Services	Basic Service Delivery	Health and public safety	Spend 95% of the project budget for the Fire station in George by 30 June 2023 [(Actual amount spent on project /Total amount budgeted for project) x 100]	% of project budget spent	All	Executive Manager: Community Service	New key performance indicator for 2022/23	Percentage	95%	20	59	79	95
TL72	Community Services	Municipal Health and Environmental Waste	Promote sustainable environmental management and public safety	Spend 95% of the project budget for the Regional Landfill Facility by 30 June 2023 [(Actual amount spent on project /Total amount budgeted for project) x 100]	% of project budget spent	All	Executive Manager: Community Service	New key performance indicator for 2022/23	Percentage	95%	1	25	60	95

## Draft Top Layer Service Delivery and Budget Implementation Plan 2022/23

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL73	Community Services	Basic Service Delivery	Health and public safety	Spend 95% of the project budget for Hazmat Rescue , Fire Equipment by 30 June 2023 [(Actual amount spent on project /Total amount budgeted for project) x 100]	% of project budget spent	All	Executive Manager: Community Service	New key performance indicator for 2022/23	Percentage	95%	20	70	90	95

## Capital Budget for the 2022/23 Financial Year

[illegible]

## Capital Budget for the 2022/23 Financial Year

[illegible]



## Capital Budget for the 2022/23 Financial Year

Directorate	Function	Project name	Funding source	Planned Start Date	Planned Completion Date	Ward	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
(R)																			
	and Corporate Support																		
Community Services	Public Safety: Core Function: Fire Fighting and Protection	Fire station: George	CCR	2022/07/01	2023/06/30	All	2 930	0	0	0	0	0	0	0	0	0	0	2 930	5 860
Community Services	Public Safety: Core Function: Fire Fighting and Protection	Hazmat Rescue , Fire Equipment	CCR	2022/07/01	2023/06/30	All	13	13	13	13	13	13	13	13	13	13	13	13	150
Community Services	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)	Landfill Site	Other	2022/07/01	2022/12/31	All	(3 295)	(307 385)	(307 385)	(307 385)	(307 385)	1 340 069	0	0	0	0	0	0	107 232
<b>TOTAL</b>							<b>3 916</b>	<b>(306 889)</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>1 340 565</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>44 861</b>	<b>126 642</b>

## Monthly Cashflow for the 2022/23 Financial Year

Directorate [R]	Function [R]		July			August		
			Revenue (R)	Operational Exp. (R)	Capital Exp. (R)	Revenue (R)	Operational Exp. (R)	Capital Exp. (R)
Office of the Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive		85 419 360	3 728 152	0	9 015 432	4 012 783	0
Financial Services	Finance and Administration: Core Function: Finance		0	10 368 256	5 771 183	0	12 015 940	(67 947)
Corporate Services	Finance and Administration: Core Function: Administrative and Corporate Support		0	242 458	0	0	239 024	0
Community Services	Community and Social Services: Non-core Function: Disaster Management		0	622 790	83 333	0	643 834	83 333
Community Services	Sport and Recreation: Core Function: Recreational Facilities		16 662	912 743	0	16 675	900 069	0
Community Services	Public Safety: Core Function: Fire Fighting and Protection		0	2 317 356	12 500	0	2 405 959	12 500
Community Services	Health: Non-core Function: Health Services		0	0	0	0	0	0
Community Services	Health: Core Function: Health Services		25 968	3 031 036	0	23 705	3 302 777	0
Planning and Economic Development	Planning and Development: Core Function: Economic Development/Planning		0	1 274 066	399 999	0	1 289 685	399 999
Roads and Transport Development	Road Transport: Core Function: Roads		7 980 194	9 609 760	0	129 648	10 521 010	0
Community Services	Environmental Protection: Core Function: Biodiversity and Landscape		-3 092	291 167	0	9 224	305 472	0
Planning and Economic Development	Energy Sources: Non-core Function: Electricity		0	0	0	0	0	0
Planning and Economic Development	Water Management: Non-core Function: Water Distribution		0	0	0	0	0	0
Planning and Economic Development	Waste Water Management: Non-core Function: Sewerage		0	0	0	0	0	0
Planning and Economic Development	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)		1 022 881	1 098 329	(3 294 905)	1 022 881	1 097 652	(307 385 406)
Planning and Economic Development	Other: Core Function: Tourism		0	149 124	0	0	156 490	0
	<b>TOTAL</b>		<b>94 461 973</b>	<b>33 645 237</b>	<b>2 972 110</b>	<b>10 217 565</b>	<b>36 890 695</b>	<b>(306 957 521)</b>

