

Theewaterskloof Municipality
Adjusted 2022-2023: Top Layer KPI Report

Office of the Municipal Manager

Internal Ref / Indicator Code	Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Baseline	Original Annual Target	Revised Annual Target	National KPA	Municipal KPA	Quarter ending September 2022	Quarter ending December 2022	Quarter ending March 2023	Quarter ending June 2023
										Target	Target	Target	Target
TL1	Office of the Municipal Manager	To ensure a healthy and productive workforce by creating a conducive working environment	Conduct a formal performance evaluation of the senior managers in terms of their signed agreements	Number of formal evaluations conducted	1	2	2	Municipal Transformation and Institutional Development	Institutional Development	0	1	1	0
TL2	Office of the Municipal Manager	To provide democratic, responsive and accountable government for the local communities	Compile and submit the final IDP to Council by 31 May 2023	Final IDP submitted to Council	1	1	1	Good Governance and Public Participation	Good Governance	0	0	0	1
TL3	Office of the Municipal Manager	To provide democratic, responsive and accountable government for the local communities	Compile and submit the final annual budget to Council by 31 May 2023	Final budget submitted to Council	1	1	1	Municipal Financial Viability and Management	Financial Viability	0	0	0	1
TL4	Office of the Municipal Manager	To provide democratic, responsive and accountable government for the local communities	Compile and submit the Oversight Report to Council by 31 March 2023	Report submitted to Council	1	1	1	Good Governance and Public Participation	Good Governance	0	0	1	0
TL5	Office of the Municipal Manager	To provide democratic, responsive and accountable government for the local communities	Compile and submit the Draft Annual Report to Council by 31 January 2023 (MFMA 127(2) and MSA 46(2))	Draft Annual Report submitted to Council	1	1	1	Good Governance and Public Participation	Good Governance	0	0	1	0

TL6	Office of the Municipal Manager	To provide democratic, responsive and accountable government for the local communities	The percentage of the municipal capital budget spent on projects as at 30 June 2023 {(Actual amount spent on capital projects excluding orders/Total amount budgeted for capital projects)X100}	% of capital budget spent	72.50%	95%	95%	Basic Service Delivery	Basic Service Delivery	5%	30%	65%	95%
TL7	Office of the Municipal Manager	To provide democratic, responsive and accountable government for the local communities	Compile and submit Annual Performance Report (APR) to the AG by 31 August 2022	Annual Performance Report Submitted	1	1	1	Good Governance and Public Participation	Good Governance	1	0	0	0
TL8	Office of the Municipal Manager	Refine and improve the institutional capacity of the municipality	Sign Performance agreements for all S56/57 appointments by 31 July 2022 or within 30 days after employment	Number of Performance Agreements Signed	2	5	5	Municipal Transformation and Institutional Development	Institutional Development	3	0	0	2

Financial Services

Internal Ref / Indicator Code	Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Baseline	Original Annual Target	Revised Annual Target	National KPA	Municipal KPA	Quarter ending September 2022	Quarter ending December 2022	Quarter ending March 2023	Quarter ending June 2023
										Target	Target	Target	Target
TL48	Financial Services	Work towards a sustainable future through sound financial management and continuous revenue growth	Compile an Audit Action Plan to Address AG Audit findings and submit to Management by 31 January 2023 for approval	Plan completed and submitted to management	1	1	1	Municipal Financial Viability and Management	Financial Viability	0	0	1	0
TL49	Financial Services	Work towards a sustainable future through sound financial management and continuous revenue growth	Award tenders in line with SCM Policies and Regulations that result in not more than 1 successful appeal per annum during the financial year	Number of successful SCM related appeals	0	1	1	Municipal Financial Viability and Management	Financial Viability	0	0	0	1

TL50	Financial Services	Work towards a sustainable future through sound financial management and continuous revenue growth	Achieve a debtor payment percentage of 85% as at 30 June 2023 ((Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue) x 100	Payment % achieved	88%	85%	85%	Municipal Financial Viability and Management	Financial Viability	70%	75%	83%	85%
TL51	Financial Services	Work towards a sustainable future through sound financial management and continuous revenue growth	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2023 ((Total Operating Revenue-Operating Grants)/Debt Service Payments (i.e. interest + redemption) due within one year)	Ratio achieved	23.85	11	11	Municipal Financial Viability and Management	Financial Viability	0	0	0	11
TL52	Financial Services	Work towards a sustainable future through sound financial management and continuous revenue growth	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2023 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excl	Number of months it takes to cover fix operating expenditure with available cash	3.71	1.20	1.20	Municipal Financial Viability and Management	Financial Viability	0	0	0	1.20
TL53	Financial Services	Work towards a sustainable future through sound financial management and continuous revenue growth	Financial viability measured in terms of the outstanding service debtors as at 30 June 2023 (Total outstanding service debtors/ revenue received for services)	% of outstanding service debtors	74.48%	70%	70%	Municipal Financial Viability and Management	Financial Viability	0%	0%	0%	70%

