



LEPHALALE LOCAL MUNICIPALITY  
ADJUSTED SERVICE DELIVERY AND  
BUDGET IMPLEMENTATION PLAN  
2016/2017





## Contents

ACRONYMS AND ABBREVIATIONS .....	3
1. MAYOR'S FOREWORD.....	6
2. INTRODUCTION.....	8
3. LEGISLATION .....	8
4. METHODOLOGY AND CONTENT .....	9
5. VISION, MISSION AND VALUES .....	11
6. STRATEGIC OBJECTIVES. ....	12
7. STRATEGIC ALIGNMENT.....	16
8. PROJECTED MONTHLY REVENUE AND EXPENDITURE .....	17
9. SERVICE DELIVERY AND PERFORMANCE INDICATORS .....	28
9.1. OFFICE OF THE MUNICIPAL MANAGER – VOTE 1 .....	28
9.2. BUDGET AND TREASURY OFFICE – VOTE 2.....	43
9.3. CORPORATE AND SUPPORT SERVICES – VOTE 3 .....	56
9.4. SOCIAL SERVICES – VOTE 4 .....	66
9.5. INFRASTRUCTURE SERVICES – VOTE 5 .....	75
9.6. DEVELOPMENT PLANNING – VOTE 6.....	88
10. CAPITAL WORKS PLANS .....	100
10.1. CAPITAL PROJECTS BY WARD.....	100
10.2. PROJECTED MONTHLY EXPEDITURE ON CAPITAL PROJECTS .....	103
11. CONCLUSION .....	108



## ACRONYMS AND ABBREVIATIONS

Acronyms and abbreviations that are used in the document are in the table that follows:

ACRONYM / ABBREVIATION	DESCRIPTION
AARTO	Administrative Adjudication of Road Traffic Offences Act
AC pipe	Asbestos cement pipe
AG	Auditor General
B&R	Budget and Reporting
BTO	Budget and Treasury Office
CARA	Conservation and Agricultural Resources Act
CBD	Central Business District
COGHSTA	Department of Cooperative Governance, Human Settlements and Traditional Affairs
CSS	Corporate Support Services
CTA	Community Tourism Association
DP	Development Planning
DWA	Department of Water Affairs
EAP	Employee assistance programme
EPM	Employee Performance Management
FMPPI	Framework for Managing Programme Performance Information
GIS	Geographic Information System
HDA	Housing Development Agency
i.t.o.	In terms of
ICT	Information and communication technology
ID	Identity
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IT	Information Technology
km	Kilometer



ACRONYM / ABBREVIATION	DESCRIPTION
KPA	Key Performance Area
KPI	Key Performance Indicator
kVA	Kilo volt ampere
kWH	Kilo Watt Hour
LDF	Lephalale Development Forum
LDV	Light Delivery Vehicle
LED	Local Economic Development
LEGDP	Limpopo Economic Growth Development Plan
LUMS	Land Use Management System
MCWAP	Mokolo Crocodile Water Augmentation Programme
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MI	Mega litre
MOU	Memorandum of understanding
MS	Microsoft
MVA	Mega volt ampere
N/A	Not applicable
NB	Nota bene
NDP	National Development Plan
NEM: BA	National Environmental Management and Biodiversity Act
NERSA	National Energy Regulator of South Africa
OHS	Occupational Health and Safety
PA	Public Announcement
PM	Performance Management
PMS	Performance Management System
Qtr.	Quarter
RAL	Road Agency Limpopo



ACRONYM / ABBREVIATION	DESCRIPTION
Resp. Dir.	Responsible Directorate
RWS	Regional water scheme
SASTATS	South African Statistics
SB	Schedule B
SCM	Supply Chain Management
SCOA	Standard Chart of Accounts
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small, Medium and Macro Enterprises
SS	Social Services
Strat.	Strategic Management
UOM	Unit of Measure
VIP	Ventilation Improve Pit latrine
WDM	Waterberg District Municipality
WWTW	Waste water treatment works
YTD / y.t.d.	Year to date



---

## 1. MAYOR'S FOREWORD

---

The coal fields which boast more than 40% of the total coal reserve of South Africa are located in Lephalale. It was cited in the IDP that Waterberg Coal Field is estimated to contain a resource base of 50 billion tons; of which 12.5 billion tons can be mined by opencast method (coal is sufficiently close to surface that it does not require the sinking of a shaft).

The complexities of the mines have positioned the Lephalale Local Municipality to be on the verge of huge economic development related to mining and energy generation. This has been exacerbated by the construction of the 40 000 MW power station known as Medupi next to Matimba power stations, hence the third power station is under consideration by Eskom.

Eskom needs to increase electricity generation from 40,000 MW in 2008 to 80,000 MW in 2026 and that at least half of this will be from coal fired power stations. This implies that 20,000 MW is needed from coal. It is expected that the new Kusile Power Station in Mpumalanga, for which construction commenced in 2008, is the last coal fired power station to be built outside the Waterberg Coal Field in this time horizon. Kusile will generate 4,800 MW, which is similar to the output expected from Medupi Power Station. These power stations are constructed to serve not only Limpopo with electricity but South Africa as a whole. It also envisaged these huge reserves of coal could also serve many countries in Africa, more especially within the SADC region in electricity generation and other possible by products of coal.

The implication of the above is that at least another 10,400 MW of generation capacity is required from coal before 2026 and the Waterberg Coal Field is the most likely source of coal for this purpose. It is therefore reasonable to assume that the municipality could host another three coal fired power stations after Medupi. The existing Matimba Power Station and Medupi, which is currently under construction, and the other three power stations that can reasonably be expected, will collectively consume 80 million tons of coal per year. With an opencast mining resource of 12.5 billion tons, these power stations can be sustained for 156 years.

The new coal mines, the power stations and the coal to liquid facility could lead to a six-fold increase in households in and around Lephalale town, from 5,000 in 2007 to 32,000 in 2020. This will create a significant demand for building material and will also have secondary implications for retail, service and small industry development. Lephalale Local Municipality therefore has a competitive advantage in game-related tourism. A strong footprint of game lodges has already been established. Finally, the municipality has a competitive advantage in beef production. The latest available livestock census figures from the Department of Agriculture indicate that 36,000 cattle are owned by commercial farmers and 16,000 head of cattle by communal farmers.



It is against this background that Lephalale Local Municipality has crafted its vision to become one of the vibrant cities within the Limpopo Province. Hence, we define a city as a relatively large and permanent settlement with complex systems for sanitation, land usage, housing, and transportation. The concentration of development greatly facilitates interaction between people and businesses, benefiting both parties in the process and improving the quality of lives of the people of Lephalale and the whole Waterberg Region.

With the abovementioned future developments in mind, Lephalale Local Municipality has prioritized its service delivery and budget implementation for 2016/17 in terms of the IDP strategic intent and the vision of building a city by 2030. The focus of Lephalale Local Municipality is on shaping the future of the municipality in building a vibrant city and be the energy hub of Africa. In doing so, the municipality is intent on aligning its objectives and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP priorities, that closely link to Lephalale, focus on: an economy that will create more jobs, improving infrastructure, transition to a low-carbon economy, an inclusive and integrated rural economy, reversing the spatial effects of apartheid, improving the quality of education, training and innovation, quality health care for all, social protection, building safer communities, reforming the public service, fighting corruption and transforming society and uniting the country.

The purpose of the SDBIP is to monitor the execution of the budget and achievement of the strategic objectives set by Council. It enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality in terms of the IDP and the budget.

A handwritten signature in black ink, appearing to read 'CLR Moloko Jack Maeko', written over a horizontal line.

CLR MOLOKO JACK MAEKO

Date: 27 June 2016



---

## 2. INTRODUCTION

---

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, councilors, municipal manager, senior managers and community.”

---

## 3. LEGISLATION

---

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 Lephalale Local Municipality:

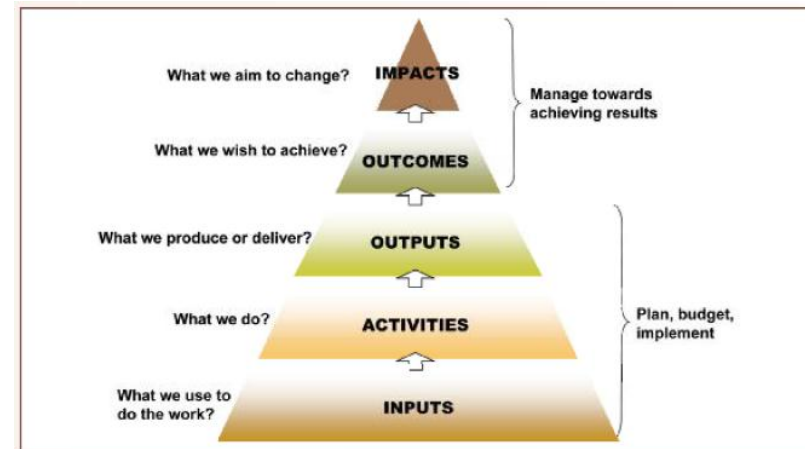
1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote<sup>1</sup> \*
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service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

#### 4. METHODOLOGY AND CONTENT

The development of the 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 Lephalale 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 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 programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART programme objectives and short, medium and long terms strategies were developed to



is

<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

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



achieve the outcomes and associated output indicators and targets.

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

The strategies of the municipality, which are linked to 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 responsibilities to monitor performance.

Some of the indicators in this SDBIP are portraying targets that are accumulative in nature so as to serve as early warning system for poor performance and will identified with an asterix \*

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 outputs per directorate and will be contained in the directorates' SDBIPs.