## Monthly Cashflow for the 2022/23 Financial Year

Directorate [R]	Function [R]		September			October		
			Revenue (R)	Operational Exp. (R)	Capital Exp. (R)	Revenue (R)	Operational Exp. (R)	Capital Exp. (R)
Office of the Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive		8 856 907	3 495 734	0	7 161 889	3 504 624	0
Financial Services	Finance and Administration: Core Function: Finance		0	10 900 391	(67 947)	0	10 526 582	(67 947)
Corporate Services	Finance and Administration: Core Function: Administrative and Corporate Support		0	239 146	0	0	239 867	0
Community Services	Community and Social Services: Non-core Function: Disaster Management		0	663 200	83 333	0	637 717	83 333
Community Services	Sport and Recreation: Core Function: Recreational Facilities		203 244	991 036	0	310 712	1 038 777	0
Community Services	Public Safety: Core Function: Fire Fighting and Protection		0	2 525 732	12 500	0	2 049 515	12 500
Community Services	Health: Non-core Function: Health Services		0	0	0	0	0	0
Community Services	Health: Core Function: Health Services		30 549	3 198 604	0	37 394	3 304 383	0
Planning and Economic Development	Planning and Development: Core Function: Economic Development/Planning		0	1 308 795	399 999	0	1 651 844	399 999
Roads and Transport Development	Road Transport: Core Function: Roads		14 233 261	12 554 466	0	9 448 868	11 432 146	0
Community Services	Environmental Protection: Core Function: Biodiversity and Landscape		0	302 806	0	24 529	327 582	0
Planning and Economic Development	Energy Sources: Non-core Function: Electricity		0	0	0	0	0	0
Planning and Economic Development	Water Management: Non-core Function: Water Distribution		0	0	0	0	0	0
Planning and Economic Development	Waste Water Management: Non-core Function: Sewerage		0	0	0	0	0	0
Planning and Economic Development	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)		1 022 881	1 161 350	(307 385 406)	1 022 881	1 135 148	(307 385 406)
Planning and Economic Development	Other: Core Function: Tourism		0	154 383	0	0	338 152	0
	<b>TOTAL</b>		<b>24 346 842</b>	<b>37 495 643</b>	<b>(306 957 521)</b>	<b>18 006 273</b>	<b>36 186 337</b>	<b>(306 957 521)</b>

## Monthly Cashflow for the 2022/23 Financial Year

Directorate [R]	Function [R]		November			December		
			Revenue (R)	Operational Exp. (R)	Capital Exp. (R)	Revenue (R)	Operational Exp. (R)	Capital Exp. (R)
Office of the Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive		6 733 690	4 360 035	0	64 767 816	3 472 586	0
Financial Services	Finance and Administration: Core Function: Finance		29 975	11 202 304	(67 947)	0	10 635 632	(67 945)
Corporate Services	Finance and Administration: Core Function: Administrative and Corporate Support		0	238 276	0	0	234 874	0
Community Services	Community and Social Services: Non-core Function: Disaster Management		0	644 043	83 333	0	629 198	83 333
Community Services	Sport and Recreation: Core Function: Recreational Facilities		428 944	1 110 761	0	637 748	1 179 761	0
Community Services	Public Safety: Core Function: Fire Fighting and Protection		0	2 181 617	12 500	0	2 044 050	12 500
Community Services	Health: Non-core Function: Health Services		0	0	0	0	0	0
Community Services	Health: Core Function: Health Services		31 976	3 273 852	0	25 922	3 237 893	0
Planning and Economic Development	Planning and Development: Core Function: Economic Development/Planning		0	1 328 449	399 999	0	1 470 541	399 999
Roads and Transport Development	Road Transport: Core Function: Roads		21 389 082	14 797 369	0	11 270 973	14 235 639	0
Community Services	Environmental Protection: Core Function: Biodiversity and Landscape		33 020	333 624	0	12 264	301 625	0
Planning and Economic Development	Energy Sources: Non-core Function: Electricity		0	0	0	0	0	0
Planning and Economic Development	Water Management: Non-core Function: Water Distribution		0	0	0	0	0	0
Planning and Economic Development	Waste Water Management: Non-core Function: Sewerage		0	0	0	0	0	0
Planning and Economic Development	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)		1 022 881	1 149 211	(307 385 406)	1 022 881	1 107 453	1 340 068 828
Planning and Economic Development	Other: Core Function: Tourism		0	158 360	0	0	152 475	0
	<b>TOTAL</b>		<b>29 669 568</b>	<b>40 777 901</b>	<b>-306 957 521</b>	<b>77 737 604</b>	<b>38 701 727</b>	<b>1 340 496 715</b>