TL54	Financial Services	To maintain and improve basic service delivery and social amenities for the TWK community	Provide 6kl free basic water per month to all indigent households during the 2022/23 financial year	Number of indigent households receiving free basic water	5 600	5 600	6 020	Basic Service Delivery	Basic Service Delivery	5 600	5 600	6 020	6 020
TL55	Financial Services	To maintain and improve basic service delivery and social amenities for the TWK community	Provide 70kwh of free basic electricity per month to all indigent households (Excluding Eskom) during the 2022/23 financial year	Number of indigent households receiving free basic electricity	2 200	2 200	2 500	Basic Service Delivery	Basic Service Delivery	2 200	2 200	2 500	2 500
TL56	Financial Services	To maintain and improve basic service delivery and social amenities for the TWK community	Provide free basic refuse removal to indigent households in terms of the equitable share requirements during the 2022/23 financial year	Number of indigent households receiving free basic refuse removal	5 600	5 600	6 100	Basic Service Delivery	Basic Service Delivery	5 600	5 600	6 100	6 100
TL57	Financial Services	To maintain and improve basic service delivery and social amenities for the TWK community	Provide free basic sanitation to indigent households in terms of the equitable share requirements during the 2022/23 financial year	Number of indigent households receiving free basic sanitation	5 600	5 600	6 100	Basic Service Delivery	Basic Service Delivery	5 600	5 600	6 100	6 100
TL58	Financial Services	To maintain and improve basic service delivery and social amenities for the TWK community	Number of residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the services during 2022/23 financial year	Number of residential properties which are billed for water or have prepaid meters	15 900	15 900	15 900	Basic Service Delivery	Basic Service Delivery	15 900	15 900	15 900	15 900
TL59	Financial Services	To maintain and improve basic service delivery and social amenities for the TWK community	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (excluding ESKOM areas) and billed for the services during the 2022/23 financial year	Number of residential properties which are billed for electricity or have prepaid meters (excluding ESKOM areas)	7 500	7 500	7 500	Basic Service Delivery	Basic Service Delivery	7 500	7 500	7 500	7 500

TL24	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the project budget approved for the construction of high mast lights in Grabouw by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	10%	40%	65%	95%
TL25	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the approved project budget for the upgrade of the electricity network Uitsig by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	5%	60%	95%
TL26	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Replace the mini sub-station in Caledon by 30 June 2023	Mini substation replaced	0	1	1	Basic Service Delivery	Basic Service Delivery	0	0	0	1
TL27	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the approved project budget for the overhead line in Protea and Disa streets (Villiersdorp) by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	10%	60%	95%

TL28	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the approved project budget for the overhead line in Caledon street (Greyton) by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	10%	60%	95%
TL30	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the approved project budget for the upgrade of the MV & LV overhead network in Riviersonderend by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	10%	60%	95%
TL32	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the project budget approved for the upgrade of the Waste Water Treatment Works Phase 4 at Caledon by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	10%	40%	60%	95%
TL34	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the project budget approved for the upgrade of the Villiersdorp Water Treatment Works by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	0%	95%	95%	Basic Service Delivery	Basic Service Delivery	15%	20%	30%	95%

TL35	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the project budget approved for the upgrade of the Botrivier Water Purification Plant by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	0%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	0%	10%	95%
TL37	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the Capital Budget allocated for the Greyton Waste Water Treatment Works by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	10%	40%	60%	95%
TL39	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the project budget approved for the construction of Riviersonderend Waste Transfer Station and Material Recovery Facility Phase 3 by 31 December 2022 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	40%	95%	0%	0%
TL40	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the project budget approved for the construction of Riviersonderend Waste Transfer Station and Material Recovery Facility Phase 4 by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	5%	10%	95%

TL41	Technical and Infrastructure Implementation Services	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Spend 95% of the capital budget allocated for the Grabouw upgrade of roads and stormwater at Roodakke (Phase 2) by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	10%	60%	95%
TL42	Technical and Infrastructure Implementation Services	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Spend 95% of the capital budget allocated for the upgrade of Grabouw bulk water by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	0%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	30%	40%	95%
TL43	Technical and Infrastructure Implementation Services	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Spend 95% of the capital budget allocated for the upgrade of Caledon bulk sewerage water by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	0%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	30%	15%	95%
TL44	Technical and Infrastructure Implementation Services	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Spend 95% of the capital budget allocated for the Tesselaarsdal- bulk water upgrade phase 2 by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	0%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	10%	15%	95%