## 5. VISION, MISSION AND VALUES

The strategic vision of the organisation sets the long term goal the Municipality wants to achieve. Lephalale Local Municipality's vision is one that "wishes" for a future that deals with the many challenges and needs of the community in building the first city since 1994. The **Vision** of Lephalale Local Municipality is:

***"To build a vibrant city and be the energy hub of Africa"***



The Mission is:

***"We are committed to rural development, provision of quality, sustainable and affordable services, financial viability and good governance, local economic development and job creation".***

The **Values** of Lephalale Local Municipality underpin quality and they are:

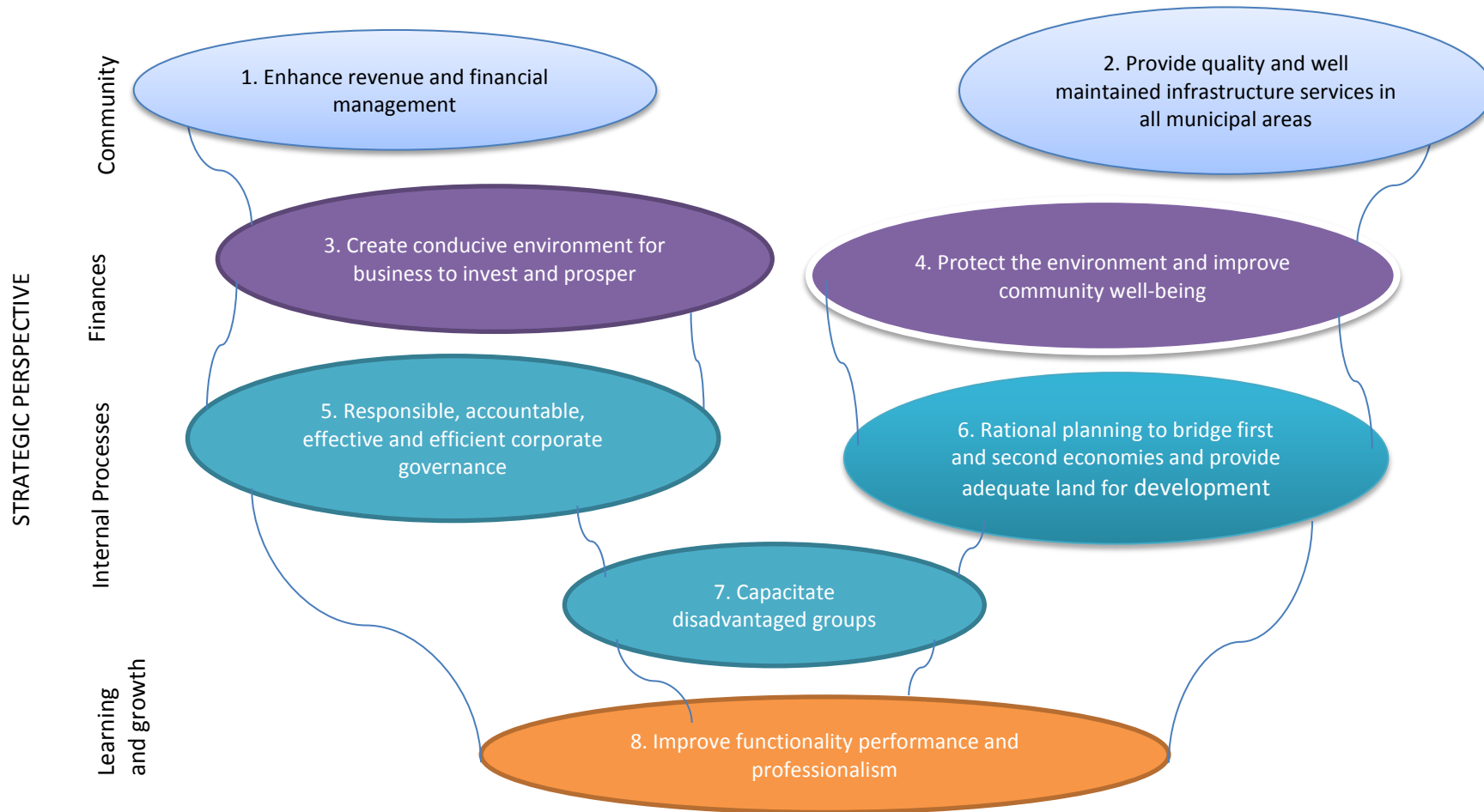
Value	Description
Community orientation	Provide and deliver sustainable services for the whole community.
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistent manner.
Business orientation	Subscribe to, and comply with, the best business practices.
Integrity	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Environmental Care	With all the development in Lephalale, the municipality will focus on taking care of the environment.
Empowerment	To be seen to be empowering our people, knowledge is power.
Performance appraisal	Evaluate on the performance of individuals to determine the overall intend of the institutional objective. Continually evaluate and monitor performance against set target.



## 6. STRATEGIC OBJECTIVES.

The Strategy Map below depicts the Strategic Objectives on how the Lephalale Local Municipality will be able to build a vibrant city and be the energy hub in Africa. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All the outputs contained in the SDBIP are aligned to the attainment of one or more of these objectives:

"To build a vibrant city and be the energy hub of Africa"





STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
Protect the environment and improve community well-being	<p>The municipality should come up with innovative ways on how it can increase community awareness and participation in environmental management (pollution, waste and emissions) activities and initiatives. The powers and function delegated to the Lephalale Local Municipality must play a significant role in the monitoring and analysing of air quality within the municipal area which is closely related to the monitoring and measuring of mining and vehicle emissions. It is commonly known that mining activities and the movement of trucks in the municipal area have increased enormously since the inception of the Matimba and Medupi Power stations. This advent therefore necessitates the need to identify and protect the environmental. The municipality needs to develop an environmental management plan which ought to give rise to intensifying recycling initiatives. Lastly environmental by-laws with appropriate punitive mechanism and action plan need to be developed, promulgated and enforced to strengthen compliance thereof.</p>
Capacitate disadvantaged groups	<p>Community capacity can be seen as the capacity of the people in communities to participate in actions based on community interests, both as individuals and through groups, organisations and networks. It is not primarily about their ability to act in their personal capacity, family or employers' interest, which are catered for in other spheres. However, many of the same skills are involved, and people who are active in the community invariably benefit in other ways as well. It is therefore critical for the communities to possess skills and knowledge that will assist them to improve the quality of their lives. Knowledge is power.</p> <p>The actions people and groups undertake can broadly be described as Community Activity. This can be divided into three types of activities:</p> <p>Action to build social knowledge: building relationships, trust, shared norms and networks. It involves people taking part in community initiatives, groups and organisations, and those groups communicating with the wider population as volunteers, members and participants</p> <p>Delivering services: these can either be autonomous services provided by communities, or specialist services provided by community or voluntary groups, controlled by contracts or service level agreements with public agencies i.e. CDWs and EPWP</p> <p>Involvement in governance: representing the interests of all local people or of particular groups in influencing decisions that affect the quality of local life, i.e. IDP Rep Forum.</p>
Enhance revenue and	Lephalale Local Municipality seeks to identify potential revenue sources and also increase its own revenue through credit



STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
financial management	control and lobbying for more external funding for it to create sustainable revenue base to become a fully-fledged city. These mechanisms will therefore entail the establishment of a proper credit control unit to handle credit collection processes. Hence, the improvement on billing accuracy will need to be optimised. These efforts need to be well communicated to communities in order to secure buy-in and thereby enhancing democratic governance. Given the complexity of the situation the municipality will need to review its credit control policy and eliminate possible gaps in the process. It is therefore critical for the Budget and Treasury department to develop business plans for projects that need funding and submit to WDM donor funder to lobby for funding. This will afford the municipality with an opportunity to build the city and realise its vision for the next 20 years and beyond.
Create a conducive environment for businesses to invest and prosper	Lephalale Local Municipality seeks to compile programmes and formulate policies and by-laws that encourage entrepreneurship and thereby monitor and evaluate performance of the local economy and investment trends. Project designs to include labour intensive methods and identify opportunity areas and expose SMMEs to incubation projects which will stimulate development and thereby enhance job creation. Ensure LED's involvement and integration of the appointment process of labourers in capital projects. Hence, the advent of mining pertaining to energy within the municipal areas gives rise for the municipality to elaborate on the manufacturing, tourism, mining, wholesale and retail, agricultural and government sectors. In order to promote PPP the municipality needs to develop incentive packages for private investment. Invariably the municipality will seek to develop collaboration agreements with both public and private entities on programme implementation. Furthermore, the municipality needs to establish an entity that will drive economic development and mobilise funding for bulk infrastructure network. Lephalale economic development agency as a vehicle for such development is necessary.
Provide quality and well maintained infrastructural services in all municipal areas	The development of power stations in Lephalale has brought along many challenges associated with infrastructure and service delivery. Apart from the fact that significant backlogs exist in terms of basic service delivery, the Lephalale Local Municipality's needs to refurbish its existing infrastructure that is ageing due to increasing population size as the economy grows. It is therefore critical for the Municipality to consider the development of infrastructure as well as options such as serious investments that is required to refurbish and maintain these assets. The extent of infrastructure development needs in the building of a city is rather uncertain and therefore it is of critical importance that Lephalale Local Municipality should develop an Infrastructure Investment Master Plan. This plan should assist the municipality to classify the current state of infrastructure, assist with integrated planning to ensure planning for provision and refurbishment of infrastructure is taken into consideration and carefully planned.



STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
Rational planning to bridge first and second economies and provide adequate land for development	The Municipality seeks to conduct a land audit for the identified nodal areas well in advance to realise its strategy of becoming a city and thereby bridge the first and second economies. Further investments and establishment of industries and enterprises should be investigated and established to diversify the economy of the municipal area. The municipality must create an environment conducive for economic growth through investments in socio-economic infrastructure to trigger local economic growth and forge partnerships with stakeholders to invest in the local economy. Existing policies should be reviewed or new policies developed to become more enabling and focussed on establishment of partnerships and networks that will enhance and expand the SMME value chain. The spatial positioning and related possibilities to link with and benefit from other growing economies around the municipal area should be exploited through extensive marketing and branding of the municipality as a vibrant city.
Responsible, accountable, effective and efficient corporate governance	Lephalale Local Municipality seeks to strengthen and effectively manage the systems and procedures to ensure that sound governance practices are adhered to. This should begin with the need to ensure the full functionality of ward committee and public participation systems to enhance democratic governance. These will give rise to the need to maximise organisational excellence and provide accountability to the community of Lephalale. Hence, the complexities of becoming a city comes with responsibility and accountability, the development of strategic plans with the long term vision in mind will be of critical importance. The municipality should plan beyond 2030 to realise its vision of becoming a City. These will also involve the attendance of sector planning and involving sector departments in municipal planning. The development of a credible IDP is the cornerstone of good governance, hence the municipality must ensure that effective functioning of the municipal system and processes by ensuring effective planning, monitoring, reporting and evaluation processes on service delivery improvement and how effectively the IDP outcomes are achieved. These will ensure that a clean audit opinion is achieved by the municipality.
Improve functionality, performance and professionalism	Lephalale Local Municipality seeks to become a fully-fledged City in the coming 20 years. Becoming a city comes with a responsibility to improve the current status quo meaning that the functionality of systems will therefore need to change for the better. The municipality will also need to accelerate its performance and level of professionalism enough to convince government and other stakeholders of its readiness to become a City. Lephalale Local Municipality has thus far began to interact with international communities bearing the advent of mining, therefore the need to practices international best practices has now become an absolute necessity. It can be said again that the municipality ought to step up its operational standards and governance structure and systems to comply with best practice. Therefore good governance instilled into the minds and hearts of municipal leadership, management and officials.



The Strategic Impacts for each Strategic Objective as aligned to the NDP and Back to Basics priorities follow in the matrix below:

## 7. STRATEGIC ALIGNMENT

The strategy developed for Lephalale Local Municipality should adhere to, incorporate and support various strategies and intentions of government both at national and provincial levels. Based on these strategic plans and priorities or objectives, Lephalale Local Municipality has developed the following tabular matrix to plot how the strategic objectives will align to the different objectives and priorities developed from various spheres of government, as follows:

BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	LEPHALALE STRATEGIC OBJECTIVES	LEPHALALE IMPACTS
Delivering municipal services	Improving infrastructure	Provide quality and well maintained infrastructural services in all municipal areas	Satisfied community members “effective and long lasting service delivery”
	An economy that will create more jobs	Create a conducive environment for businesses to invest and prosper	Sustainable economy
	An inclusive and integrated rural economy		
	Reversing the spatial effect of apartheid	Rational planning to bridge first and second economies and provide adequate land for development	Sustainable development
	Transition to a low-carbon economy	Protect the environment and improve community well-being	Safe, healthy and clean living conditions
	Quality health care for all		
Putting people and their concerns first	Social protection	Capacitate disadvantaged groups	Quality life for disadvantaged groups
	Transforming society and uniting the country		
	Building safer communities		
	Improving quality of education, training and innovation		





BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	LEPHALALE STRATEGIC OBJECTIVES	LEPHALALE IMPACTS
Sound financial management and accounting	Fighting corruption	Enhance revenue and financial management	Financial Viability and Prosperous institution
Demonstrating good governance and administration		Responsible, accountable, effective and efficient corporate governance	Public confidence
Sound institutional and administrative capabilities	Reforming the public service	Improve functionality, performance and professionalism	Best governance ethos

---

## 8. PROJECTED MONTHLY REVENUE AND EXPENDITURE

---

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 reconcile 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.

It is necessary to also should show monthly projections of expenditure. 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 do not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

This part of the plan is based upon the Budget and Reporting Regulations Schedules A1 that serve as supporting documentation for the budget, in particular Tables SA25-SA30 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

#### REVENUE:

a. The monthly projections for revenue by source, is included below:

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Revenue By Source</b>															
Property rates	4294389	4183906	4366949	4137256	3725207	4019746	3851126	4151126	3751126	4051126	4151126	4097221	48780304	51804682	54861159
Property rates - penalties & collection charges												0	0	0	0
Service charges - electricity revenue	12072280	12717978	12841793	12754676	13070348	12255841	11508011	10508011	11508011	11508011	1.2E+07	12373791	144626762	153593621	162655644
Service charges - water revenue	3666873	2724232	3790057	2839274	2844791	3487180	3251157	2251157	2251157	2251157	3251157	4236903	36845095	39129491	41438131
Service charges - sanitation revenue	1350711	1221748	1245967	1148905	1606299	1847524	1618091	1118091	1218091	1318091	1418091	1818797	16930406	17980091	19040916
Service charges - refuse revenue	1001388	996424	874316	873481	871909	920330	904826	808125	948124	964696	1048122	1093319	11305060	12005973	12714326
Service charges - other												0	0	0	0
Rental of facilities and equipment	28897	18897	25103	18897	28573	23532	23078	22069	23532	22069	25103	27945	287695	305532	323558
Interest earned - external investments	372133	394255	236204	354072	305300	343700	394255	236204	237631	259061	245459	868846	4247120	4479441	4714228
Interest earned - outstanding debtors	2133643	1153201	1488084	1768015	1504339	2133643	1775617	1703079	2110712	1846818	2133643	1439394	21190188	22503980	23831715
Dividends received												0	0	0	0
Fines	24563	23214	32532	24301	20136	32532	29392	36372	32532	34495	30591	49040	369700	392621	415786
Licences and permits	647193	847193	655925	850914	578299	988915	711236	862534	956321	663214	796321	746666	9304731	9881624	10464640
Agency services												0	0	0	0
Transfers recognised - operational	38321451	1028381	232724	399356	27302597	229000	1170674	1276943	29136523	1309923	1374389	-2609961	99172000	106074000	116958000
Other revenue	2405527	1446501	2032944	2111743	2553466	3236149	1439674	3166056	2402586	1951175	2639952	-8299603	17086170	18182674	19255495
Gains on disposal of PPE												0	0	0	0
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>66319048</b>	<b>26755930</b>	<b>27822598</b>	<b>27280890</b>	<b>54411264</b>	<b>29518092</b>	<b>26677137</b>	<b>26139767</b>	<b>54576346</b>	<b>26179836</b>	<b>2.9E+07</b>	<b>15842358</b>	<b>410145231</b>	<b>436333730</b>	<b>466673598</b>

Supporting Table SA25 Consolidated budgeted monthly revenue by source



b. The monthly projections for revenue by vote follows:

Description	Budget 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Revenue by Vote</b>															
Vote 1 - MUNICIPAL MANAGER	27718438	2342451	2021441	2021440.9	23454320	148730.84	313659.861	2342451	2021440.9	2322792	23454320	-83029438	5132047.3	5697077.09	6262100.5
Vote 2 - BUDGET AND TREASURY	3913047.8	3073355	2701243	2701243.1	3732215.6	2680561	2662785.17	3073355.1	2701243.1	3612844	3732216	40705192	75289301	80240422.4	85220477
Vote 3 - CORPORATE SERVICES	0	18557.64	0	0	302681.67	40799.535	39103.2477	0	0	0	0	-26824.72	374317.37	397525.049	420979.03
Vote 4 - SOCIAL SERVICES	3657727	1182564	534051.1	534051.08	3518538.4	1427919.1	5616733.84	1182563.9	534051.08	1059836	3518538	18156303	40922877	42651565.3	45782046
Vote 5 - INFRASTRUCTURE SERVICES	35743832	16501606	16587725	16587725	34164162	14177047	14429525.2	16501606	16587725	12916095	34164162	121555333	349916544	383941074	410728317
Vote 6 - PLANNING DEVELOPMENT	126542.83	82263.31	57226.9	57226.904	24755.911	52057.764	17513.8757	82263.309	57226.904	228602.3	24755.91	236707.6	1047143.5	1112066.42	1177678.3
Vote 7 - Office of the Municipal Manager												0	0	0	0
<b>Total Revenue by Vote</b>	<b>71159588</b>	<b>23200797</b>	<b>21901687</b>	<b>21901687</b>	<b>65196673</b>	<b>18527116</b>	<b>23079321.2</b>	<b>23182240</b>	<b>21901687</b>	<b>20140170</b>	<b>64893991</b>	<b>97597273</b>	<b>472682231</b>	<b>514039730</b>	<b>549591598</b>

**Supporting Table SA26 Consolidated budgeted monthly revenue by vote**



c. The monthly revenue in terms of standard classifications are indicated below:

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Revenue - Standard</b>															
<b>Governance and administration</b>	20869200.2	7756361.01	9112884.22	9112884.22	19890026.2	5404346.41	6023572.97	7756361.01	9112884.22	9272168.82	19890026.2	-41587300	82613415.38	88370324.51	94049456.21
Executive and council	17852278	4312892.16	6583034.23	6583034.23	16687097.2	2174388.84	2967123.58	4312892.16	6583034.23	5151581.19	16687097.2	65020274.9	24874178.09	26972155	29138577.4
Budget and treasury office	2978820.41	3392579.71	2498655.72	2498655.72	3172900.82	3189455.66	3026436.38	3392579.71	2498655.72	4086507.52	3172900.82	21639021.7	55547169.92	58965344.46	62343999.78
Corporate services	38101.7985	50889.1293	31194.2752	31194.2752	30028.1261	40501.9134	30013.0116	50889.1293	31194.2752	34080.1077	30028.1261	1793953.2	2192067.372	2432825.049	2566879.027
<b>Community and public safety</b>	0	0	0	0	0	0	0	0	0	0	0	4083772.45	4083772.446	4336966.338	4592847.352
Community and social services												288566.2	288566.2	306457.3044	324538.2854
Sport and recreation												0	0	0	0
Public safety												3795206.25	3795206.246	4030509.033	4268309.066
<b>Economic and environmental services</b>	666579.71	1565299.81	267442.162	267442.162	474993.164	434714.43	2306371.16	1565299.81	267442.162	609432.208	474993.164	21063281.7	29963291.67	50489439.65	53288146.35
Planning and development	126125.43	82321.605	57267.4575	57267.4575	24773.454	52094.6546	17526.2868	82321.605	57267.4575	228764.298	24773.454	236640.366	1047143.526	1112066.425	1177678.344
Road transport	540454.28	1482978.21	210174.705	210174.705	450219.71	382619.775	2288844.88	1482978.21	210174.705	380667.911	450219.71	20826641.4	28916148.15	49377373.22	52110468
Environmental protection												0	0	0	0
<b>Trading services</b>	34603857.5	13399104.6	15477357.2	15477357.2	33277518.3	15224695.6	15570928.3	13399104.6	15477357.2	13361279.2	33277518.3	137475673	356021751.1	370842999.5	397661147.9
Electricity	24740222.8	11257583.9	10754854	10754854	23336996.1	12698999.8	12633425.1	11257583.9	10754854	11042242.1	23336996.1	28066366.4	190634978.4	196282797.2	209354996.4
Water	6469779.15	1431374.65	4018142.44	4018142.44	6816720.86	1789328.52	2187812.27	1431374.65	4018142.44	1563302.08	6816720.86	62173161.3	102734001.6	109830526.8	118441650.5
Waste water management	3393855.48	710146.038	704360.756	704360.756	3123801.33	736367.26	749690.958	710146.038	704360.756	755735.023	3123801.33	19962941.9	35379567.64	36574064.03	39433669.79
Waste management												27273203.5	27273203.52	28155611.56	30430831.13
<b>Other</b>												0	0	0	0
<b>Total Revenue - Standard</b>	56139637.4	22720765.4	24857683.6	24857683.6	53642537.6	21063756.5	23900872.5	22720765.4	24857683.6	23242880.3	53642537.6	121035427	472682230.6	514039730	549591597.8

Supporting Table SA27 Consolidated budgeted monthly revenue (standard classification)



## EXPENDITURE:

a. The monthly projections for expenditure by type follows below:

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Expenditure By Type</b>															
Employee related costs	14059009	14489542	14443628	12349275	13349275	13292519	13023989	12852609	13603313	14429422	13852609	12153226	161898416	173548955	185517201
Remuneration of councillors	639156	657131	543143	643144	621696	613416	621761	613416	821761	921761	652314	1205382	8554081	9169975	9802703
Debt impairment	156312	125621	123651	156321	125361	131654	145632	133624	136524	92301	125632	197367	1650000	1752300	1855686
Depreciation & asset impairment	5606498	5931456	5632145	5879530	5356214	5763221	5687485	5887485	5687485	5632145	5932145	5958047	68953856	73228995	77549506
Finance charges	1349835	1023654	563214	1023651	904637	1102136	916786	862314	963214	998624	856321	901184	11465570	11033121	10404493
Bulk purchases	10563214	10563214	10236548	12365896	10235621	9362541	10236541	11236321	9012364	10236514	9652314	10896391	124597479	132322523	140129552
Other materials												0	0	0	0
Contracted services	932469	625614	762934	774879	897883	830312	848783	879632	786231	732145	984452	3416216	12471550	13244786	14026228
Transfers and grants	20156	156321	79632	156321	212202	65321	56214	18963	25632	75632	28963	420135	1315492	1397051	1479477
Other expenditure	7563214	8896321	8712207	6451134	5632154	5369852	5518803	5689545	8332450	6532141	8106837	4624132	81428790	84089816	88943313
Loss on disposal of PPE												0	0	0	0
<b>Total Expenditure</b>	<b>40889863</b>	<b>42468874</b>	<b>41097102</b>	<b>39800151</b>	<b>37335043</b>	<b>36530972</b>	<b>37055994</b>	<b>38173909</b>	<b>39368974</b>	<b>39650685</b>	<b>40191587</b>	<b>39772080</b>	<b>472335234</b>	<b>499787522</b>	<b>529708159</b>

**Supporting Table SA25 Consolidated budgeted monthly expenditure by type**



b. The monthly projections for overall expenditure by vote is included below:

Description	Budget 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Expenditure by Vote to be appropriated</b>															
Vote 1 - MUNICIPAL MANAGER	4327832.9	3725278	885815.8	885815.81	2578048.8	2206043.8	2442557.33	3725277.7	885815.81	1867318	2578049	8210643.2	34318496	36568506	38857116
Vote 2 - BUDGET AND TREASURY	2891953.1	3055618	4062452	4062451.6	5880447.2	5430482.9	7846055.85	3055618.1	4062451.6	3677080	5880447	-7265936	42639122	45433884	48203799
Vote 3 - CORPORATE SERVICES	2127381.5	1762130	1892204	1892204.4	1664278.1	1570980.4	1410879.07	1762130.2	1892204.4	2583560	1664278	4157018.3	24379249	26054470	27767177
Vote 4 - SOCIAL SERVICES	5201534.1	4809553	5635269	5635269.5	5405135.9	6022701.4	5698698.66	4809553.2	5635269.5	5682534	5405136	9877052.5	69817707	73363804.4	78239118
Vote 5 - INFRASTRUCTURE SERVICES	25438565	24158943	21179465	21179465	22096297	24170118	22114872.9	24158943	21179465	21194109	22096297	30720829	279687369	296425298	313214361
Vote 6 - PLANNING DEVELOPMENT	864091.49	863033.3	941216.1	941216.05	800972.43	843884.45	945985.201	863033.3	941216.05	961223.4	800972.4	2394811.1	12161655	11949227.7	12756662
Vote 7 - Office of the Municipal Manager	1016604.9	1212833	1115685	1115684.7	1028991.5	1104598.9	1183349.33	1212832.8	1115684.7	1357847	1028992	-3161467	9331635	9992331.22	10669927
Vote 8 - [NAME OF VOTE 8]												0	0	0	0
Vote 9 - [NAME OF VOTE 9]												0	0	0	0
<b>Total Expenditure by Vote</b>	<b>41867963</b>	<b>39587388</b>	<b>35712107</b>	<b>35712107</b>	<b>39454171</b>	<b>41348810</b>	<b>41642398.4</b>	<b>39587388</b>	<b>35712107</b>	<b>37323672</b>	<b>39454171</b>	<b>44932951</b>	<b>472335234</b>	<b>499787522</b>	<b>529708159</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>29291625</b>	<b>-16386591</b>	<b>-13810420</b>	<b>-13810420</b>	<b>25742502</b>	<b>-22821694</b>	<b>-18563077</b>	<b>16405149</b>	<b>13810420</b>	<b>17183502</b>	<b>25439820</b>	<b>52664322</b>	<b>346996.71</b>	<b>14252208.2</b>	<b>19883439</b>
Taxation												0	0	0	0
Attributable to minorities												0	0	0	0
Share of surplus/ (deficit) of associate												0	0	0	0
<b>Surplus/(Deficit)</b>	<b>29291625</b>	<b>-16386591</b>	<b>-13810420</b>	<b>-13810420</b>	<b>25742502</b>	<b>-22821694</b>	<b>-18563077</b>	<b>16405149</b>	<b>13810420</b>	<b>17183502</b>	<b>25439820</b>	<b>52664322</b>	<b>346996.71</b>	<b>14252208.2</b>	<b>19883439</b>

Supporting Table SA26 Consolidated budgeted monthly expenditure (municipal vote)



c. The monthly projections for expenditure in terms of standard classifications follows:

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Expenditure - Standard</b>															
<b>Governance and administration</b>	8605986.56	8256300.83	7198830.47	7198830.47	10095367.1	9484413.27	12308753	8256300.83	7198830.47	8011425.18	10095367.1	30171176.7	126881582	135325675	143852064
Executive and council	3527050.88	3157932.55	1280350.11	1280350.11	2900133.22	2374519.29	2345823.51	3157932.55	1280350.11	2082387.28	2900133.22	26896068.2	53183031	56651628	60173853
Budget and treasury office	3094119.96	3216527.69	4056945.9	4056945.9	5493670.26	5489809.39	8452015.39	3216527.69	4056945.9	3474883.78	5493670.26	12753062.1	37349000	39803000	42227000
Corporate services	1984815.71	1881840.59	1861534.46	1861534.46	1701563.63	1620084.58	1510914.11	1881840.59	1861534.46	2454154.12	1701563.63	16028170.7	36349551	38871047	41451211
<b>Community and public safety</b>	5906532.6	4594244.07	5886281.52	5886281.52	5037085.54	6513951.22	5669042.04	4594244.07	5886281.52	5431625.94	5037085.54	-	32706736.52	35081405.89	37399962.93
Community and social services	3615664.47	2732001.13	4231121.28	4231121.28	3557921.33	4504282.08	3871468.51	2732001.13	4231121.28	3762248.74	3557921.33	-	24660260.21	26355708.95	28088003.79
Sport and recreation												0	0	0	0
Public safety	2290868.13	1862242.94	1655160.24	1655160.24	1479164.22	2009669.14	1797573.53	1862242.94	1655160.24	1669377.21	1479164.22	-15863367	3552416	3927793.93	4203953.707
Housing												4494060.3	4494060.302	4797903.003	5108005.431
Health												0	0	0	0
<b>Economic and environmental services</b>	5769423.38	6121257.06	5732496.75	5732496.75	5532223.24	5512321.47	6073464.38	6121257.06	5732496.75	5531918.34	5532223.24	6441005.66	69832584.07	73430598.06	78115992.11
Planning and development	909942.118	901270.566	950867.011	950867.011	781153.263	799214.399	959859.374	901270.566	950867.011	925701.215	781153.263	954178.765	10766344.56	10456090.36	11162103.5
Road transport	4859481.27	5219986.49	4781629.74	4781629.74	4751069.98	4713107.07	5113605.01	5219986.49	4781629.74	4606217.12	4751069.98	5486826.9	59066239.51	62974507.7	66953888.61
Environmental protection												0	0	0	0
<b>Trading services</b>	22400437.4	20633955.2	18430640.6	18430640.6	15871919.9	20445334	18708641.2	20633955.2	18430640.6	18442777.9	15871919.9	34613469	242914331.8	255949843.3	270340140.4
Electricity	16805398.9	14626791.1	13507653.3	13507653.3	4701509.36	12515491.3	12069398.7	14626791.1	13507653.3	12280401.8	4701509.36	10739052.7	143589304.1	152648979.5	161823721.8
Water	3150075.33	3212510.45	2571873.34	2571873.34	8405264.91	4550189.78	3555222.09	3212510.45	2571873.34	3240607.69	8405264.91	17072941.8	62520207.48	65404680.37	68146419.21
Waste water management	1395005.31	1652142.99	1289538.16	1289538.16	1593515.78	1974106.22	1855547.39	1652142.99	1289538.16	1653973.61	1593515.78	3218723.44	20457287.99	21827220.6	23223921.19
Waste management	1049957.79	1142510.73	1061575.87	1061575.87	1171629.87	1405546.69	1228473.04	1142510.73	1061575.87	1267794.77	1171629.87	3582751.11	16347532.21	16068962.87	17146078.2
<b>Other</b>												0	0	0	0
<b>Total Expenditure - Standard</b>	<b>42682379.9</b>	<b>39605757.2</b>	<b>37248249.4</b>	<b>37248249.4</b>	<b>36536595.8</b>	<b>41956019.9</b>	<b>42759900.6</b>	<b>39605757.2</b>	<b>37248249.4</b>	<b>37417747.4</b>	<b>36536595.8</b>	<b>43489732.3</b>	<b>472335234.4</b>	<b>499787522.3</b>	<b>529708159.4</b>

Supporting Table SA27 Consolidated budgeted monthly expenditure (standard classification)



d. The monthly projections for capital expenditure by vote is included below :

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Single-year expenditure to be appropriated</b>															
Vote 1 - MUNICIPAL MANAGER												50000	50000	0	0
Vote 2 - BUDGET AND TREASURY				0		100000						-85000	15000	0	0
Vote 3 - CORPORATE SERVICES												3619220	3619220	0	0
Vote 4 - SOCIAL SERVICES									5000000			-1527500	3472500	0	0
Vote 5 - INFRASTRUCTURE SERVICES	5311530	7153646	6365120	6992942	4652000	2880200	4961833	3062000	2819707	1680000	2365600	24448672	72693250	75670699	80772100
Vote 6 - PLANNING DEVELOPMENT												230000	230000	0	0
<b>Capital single-year expenditure sub-total</b>	<b>5311530</b>	<b>7153646</b>	<b>6365120</b>	<b>6992942</b>	<b>4652000</b>	<b>2980200</b>	<b>4961833</b>	<b>3062000</b>	<b>7819707</b>	<b>1680000</b>	<b>2365600</b>	<b>26735392</b>	<b>80079970</b>	<b>75670699</b>	<b>80772100</b>
<b>Total Capital Expenditure</b>	<b>5311530</b>	<b>7153646</b>	<b>6365120</b>	<b>6992942</b>	<b>4652000</b>	<b>2980200</b>	<b>4961833</b>	<b>3062000</b>	<b>7819707</b>	<b>1680000</b>	<b>2365600</b>	<b>26735392</b>	<b>80079970</b>	<b>75670699</b>	<b>80772100</b>

**Supporting Table SA28 Consolidated budget monthly capital expenditure (municipal vote)**





- e. The monthly projections for capital expenditure in terms of standard classifications as per Supporting table SA29 Consolidated budgeted monthly capital expenditure (standard classification) follows:

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Capital Expenditure - Standard</b>															
<b>Governance and administration</b>	0	0	0	0	0	0	0	0	0	0	0	3684220	3684220	0	0
Executive and council												50000	50000	0	0
Budget and treasury office												15000	15000	0	0
Corporate services												3619220	3619220	0	0
<b>Community and public safety</b>	0	0	0	0	0	0	0	0	0	0	0	572500	572500	0	0
Community and social services												572500	572500	0	0
<b>Economic and environmental services</b>	3821595	3271600	2480900	4923700	2652200	3490000	1542000	2790900	658200	0	0	-2160561	23470534	38670699	40772100
Planning and development												230000	230000	0	0
Road transport	3821595	3271600	2480900	4923700	2652200	3490000	1542000	2790900	658200			-2390561	23240534	38670699	40772100
Environmental protection												0	0	0	0
<b>Trading services</b>	2695600	1520500	1320775	890000	1100000	0	0	0	650000	1680000	2365600	40130241	52352716	37000000	40000000
Electricity												7000000	7000000	0	0
Water	2695600	1520500	1320775	890000	1100000				650000	1680000	2365600	28730241	40952716	37000000	40000000
Waste water management												2900000	2900000	0	0
Waste management												1500000	1500000	0	0
<b>Other</b>												0	0	0	0
<b>Total Capital Expenditure - Standard</b>	6517195	4792100	3801675	5813700	3752200	3490000	1542000	2790900	1308200	1680000	2365600	42226400	80079970	75670699	80772100
<b>Funded by:</b>															
National Government	6517000	4792000	3802000	5814000	3752000	3590000	1542000	2791000	6308000	1680000	2366000	19583250	62537250	75671000	80772000
Transfers recognised - capital	6517000	4792000	3802000	5814000	3752000	3590000	1542000	2791000	6308000	1680000	2366000	19583250	62537250	75671000	80772000
<b>Total Capital Funding</b>	6517000	4792000	3802000	5814000	3752000	3590000	1542000	2791000	6308000	1680000	2366000	37125970	80079970	75671000	80772000

Supporting Table SA29 Consolidated budget monthly capital expenditure (standard classification)



## CASH FLOWS:

The monthly projections for cash flow (cash receipts by source and cash payments by type) as per Supporting Table SA30 Consolidated budgeted monthly cash flow are indicated below:

MONTHLY CASH FLOWS	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Cash Receipts By Source</b>													1		
Property rates	5654380.12	3308264.43	2604884.57	2604884.57	4172970.19	3408176.49	3482923.7	3308264.43	2604884.57	4551860.13	4172970.19	6466824.61	46341288	49214448	52118101
Property rates - penalties & collection charges												0			
Service charges - electricity revenue	18033500	8509687.28	7706487.44	12656540.5	12119557.2	8408172.87	12155296.6	7706487.44	12656540.5	12119557.2	8408172.87	16915423.9	137395423.9	145913940.2	154522862.7
Service charges - water revenue	3911033.15	2051258.39	3145767.47	2025163.47	4011011.59	2826638.29	2958546.8	3145767.47	2025163.47	4011011.59	2826638.29	2064840.77	35002840.77	37173016.9	39366224.9
Service charges - sanitation revenue	2081544.52	2843176.21	717875.439	1470576.33	1181443.65	913057.704	1203373.03	717875.439	1470576.33	1181443.65	913057.704	1389885.71	16083885.71	17081086.63	18088870.74
Service charges - refuse revenue	1456714.19	428839.929	630661.369	1058819.67	1004542.72	800899.611	914599.146	630661.369	1058819.67	1004542.72	800899.611	949807.049	10739807.05	11405675.09	12078609.92
Service charges - other												0			
Rental of facilities and equipment	22517.8677	23629.9861	23629.9861	25452.6197	23629.9861	27273.9421	9879.07824	23629.9861	25452.6197	23629.9861	27273.9421	17310.5141	273310.5141	290255.766	307380.8562
Interest earned - external investments	379757.643	16931.0139	1270214.75	109558.301	8938.43512	876667.242	399553.889	1270214.75	109558.301	8938.43512	876667.242	-	1579879.95	3747120.052	4214228.543
Interest earned - outstanding debtors												0			
Dividends received	19063.2902	51415.513	20566.2052	19775.1973	19775.1973	61962.2849	32328.1234	22411.8903	19775.1973	61962.2849	32328.1234	-	361363.307		
Fines												363811.32	363811.32	385276.1879	406851.6544
Licences and permits	607499.159	396191.922	239387.731	306813.533	387306.351	278066.098	4833161.49	239387.731	306813.533	387306.351	278066.098	1044731.47	9304731.468	9881624.819	10464640.68
Agency services												0			
Transfer receipts - operational	53220489.2	0	201898.019	0	3438244.13	33099755.2	285613.418	0	0	0	0	8926000	99172000	106074000	116958000
Other revenue	498726.583	5094.8545	49243.101	1538122.55	1538122.55	1768339.36	514446.561	448059.264	1538122.55	1768339.36	514446.561	21896532.7	32077596	38673577	47645818
<b>Cash Receipts by Source</b>	<b>85885225.7</b>	<b>17634489.5</b>	<b>16610616.1</b>	<b>21815706.8</b>	<b>27905542</b>	<b>52469009.1</b>	<b>26789721.9</b>	<b>17512759.8</b>	<b>21815706.8</b>	<b>25118591.7</b>	<b>18850520.6</b>	<b>58093924.8</b>	<b>390501814.8</b>	<b>420072342.1</b>	<b>456171588.9</b>
<b>Other Cash Flows by Source</b>															
Transfer receipts - capital	28235610.6	2437343.83	0	0	3914363.76	0	0		29793000			-	1843318.16	62537000	82918000
<b>Total Cash Receipts by Source</b>	<b>114120836</b>	<b>20071833.4</b>	<b>16610616.1</b>	<b>21815706.8</b>	<b>31819905.8</b>	<b>52469009.1</b>	<b>26789721.9</b>	<b>17512759.8</b>	<b>51608706.8</b>	<b>25118591.7</b>	<b>18850520.6</b>	<b>56250606.7</b>	<b>453038814.8</b>	<b>497778342.1</b>	<b>539089588.9</b>
<b>Cash Payments by Type</b>															