## Monthly Cashflow for the 2022/23 Financial Year

Directorate [R]	Function [R]		January			February		
			Revenue (R)	Operational Exp. (R)	Capital Exp. (R)	Revenue (R)	Operational Exp. (R)	Capital Exp. (R)
Office of the Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive		9 550 982	4 963 964	0	9 454 244	4 836 098	0
Financial Services	Finance and Administration: Core Function: Finance		0	10 136 486	630 832	958 471	9 353 959	630 832
Corporate Services	Finance and Administration: Core Function: Administrative and Corporate Support		0	265 634	0	0	247 063	0
Community Services	Community and Social Services: Non-core Function: Disaster Management		0	638 093	83 333	0	661 062	83 333
Community Services	Sport and Recreation: Core Function: Recreational Facilities		3 705 802	1 167 267	0	328 360	1 305 285	0
Community Services	Public Safety: Core Function: Fire Fighting and Protection		0	2 126 489	12 500	0	2 136 025	12 500
Community Services	Health: Non-core Function: Health Services		0	0	0	0	0	0
Community Services	Health: Core Function: Health Services		52 596	3 173 910	0	43 274	3 242 906	0
Planning and Economic Development	Planning and Development: Core Function: Economic Development/Planning		0	1 283 878	399 999	0	1 307 336	399 999
Roads and Transport Development	Road Transport: Core Function: Roads		136 807	11 565 259	0	16 343 356	17 025 101	0
Community Services	Environmental Protection: Core Function: Biodiversity and Landscape		0	341 893	0	28 532	318 607	0
Planning and Economic Development	Energy Sources: Non-core Function: Electricity		0	0	0	0	0	0
Planning and Economic Development	Water Management: Non-core Function: Water Distribution		0	0	0	0	0	0
Planning and Economic Development	Waste Water Management: Non-core Function: Sewerage		0	0	0	0	0	0
Planning and Economic Development	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)		1 022 881	1 110 411	0	1 022 881	1 118 504	0
Planning and Economic Development	Other: Core Function: Tourism		0	159 040	0	0	156 385	0
	<b>TOTAL</b>		<b>14 469 068</b>	<b>36 932 324</b>	<b>1 126 664</b>	<b>28 179 118</b>	<b>41 708 331</b>	<b>1 126 664</b>