TL45	Technical and Infrastructure Implementation Services	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Spend 95% of the capital budget allocated for the Septic tank eradication in Botrivier by 30 June 2023 {{(Total actual expenditure for the project/Total amount budgeted for the project)x100}}	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	10%	15%	95%
TL46	Technical and Infrastructure Implementation Services	To maintain and improve basic service delivery and social amenities for the TWK community	Spend 95% of the Municipal Infrastructure Grant by 30 June 2023	% MIG funding spent	99.55%	95%	95%	Basic Service Delivery	Basic Service Delivery	10%	40%	50%	95%
TL47	Technical and Infrastructure Implementation Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Limit unaccounted electricity to less than 8.4% as at 30 June 2023 {{(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) X 100}}	% unaccounted electricity captured in the report	8.40%	8.40%	8.40%	Basic Service Delivery	Basic Service Delivery	8.40%	8.40%	8.40%	8.40%

Community Services

Internal Ref / Indicator Code	Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Baseline	Original Annual Target	Revised Annual Target	National KPA	Municipal KPA	Quarter ending September 2022	Quarter ending December 2022	Quarter ending March 2023	Quarter ending June 2023
										Target	Target	Target	Target
TL72	Community Services	Increased community safety through traffic policing, bylaw enforcement and disaster management	Spend 95% of the allocated capital budget for the implementation of the digital mobile Two-Way Radio Communication System by 30 June 2023	% budget spent	95%	95%	95%	Basic Service Delivery	Basic Service Delivery	10%	40%	65%	95%

TL73	Community Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Achieve an average of 90% water sample compliance with SANS 241 micro biological indicators Water Treatment Works {(% achievement all WTW's/WTW's tested) by 30 June 2023	Average % water compliance in terms of SANS 241 achieved	90%	90%	90%	Basic Service Delivery	Basic Service Delivery	90%	90%	90%	90%
TL74	Community Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Install and replace 2 500 pre-paid/smart water meters by 30 June 2023	Number of prepaid /smart water meters installed	1 800	2 500	2 500	Basic Service Delivery	Basic Service Delivery	500	500	500	1 000
TL75	Community Services	Improved Environment Management	65% of effluent samples comply with permit values {(% compliance of all WWTW's achieved / the number of WWTW's tested)}	Average % achieved	65%	65%	65%	Basic Service Delivery	Basic Service Delivery	65%	65%	65%	65%
TL76	Community Services	Increased community safety through traffic policing, bylaw enforcement and disaster management	Complete tender specification for the Construction of DLTC in Grabouw by the May 2023	Tender specification completed	0	1	1	Basic Service Delivery	Basic Service Delivery	0	0	0	1
TL77	Community Services	Improved Environment Management	Establish a nature reserve at Destiny Farm (Villiersdorp) by 30 June 2023	Nature reserve established	0	1	1	Basic Service Delivery	Basic Service Delivery	0	0	0	1
TL79	Community Services	To maintain and improve basic service delivery and social amenities for the TWK community	Spend 95% of the project budget approved for the procurement of new fleet vehicles by 30 June 2023{(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spent	95.80%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	40%	65%	95%

TL80	Community Services	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Limit unaccounted water to less than 18% as at 30 June 2023 {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold (incl free basic water) / Number of Kiloliters Water Purchased or Purified _ x 100}	% unaccounted water captured in the report	18%	18%	18%	Basic Service Delivery	Basic Service Delivery	18%	18%	18%	18%
TL81	Community Services	Improve the social fabric of the TWK community	Spend 95% of the project budget approved for the Grabouw Hop-On Drop-Off PT Facility by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spend	0%	95%	95%	Basic Service Delivery	Basic Service Delivery	10%	40%	65%	95%

Economic Development and Planning

Internal Ref / Indicat or Code	Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Baseline	Original Annual Target	Revised Annual Target	National KPA	Municipal KPA	Quarter ending September 2022	Quarter ending December 2022	Quarter ending March 2023	Quarter ending June 2023
										Target	Target	Target	Target
TL9	Economic Development and Planning	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Construct top structures for Grabouw Rooidakke by 30 June 2023	Number of top structures constructed	68	75	35	Basic Service Delivery	Basic Service Delivery	0	0	0	35
TL10	Economic Development and Planning	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Service 35 sites for Grabouw Rooidakke by 30 June 2023	Number of sites serviced	68	75	35	Basic Service Delivery	Basic Service Delivery	0	0	0	35
TL12	Economic Development and Planning	Upgrading of informal Settlements and Prioritising the most needy in housing allocation	Complete foundations for RSE housing project by 30 June 2023	Number of foundations constructed	23	48	23	Basic Service Delivery	Basic Service Delivery	0	0	0	23