MONTHLY CASH FLOWS	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Employee related costs	12679069.7	12757693.3	12765087.2	12675333.6	12454841.5	12716536.9	13014638.5	12765087.2	12675333.6	12454841.5	12716536.9	22223416	161898416	173548955	185517201
Remuneration of councillors	678933.345	727334.552	686414.623	686414.747	686414.747	686414.623	686414.623	686414.747	686414.747	686414.623	686414.623	970081	8554081	9169975	9802703
Finance charges	953221.581	950826.81	160823.992	454109.495	1469585.65	2118421.77	1281069.79	160823.992	454109.495	1469585.65	2118421.77	-126430	11464570	11033121	10404493
Bulk purchases - Electricity	12746798	12358799.6	9882308.31	8774691.1	8774691.1	8505845.35	8063219.71	8275290.88	8774691.1	8505845.35	8063219.71	11298022.8	114023423	121092876	128237355
Bulk purchases - Water & Sewer												10574056	10574056	11229647	11892197
Other materials	422291.521	380570.534	743853.463	387018.855	387018.855	2227756.15	371290.761	1073076.47	387018.855	2227756.15	371290.761	8978942.38			
Contracted services	1145751.42	802119.804	1302572.44	2840426.57	2840426.57	1671600.86	177462.233	2969788.5	2840426.57	1671600.86	177462.233	5968089.07	12471549	13244785	14026228
Transfers and grants - other municipalities												0			
Transfers and grants - other												1315492	1315492	1397051	1479477
Other expenditure	4982238.05	3641777.29	2746889.98	4660376.77	4992889.11	4806912.59	7887847.78	2746889.98	4660376.77	4992889.11	4806912.59	30502790	81428790	84089816	88943313
<b>Cash Payments by Type</b>	<b>33608303.6</b>	<b>31619121.9</b>	<b>28287950</b>	<b>30478371.2</b>	<b>31605867.6</b>	<b>32733488.2</b>	<b>31481943.4</b>	<b>28677371.8</b>	<b>30478371.2</b>	<b>32008933.3</b>	<b>28940258.6</b>	<b>61810396.3</b>	<b>401730377</b>	<b>424806226</b>	<b>450302967</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	2977428.08	8625424.43	10735959.2	5643687.61	5643687.61	2487922.6	7991083.69	6550400.23	5643687.61	2487922.6	7991083.69	13301682.6	80079970	75671000	80772000
Repayment of borrowing												4187278	4187278	4682727	5248355
Other Cash Flows/Payments												0			
<b>Total Cash Payments by Type</b>	<b>36585731.7</b>	<b>40244546.4</b>	<b>39023909.2</b>	<b>36122058.8</b>	<b>37249555.2</b>	<b>35221410.8</b>	<b>39473027.1</b>	<b>35227772</b>	<b>36122058.8</b>	<b>34496855.9</b>	<b>36931342.3</b>	<b>79299357</b>	<b>485997625</b>	<b>505159953</b>	<b>536323322</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>77535104.6</b>	<b>-20172713</b>	<b>-22413293.1</b>	<b>-14306352</b>	<b>-5429649.39</b>	<b>17247598.3</b>	<b>-12683305.2</b>	<b>-17715012.2</b>	<b>15486648</b>	<b>-9378264.14</b>	<b>-18080821.6</b>	<b>-23048750.3</b>	<b>-32958810.21</b>	<b>-7381610.938</b>	<b>2766266.94</b>
Cash/cash equivalents at the month/year begin:	44393026	121928131	101755418	79342124.4	65035772.4	59606123	76853721.3	64170416.1	46455403.9	61942051.9	52563787.7	34482966.1	44393026	11434215.79	4052604.85
Cash/cash equivalents at the month/year end:	121928131	101755418	79342124.4	65035772.4	59606123	76853721.3	64170416.1	46455403.9	61942051.9	52563787.7	34482966.1	11434215.8	11434215.79	4052604.85	6818871.79

**Supporting Table SA30 Consolidated budget monthly cash flow**

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



## 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.

### 9.1. OFFICE OF THE MUNICIPAL MANAGER – VOTE 1

The objectives and strategies for the office of the Municipal Manager identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Anti-corruption	Responsible, accountable, effective and efficient corporate governance.	Zero tolerance of corruption and fraud.	Create awareness on the fraud prevention plan and anti-corruption policy and hotline. Ensure that all allegations received on the Fraud hotline are fully investigated and corrective measures are taken.	To curb corrupt behavior through deterrence, prevention and education. Strengthen internal control system (policies) by implementation of policies.	Strengthen internal control system (policies) by implementation of policies Enforcement of corrective measures against all corrupt activities occurred.	Review fraud prevention plan and anti-corruption policy Conduct lifestyle audit Enforcement of corrective measures against all corrupt activities occurred



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Audit Committee	Responsible, accountable, effective and efficient corporate governance	Functional Audit Committee	Advise management and council on issues of corporate governance, Risk Management and Internal controls. Respond to all issues raised by AG and give recommendations to council.	AC to meet as often as possible (no less that quarterly) to render required support.	Respond to all issues raised by AG and give recommendations to council AC to meet as often as possible (no less that quarterly) to render required support	Respond to all issues raised by AG and give recommendations to council. AC to meet as often as possible (no less that quarterly) to render required support
Auditor General	Improve functionality, performance and professionalism	Ensure clean audit results from 2016 onwards.	Address all queries raised by the AG and compliance to legislation. Implement internal control system.	Address all queries raised by the AG and compliance to legislation. Implement internal control system.	Address all queries raised by the AG and compliance to legislation.	Streamline internal audit procedures to reduce AG fees in future.
Risk Management Committee	Improve functionality, performance and professionalism	Functional Risk Management Committee.	To advise management on issues of Risk Management. RMC to meet as often as possible (no less that quarterly) to render required support.	RMC to meet as often as possible (no less that quarterly) to render required support. Provide training to the Risk Committee members (Exec Management) on Risk Management matters.	Continuous provision of training to the Risk Committee members (Exec Management) on Risk Management matters.	



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Internal Audit	Improve functionality, performance and professionalism.	Clean audit	To assist management to comply with all relevant legislations and maintain sound internal control systems. Assist Management in addressing all queries raised by the AG and compliance to legislation. Assist Management in implementing sound internal control system.	Develop risk based strategic and operational audit plan. Assist Management in addressing all queries raised by the AG and compliance to legislation. Assist Management in implementing sound internal control system.	Develop risk based strategic and operational audit plan. Appoint IT Audit specialist Streamline internal audit procedures to reduce AG fees in future. Streamline internal audit procedures to get reliance by AG on the work of Internal Audit.	Allocate auditors specific for each directorate to deal with compliance matters in each directorate.
Risk Management	Improve functionality, performance and professionalism	Risk conscious and responsive environment	Improve risk management processes by ensuring that all identified risks are mitigated. Conducting risk assessments, updating risk registers, monitoring of implementation of risk register.	Establish functional risk management unit. Conduct risk assessments, updating risk registers, monitoring of implementation of risk register.	Improve on the functionality of the risk committee by offering the members training on the roles and responsibilities of the RMC.	Risk assessments conducted quarterly. Integration of risk management system with IDP, budget and PMS Improve on the functionality of the risk committee by offering the members an advanced training on effective RMC.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Communication	Responsible, accountable, effective and efficient corporate governance.	Informed and engaged stakeholders.	Prompt, agile and accurate communication to the community through making use of variety of communication platforms.	Develop database of all household that receive municipal services in our jurisdiction. Ensure that all communities have easy access to broadband.	Development and implementation of communication policy. Annually review communication strategy and policy. Update website on monthly basis	Annually review communication strategy and policy Building capacity in communication unit. Update website on monthly basis
Integrated Development Planning.	MEC IDP credibility rating.	Integrated and credible IDP that drives budget process.	Credible IDP aligned with the NDP, LDP and driving the budget processes. Attendance of sector planning and involving sector departments in municipal planning. Coordination of local IDP stakeholder meetings.	Capacitate IDP unit with research and innovative thinking. Development of strategic plans with long term vision in mind. Project prioritization based upon NDP, innovative strategic planning – IDP to inform the budget.	Building capacity through staff compliment in IDP division. Development of strategic plans with the long term vision in mind. Regular public participation, keeping community members informed and involved in planning.	Development of strategic plans with the long term vision in mind. Regular public participation, keeping community members informed and involved in planning decisions. Proper project prioritization based upon NDP, strategic plan and innovation – IDP to inform the budget Plan beyond 30 years.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Performance Management	Improve functionality, performance and professionalism.	Empowered workforce that is more efficient and effective.	Ensure accountability through the implementation of integrated performance management. Provide timely, accurate and validated data for reporting and obtaining unqualified audit opinion.	Implement the Performance Management System Framework and policy. Cascade Employee Performance Management to divisional managers and lower levels. Expand the PMS unit.	Sustain performance management and cascade EPM to level 8. Comply with PM legislation. Building PM unit with PM specialists.	Sustain the performance management system. Investigate and implement cascading to all levels if viable. Building PM unit with PM specialists. Decentralize PMS support to all directorates.
Public Participation	Capacitate and improve community well-being.	Ownership of decision making.	Ensure continuous community involvement in matters of planning and development (knowledge is power).	Development and implementation of public participation policy.	Capacitate stakeholders to ensure that people are democratically active in decision making. Implement public participation policy.	Ensure that people understand their roles and responsibilities in democratic government.





PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Special Projects	Empowered disadvantaged groups.	Community capacity.	Mainstreaming and empowerment of vulnerable groups such as people with disabilities, women & children, aged, victims of abuse, youth and HIV/AIDS. Create opportunities for professional sport stars to emerge. Develop and implement an annual programme for special project.	Create awareness amongst groups on their opportunities, especially on employment equity regarding people with disabilities. Encourage people to declare their status so that they can benefit from preferential opportunities. Continuously do research on broadening the programmes.	Strengthen existing structures. Create cooperation amongst structures. Develop and implement an annual programme for special project. Continuously do research on broadening the programmes. Create opportunities for professional sport stars to emerge.	Strengthen existing structures. Create cooperation amongst structures. Develop and implement an annual programme for special project. Continuously do research on broadening the programmes.
Ward Committees	Capacitate and improve community well-being.	Community involvement in Council affairs.	Fully functional ward committees at all times. Consultation with CoGHSTA regarding their training plans for ward committees during budgeting process. Monitoring and evaluation of the functionality of ward committees by the speakers' office.	Consultation with CoGHSTA regarding their training plans for ward committees during budgeting process. Monitoring and evaluation of the functionality of ward committees by the speakers' office.	Training of ward councilors and ward committees. Monitoring and evaluation of the functionality of ward committees by the Speaker.	Training of ward councilors and ward committees. Monitoring and evaluation of the functionality of ward committees by the Speaker.



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M — 3 2 2	Number of HIV/Aids campaigns held YTD*	Count the Number of HIV/Aids campaigns held YTD*	#	Lep_MPP	0	1	2	3	4	4	4	4
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M — 6 4 1	Number of special projects awareness campaigns held YTD*	Count the Number of special projects awareness campaigns held YTD*	#	Lep_MPP	12	3	6	9	12	12	12	12
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M — 2 3	Percentage (%) of complaints resolved Per quarter	Count the number of complaints attended divide by the number of complaints received on quarterly basis	%	Lep_ MPP	0	100	100	100	100	100	100	100



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Anti-corruption	M – 2 4	Number of fraud and corruption cases investigated YTD*	Count number of fraud and corruption cases attended YTD*	#	Lep_MRisk	0	0	0	0	0	0	0	0
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 6 4 8	Number of Audit committee reports submitted to Council YTD*	Count the Number of Audit committee reports submitted to Council YTD*	#	Lep_MIA	1	1	2	3	4	4	4	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 2 6	Percentage of Auditor General's queries resolved per quarter*.	Divide the number queries resolved by number of queries raised by AG on quarterly basis.	%	Lep_MIA	90	50	70	85	100	100	100	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate	M – 6 5 2	Number of audit findings resolved by the municipality YTD*	Count the Number of audit findings resolved by the municipality YTD	#	Lep_MIA	45	0	0	30	45	0	0	0



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
governance\ Audit Committee													
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Internal Audit	M - 6 5 9	Number of internal audit findings against the municipality resolved YTD*	Count the Number of internal audit findings against the municipality resolved YTD	#	Lep_MIA	41	5	10	15	20	20	15	10
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M - 6 5 1	Number of Unqualified Opinion per annum	Count the Number of Unqualified Opinion for a Financial Year	#	Lep_CFO	1	N/A	1	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M - 3 3 5	Number of media releases published YTD*	Count the Number of media releases published YTD*	#	Lep_MCom	20	5	10	15	20	20	20	20



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M – 6 5 4	Number social media platforms utilised for communication at given time in Financial year	Count the Number social media platforms being utilised for communication at given time in a year	#	Lep_MCom	3	3	3	4	4	4	4	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 2 6 2	Number of IDP Rep forums meetings successfully held YTD*	Count the Number of IDP Rep forums meetings successfully held YTD*	#	Lep_MIDP	4	1	2	3	4	4	4	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 3 2 5	Number of IDP road shows successfully held YTD*	Count the Number of IDP road shows successfully held YTD*	#	Lep_MIDP	3	N/A	N/A	N/A	3	3	3	3



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 6 5 7	Percentage of IDP credibility rating by MEC in Financial Year	MEC IDP credibility rating obtained from MEC (30% = low credibility, 50% = medium credibility, 80% = credible, 100% = highly credible)	%	Lep_MIDP	100	N/A	N/A	N/A	100	100	100	100
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 6 5 8	Number of Final IDP approved by Council by end May	Count the Number of Final IDP approved by Council by end May	#	Lep_MIDP	1	N/A	N/A	N/A	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 0 6	Number of Final Annual Reports approved by Council by end of March 2017	Count the Number of Final Annual Reports of previous financial year approved by Council YTD	#	Lep_PMS	1	N/A	N/A	1	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 0 9	Number of Draft Annual Reports tabled to Council by 31 <sup>st</sup> of January 2017	Count the Number of Draft Annual Reports tabled to Council by 31 <sup>st</sup> January 2017	#	Lep_PMS	1	N/A	1	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 4 3	Number of final SDBIP approved by the Mayor within 28 days after the approval of budget and the IDP	Count the Number of final SDBIP approved by the Mayor within 28 days after the approval of budget and the IDP	#	Lep_PMS	1	N/A	N/A	N/A	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 4 8	Number of Annual Performance Reports submitted to auditor general by August 30th	Count the Number of Annual Performance Reports submitted to auditor general by August 30th	#	Lep_PMS	1	1	1	1	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 3 1 5	Number of quarterly performance assessments performed YTD*	Count the Number of performance assessments performed YTD*	#	Lep_PMS	4	1	2	3	4	4	4	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 4 0	Number of Quarterly Performance Reports submitted to Audit Committee YTD*	Count the Number of Quarterly Performance Reports submitted to Audit Committee YTD*	#	Lep_PMS	4	1	2	3	4	4	4	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 4 4	Number of Section 72 (mid-year performance) reports submitted to MM by 25th of January and to council by 31st January	Count the Number of Section 72 (mid-year performance) reports submitted to MM by 25th of January and to Council by 31st January	#	Lep_PMS	1	N/A	N/A	1	1	1	1	1





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Public Participation	M – 6 6 4	Number of public participation policies reviewed and approved by Council	Count the Number of public participation policies reviewed and approved by Council	#	Lep_MPP	1	N/A	N/A	N/A	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 6 6 7	Percentage of risks that were identified in the Risk Plan that were successfully controlled YTD*	Divide the number of risks that were controlled by the number risks identified in the risk plan YTD*	%	Lep_MRisk	100	25	50	75	100	100	100	100
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Ward Committees	M – 2 0 8	Number of ward committees that are functional	Count the Number of ward committees that are functional and having meetings at least once per quarter and submit reports	#	Lep_MPP	12	12	13	13	13	13	13	13



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
			of such meetings										



## 9.2. BUDGET AND TREASURY OFFICE – VOTE 2

The objectives and strategies for the Directorate that were identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Budget and reporting	Creditable financial reporting	Continuous compliance with regulatory frameworks.	Continuously implement cost management accounting. Implement quarterly budget banking. Prepare maintenance budget informed by maintenance plan. Enforce market testing of prices during budget processes Compile credible AFS and interim financials Implementation of MSCOA.	Implement proper cost management system Implementation of SCOA Increase capacity of B&R division to realise cost account management	To redefine and implement credible cost accounting systems Implementation of SCOA	To have a cost management automated system
Revenue management	Enhance revenue and financial management	Increased revenue.	Implementation of a streamlined and integrated creditor's payment system. Increase own revenue through credit control. Increase revenue base. General cost coverage through collection, expenditure minimization, improve efficiency in operations. Lobby for more external funding.	Resolving electricity distribution and collection in Marapong and Thabo Mbeki. Improve on billing accuracy. Creating community awareness.	Implement credit control policy and continuously identify additional revenue sources. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding. Implementing signed agency agreements Review valuation roll	Implement credit control policy and continuously identify additional revenue sources. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding Implementing signed agency agreements



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Revenue management	Affordable access to basic services	Free basic services	Update and verify indigent register on a regular basis. Providing indigents with free basic services. Community awareness. Develop action plan and changing over to pre-paid system. Establish vending points and systems for pre-paid electrical system.	Update and verify indigent register. Providing indigents with free basic services. Community awareness Implementation of indigent management system Annual review of indigent management policy	Update and verify indigent register. Providing indigents with free basic services. Community awareness	Update and verify indigent register. Providing indigents with free basic services. Community awareness
Expenditure Management	Maintenance of sound financial Management and viability.	Clean audit	Cash flow management. Payment of creditors within 30 days. Payment of external loans, interest and redemption due on time.	Implementation of a streamlined and integrated creditors payment system	Extending the capacity of expenditure unit	Extending the capacity of expenditure unit
Supply Chain management	Credible procurement processes	Demand and Acquisition	Ensure compliance with SCM regulatory framework. Timely, cost effective, efficient, equitable, transparent and fair procurement of goods and services. Creating a healthy working environment that takes diversity into consideration to improve efficiency and effectiveness. Compile deviation register for report to council. Do stock reconciliation on a daily basis.	Conduct internal workshops on SCM. Conduct awareness on SCM processes during induction of new staff. Updating of database on annual basis. Revision of procurement policy on annual basis. Supplier's performance management. Training of SCM committees. Develop SPI that details the action to	Develop policy on procurement of event services Continuous data cleansing of suppliers. Identify recurring procurement that can be outsourced.	Centralization of procurement processes. Updating of database on annual basis Building the capacity in the SCM unit