## Monthly Cashflow for the 2022/23 Financial Year

Directorate [R]	Function [R]		March			April		
			Revenue (R)	Operational Exp. (R)	Capital Exp. (R)	Revenue (R)	Operational Exp. (R)	Capital Exp. (R)
Office of the Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive		50 095 151	4 148 303	0	11 705 457	5 213 539	0
Financial Services	Finance and Administration: Core Function: Finance		0	10 436 339	630 832	(414 460)	10 560 842	(295 973)
Corporate Services	Finance and Administration: Core Function: Administrative and Corporate Support		0	254 599	0	0	240 004	0
Community Services	Community and Social Services: Non-core Function: Disaster Management		0	660 287	83 333	0	784 812	83 333
Community Services	Sport and Recreation: Core Function: Recreational Facilities		691 506	1 311 958	0	402 124	910 843	0
Community Services	Public Safety: Core Function: Fire Fighting and Protection		0	2 315 256	12 500	0	2 244 503	12 500
Community Services	Health: Non-core Function: Health Services		0	0	0	0	0	0
Community Services	Health: Core Function: Health Services		40 804	3 266 214	0	30 955	3 511 627	0
Planning and Economic Development	Planning and Development: Core Function: Economic Development/Planning		0	1 293 538	399 999	0	1 477 854	399 999
Roads and Transport Development	Road Transport: Core Function: Roads		34 101 199	28 250 656	0	140 467	11 562 142	0
Community Services	Environmental Protection: Core Function: Biodiversity and Landscape		16 586	319 575	0	4 480	322 776	0
Planning and Economic Development	Energy Sources: Non-core Function: Electricity		0	0	0	0	0	0
Planning and Economic Development	Water Management: Non-core Function: Water Distribution		0	0	0	0	0	0
Planning and Economic Development	Waste Water Management: Non-core Function: Sewerage		0	0	0	0	0	0
Planning and Economic Development	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)		1 022 881	1 116 280	0	1 022 881	1 370 056	0
Planning and Economic Development	Other: Core Function: Tourism		0	535 678	0	0	182 970	0
	<b>TOTAL</b>		<b>85 968 127</b>	<b>53 908 683</b>	<b>1 126 664</b>	<b>12 891 904</b>	<b>38 381 968</b>	<b>199 859</b>

## Monthly Cashflow for the 2022/23 Financial Year

Directorate [R]	Function [R]		May			June		
			Revenue (R)	Operational Exp. (R)	Capital Exp. (R)	Revenue (R)	Operational Exp. (R)	Capital Exp. (R)
Office of the Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive		8 659 202	3 834 304	0	13 121 898	5 943 979	30 000
Financial Services	Finance and Administration: Core Function: Finance		0	10 779 627	630 832	-1	12 138 765	5 771 195
Corporate Services	Finance and Administration: Core Function: Administrative and Corporate Support		0	235 726	0	0	242 750	0
Community Services	Community and Social Services: Non-core Function: Disaster Management		0	650 741	83 333	0	680 767	83 337
Community Services	Sport and Recreation: Core Function: Recreational Facilities		700 573	1 214 894	0	319 037	1 343 585	0
Community Services	Public Safety: Core Function: Fire Fighting and Protection		0	2 280 916	12 500	0	4 288 127	12 500
Community Services	Health: Non-core Function: Health Services		0	0	0	0	0	0
Community Services	Health: Core Function: Health Services		35 897	3 393 636	0	34 733	3 523 100	0
Planning and Economic Development	Planning and Development: Core Function: Economic Development/Planning		0	1 307 683	399 999	0	1 308 030	400 011
Roads and Transport Development	Road Transport: Core Function: Roads		30 629 738	13 758 718	0	28 855 726	21 891 004	0
Community Services	Environmental Protection: Core Function: Biodiversity and Landscape		(10 220)	330 117	0	9 734	403 190	0
Planning and Economic Development	Energy Sources: Non-core Function: Electricity		0	0	0	0	0	0
Planning and Economic Development	Water Management: Non-core Function: Water Distribution		0	0	0	0	0	0
Planning and Economic Development	Waste Water Management: Non-core Function: Sewerage		0	0	0	0	0	0
Planning and Economic Development	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)		1 022 881	1 120 891	0	1 022 878	1 465 350	0
Planning and Economic Development	Other: Core Function: Tourism		0	305 280	0	0	227 265	0
	<b>TOTAL</b>		<b>41 038 071</b>	<b>39 212 533</b>	<b>1 126 664</b>	<b>43 364 005</b>	<b>53 455 912</b>	<b>6 297 043</b>