TL13	Economic Development and Planning	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the approved housing grant funds by 30 June 2023 {{(Total actual expenditure /Total budgeted)x100}}	% budget spent	0%	95%	95%	Basic Service Delivery	Basic Service Delivery	0%	20%	60%	95%
TL14	Economic Development and Planning	Promote the second and township economy (SMME Development)	Create temporary work opportunities in terms of EPWP by 30 June 2023	Number of temporary work opportunities created	333	321	321	Local Economic Development	Local Economic Development	50	100	100	71
TL20	Economic Development and Planning	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Service 180 sites for Villiersdorp Berg en Dal by 30 June 2023	Number of sites serviced	0	180	180	Basic Service Delivery	Basic Service Delivery	0	0	0	180
TL21	Economic Development and Planning	To provide democratic, responsive and accountable government for the local communities	Review the draft SDF and submit to Council by 30 June 2023	Draft SDF submitted to Council by 30 June 2023	1	1	1	Good Governance and Public Participation	Local Economic Development	0	0	0	1
TL22	Economic Development and Planning	Promote the second and township economy (SMME Development)	Review terms of reference for at least one informal settlement committee and submit to management by 31 March 2023	Terms of Reference submitted to management	1	1	1	Good Governance and Public Participation	Basic Service Delivery	0	0	1	0
TL23	Economic Development and Planning	Promote the second and township economy (SMME Development)	Complete the Site Development Plans for Greyton erf 595 by 31 December 2022	Site plan completed	0	1	1	Good Governance and Public Participation	Basic Service Delivery	0	1	0	0
TL82	Economic Development and Planning	Promote the second and township economy (SMME Development)	Conduct quarterly awareness on Tourism support initiatives	Number of awareness initiative conducted	4	4	4	Local Economic Development	Local Economic Development	1	1	1	1

TL83	Economic Development and Planning	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Complete Design of Hillside phase 2	Completion of design	0	1	1	Basic Service Delivery	Basic Service Delivery	0	0	0	1
------	-----------------------------------	---	-------------------------------------	----------------------	---	---	---	------------------------	------------------------	---	---	---	---

Corporate Services

Internal Ref / Indicator Code	Responsible Directorate	Strategic Objective	KPI Name	Description of Unit of Measurement	Baseline	Original Annual Target	Revised Annual Target	National KPA	Municipal KPA	Quarter ending September 2022	Quarter ending December 2022	Quarter ending March 2023	Quarter ending June 2023
										Target	Target	Target	Target
TL65	Corporate Services	Refine and improve the institutional capacity of the municipality	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2023 [(Actual amount spent on training/total personnel budget)x100]	% of the personnel budget spent	0.07%	0.53%	0.53%	Municipal Transformation and Institutional Development	Institutional Development	0.10%	0.20%	0.30%	0.53%
TL66	Corporate Services	Refine and improve the institutional capacity of the municipality	The number of people from employment equity target groups employed (new appointments) in the three highest levels of management in compliance with the equity plan by 30 June 2023	Number of people employed	3	3	3	Municipal Transformation and Institutional Development	Institutional Development	0	0	0	3
TL67	Corporate Services	To provide democratic, responsive and accountable government for the local communities	Complete the annual risk assessment and submit to the Risk Committee by 30 June 2023	Completed risk assessment submitted	1	1	1	Good Governance and Public Participation	Institutional Development	0	0	0	1
TL68	Corporate Services	To provide democratic, responsive and accountable government for the local communities	Compile and submit a Rewards and Recognitions Policy to Council by 31 December 2022	Rewards and Recognitions Policy submitted	0	1	1	Municipal Transformation and Institutional Development	Institutional Development	0	1	0	0

TL69	Corporate Services	To provide democratic, responsive and accountable government for the local communities	Review the organogram and submit to Council 31 March 2023	Organogram submitted	0	1	1	Municipal Transformation and Institutional Development	Institutional Development	0	0	1	0
TL70	Corporate Services	To provide democratic, responsive and accountable government for the local communities	Appoint a service provider for the placement of advertisements in newspapers by 31 December 2022	Service provider appointed	0	1	1	Good Governance and Public Participation	Institutional Development	0	1	0	0
TL71	Corporate Services	To provide democratic, responsive and accountable government for the local communities	Appoint a panel of attorneys by 31 March 2023	Panel of attorneys appointed	0	1	1	Municipal Transformation and Institutional Development	Institutional Development	0	0	1	0