## Monthly Cashflow for the 2022/23 Financial Year

Directorate [R]	Function [R]		TOTAL		
			Revenue (R)	Operational Exp. (R)	Capital Exp. (R)
Office of the Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive		R284 542 028.00	R51 514 101.00	R30 000.00
Financial Services	Finance and Administration: Core Function: Finance		R573 985.00	R129 055 123.00	R13 430 000.00
Corporate Services	Finance and Administration: Core Function: Administrative and Corporate Support		R0	R2 919 421.00	R0
Community Services	Community and Social Services: Non-core Function: Disaster Management		R0	R7 916 544.00	R1 000 000.00
Community Services	Sport and Recreation: Core Function: Recreational Facilities		R7 761 387.00	R13 386 979.00	R0
Community Services	Public Safety: Core Function: Fire Fighting and Protection		R0	R28 915 545.00	R150 000.00
Community Services	Health: Non-core Function: Health Services		R0	R0	R0
Community Services	Health: Core Function: Health Services		R413 773.00	R39 459 938.00	R0
Planning and Economic Development	Planning and Development: Core Function: Economic Development/Planning		R0	R16 301 699.00	R4 800 000.00
Roads and Transport Development	Road Transport: Core Function: Roads		R174 659 319.00	R177 203 270.00	R0
Community Services	Environmental Protection: Core Function: Biodiversity and Landscape		R125 057.00	R3 898 434.00	R0
Planning and Economic Development	Energy Sources: Non-core Function: Electricity		R0	R0	R0
Planning and Economic Development	Water Management: Non-core Function: Water Distribution		R0	R0	R0
Planning and Economic Development	Waste Water Management: Non-core Function: Sewerage		R0	R0	R0
Planning and Economic Development	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)		R12 274 569.00	R14 050 635.00	R107 232 299.00
Planning and Economic Development	Other: Core Function: Tourism		R0	R2 675 602.00	R0
	<b>TOTAL</b>		<b>R480 350 118.00</b>	<b>R487 297 291.00</b>	<b>R126 642 299.00</b>



## Revenue by Source for the 2022/23 Financial Year

Line Item (200 chars)	Jul (R)	Aug (R)	Sep (R)	Oct (R)	Nov (R)	Dec (R)	Jan (R)	Feb (R)	Mar (R)	Apr (R)	May (R)	Jun (R)	TOTAL (R)
Property rates	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - electricity revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - water revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - sanitation revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - refuse revenue	930 649	930 649	930 649	930 649	930 649	930 649	930 649	930 649	930 649	930 649	930 649	930 651	11 167 790
Rental of facilities and equipment	202 698	200 167	203 525	202 849	(612 972)	203 539	1 076 522	208 760	224 297	212 345	157 363	189 652	2 468 745
Interest earned - external investments	20 759	300 934	211 090	318 108	691 879	68 301	1 393 722	765 647	206 285	457 429	391 232	4 184 614	9 010 000
Interest earned - outstanding debtors	257 973	267 587	265 226	265 503	228 311	264 100	272 105	276 233	282 914	269 329	264 745	265 974	3 180 000
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines, penalties and forfeits	0	0	0	0	0	0	0	0	0	0	0	0	0
Licences and permits	(3 092)	9 224	0	24 529	33 020	12 264	0	28 532	16 586	4 480	(10 220)	9 734	125 057
Agency services	9 301 874	1 321 680	15 425 293	10 618 181	22 581 114	12 459 789	1 321 680	17 532 087	35 284 994	0	33 314 159	30 126 602	189 287 453
Transfers and subsidies	81 884 665	5 110 000	5 316 330	3 500 000	3 500 000	59 314 828	3 500 000	5 010 141	46 024 052	8 500 000	3 500 000	3 499 984	228 660 000
Other revenue	721 447	932 324	849 729	1 001 454	1 172 567	3 339 134	4 829 390	2 282 069	1 853 350	1 372 672	1 345 143	3 011 794	22 711 073
Gains	211 667	211 667	211 667	211 667	211 667	211 667	211 667	211 667	211 667	211 667	211 667	211 663	2 540 000
<b>TOTAL</b>	<b>R93 528 640</b>	<b>R9 284 232</b>	<b>R23 413 509</b>	<b>R17 072 940</b>	<b>R28 736 235</b>	<b>R76 804 271</b>	<b>R13 535 735</b>	<b>R27 245 785</b>	<b>R85 034 794</b>	<b>R11 958 571</b>	<b>R40 104 738</b>	<b>R42 430 668</b>	<b>R469 150 118</b>