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			Update supplier's data base and invite suppliers to register annually.	be followed in procurement of goods and services for the municipality in line with SCM policy.		
Asset Management	Enhance revenue and financial management	Sustainable assets	Continuously ensure that the asset register is compliant with GRAP and other prescriptions. Development and implementation of an infrastructure investment framework and plan. Staff awareness campaign on asset management. Ensuring that municipal assets are adequately ensured.	Develop a register for Work in progress. Annual review of asset management policy. Increase the capacity in asset management unit.	Continuous review and implementation of an infrastructure investment framework and plan. Annual review of asset management policy.	Increase the capacity in asset management unit. Annual review of asset management policy.
Revenue Management	Enhance revenue and financial management	Increased revenue.	Increase own revenue through credit control. Identification of potential additional revenue sources. Review credit control policy and closing all loop holes. Improve on billing accuracy. Continuous implementation of pre-paid electricity and smart metering.	Creating community awareness. Implementation of pre-paid electricity and smart metering. Manage external debt collectors. Revise tariff structures. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding.	Resolving electricity distribution and collection in Marapong and Thabo Mbeki. Improve on billing accuracy. Creating community awareness. Identification of potential additional revenue sources. Development business plans for projects that need funding and submit to WDM donor	Implement credit control policy and continuously identify additional revenue sources. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding. Implementing signed agency agreements. Review valuation roll.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
					funder to lobby for funding. Pursuing the signing of agency agreement for unfunded mandates Implementing signed agency agreements	

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed in order to ensure the implementation of the above-mentioned strategies.



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M - 1 7	Number of Asset Verification conducted YTD	Count the Number of Asset Verification conducted YTD	#	Lep_MB&R	1	N/A	N/A	N/A	1	1	1	2
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M - 6 3 0	Percentage Liquidity ratio (R-value current assets / R-value current liabilities as percentage)	R-value current assets / R-value current liabilities as percentage	%	Lep_MB&R	200	200	200	200	200	200	200	200
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M - 2 5	Number of quarterly financial reports submitted to Council YTD*	Count the Number of quarterly financial reports submitted to Council YTD*	#	Lep_MB&R	4	1	2	3	4	4	4	4



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M 7 5 6	Number of Interim financial statements prepared and submitted to Audit Committee	Count the Number of Interim financial statements prepared and submitted to Audit Committee	#	Lep_MB&R	1	N/A	N/A	1	1	1	1	1
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M 2 8 1	Number of Annual Financial Statements submitted to the Auditor General on time (by end August)	Count the Number of Annual Financial Statements submitted to the Auditor General on time (by end August)	#	Lep_MB&R	1	1	1	1	1	1	1	1
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M 3 9 7	Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure)	R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure	%	Lep_MB&R	646.44	200	200	200	200	200	200	200





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M - 1 1	Percentage of municipal infrastructure grant (MIG) spent YTD*	Divide the Actual MIG R/ value spent by Total MIG grant allocation for the Year	%	Lep_MExp	100	20	50	75	100	100	100	100
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M - 2 0 5	Percentage Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)	Total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year	%	Lep_MExp	1367	200	200	200	200	200	200	200



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M-398	Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP*	R-value capital budget actually spent YTD / R-value capital projects on IDP as percentage	%	Lep_MExp	74.61	15	40	70	100	100	100	100
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M-638	Number of updated and credible indigents register in place	Count the Number of updated and credible indigents register in place	#	Lep_MRev	1	N/A	N/A	N/A	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M – 7 5 1	Percentage (registered ) households earning less than R3 500 (as per indigent policy) per month with access to free basic water	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic water / Percentage households earning less than R3 500 (as per indigent policy) as %	%	Lep_MRev	100	100	100	100	100	100	100	100
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M – 7 5 2	Percentage (registered ) households earning less than R3 500 (as per indigent policy) per month with access to free basic sanitation	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic sanitation (VIP) / Percentage households earning less than R3 500 (as per indigent policy) as %	%	Lep_MRev	100	100	100	100	100	100	100	100



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M - 7 5 3	Percentage (registered ) households earning less than R3 500 (as per indigent policy) per month with access to free basic electricity	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic electricity / Percentage households earning less than R3 500 (as per indigent policy) as %	%	Lep_MRev	100	100	100	100	100	100	100	100
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M - 7 5 4	Percentage (registered ) households earning less than R3 500 (as per indigent policy) per month with access to free solid waste removal	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic refuse removal / Percentage households earning less than R3 500 (as per indigent policy) as %	%	Lep_MRev	100	100	100	100	100	100	100	100



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M - 3 3	Percentage debt collected YTD	R-value debt collected YTD / R-value debt owed to the municipality YTD as % (in terms of current financial year billings)	%	Lep_MRev	96.87	98	98	95	95	95	95	95
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M - 3 9 6	Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services)	R-value total outstanding service debtors divided by R-value annual revenue actually received for services	%	Lep_MRev	33.62	30	30	12	12	10	10	10



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 6 3 7	Number of credit control policies reviewed and approved by Council YTD*	Count the Number of credit control policies reviewed and approved by Council YTD	#	Lep_MRev	1	N/A	N/A	N/A	1	1	1	1
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 1 4	Percentage of revenue collected monthly at least at (95%) per month	Percentage(%) of revenue collected monthly, Divide the amount of money collected by the Total billed per month	%	Lep_MRev	98	95	95	98	98	98	98	98
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 6 3 6	Number of awareness campaign on payment of services and registration of indigent consumers YTD	Count the Number of awareness campaigns on payment of services and registration of indigent consumers YTD	#	Lep_MRev	1	N/A	N/A	N/A	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-650	Number of Unqualified Audit Opinion received from AG	Count the Number of Unqualified Audit Opinion received from AG	#	Lep_CFO	1	N/A	1	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-740	Number of material audit findings against the municipality regarding financial statements	Count the Number of material audit findings against the municipality regarding financial statements	#	Lep_CFO	45	N/A	0	0	0	0	0	0



### 9.3. CORPORATE AND SUPPORT SERVICES – VOTE 3

The objectives and strategies for the Directorate that were identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
By-laws	Responsible, Accountable, Effective and Efficient Corporate Governance.	Enforced by-laws.	Review and develop new by-laws for submission to council for vetting and gazetting. Develop booklet for delegation of powers for new council.	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers
Governance and Administration	Responsible, Accountable, Effective and Efficient Corporate Governance.	Fully functional Council committees.	Provide administrative and secretariat support to portfolio committees and council.	Review delegation of powers and functions regarding constitutional and other legislative delegated powers. Remind directorates for timeous submission of Council items. Adherence to meeting schedules and standing orders. Provide Secretarial Support to Portfolio Committees	Capacity building of councilors on council related programmes through specific training and knowledge sharing workshops. Monitoring of the functionality of portfolio committees by Speaker. Timeous submission of Council items Adherence to meeting schedules and standing orders.	Capacity building of councilors on council related programmes through specific training and knowledge sharing workshops. Monitoring of the functionality of portfolio committees by Speaker. Timeous submission of Council items Adherence to meeting schedules and standing orders.
Human Resource Management	Responsible, Accountable, Effective and Efficient Corporate governance	Competent and skilled workforce	Review organizational structure and institutional study. Introduce and implement competency tests for appointment of all managers L1-2 by 1 <sup>st</sup> July 2016 and all level 3-4 by 1 <sup>st</sup> July 2017. Provide training to executive, divisional	Develop competency requirement for all levels. Align powers and functions in terms of the institutional study and review the study by June 2017. Arrange change management sessions by June 2017.	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the institutional study. Verification of qualifications. Review HR recruitment policy annually.	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the institutional study. Review institutional study Verification of qualifications. Review





PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			managers and supervisors on code of conduct, DC procedure and HR related issues. Implement employment equity.	Review HR recruitment policy annually. To appoint people who can build and manage a city. Conclude and implement Job Evaluation by December 2017. Arrange Annual Team Building sessions yearly.	To appoint people who can build and manage a city. Acquisition of a HR information system.	HR recruitment policy annually To appoint people who can build and manage a city.
IT and support	Responsible, Accountable, Effective and Efficient Corporate Governance.	Business intelligence.	Capacitate IT Unit by 2016/2017(appoint IT manager). Ensure running of Municipal ICT information systems, applications, servers and computer network. Offer support to Municipal computer users. Implementation of the MSCOA ICT assessment report (procurement of software and hardware).	Implement IT Governance framework phase 1 deliverables by 2017/18. Capacitate IT unit with more support staff.	Continuously capacitate the unit and upgrade electronic systems and hardware. Implement IT Governance framework phase2 and 3	Continuously capacitate the unit and upgrade electronic systems and hardware.
Labour Relations	Responsible, Accountable, Effective and Efficient Corporate Governance.	Disciplined and productive workforce.	Enforce code of conduct and disciplinary code. Reduce grievances, disputes and locally initiated labour action. Train Executives, Managers, Managers and supervisors code of conduct disciplinary code and HR related	Conclude the Essential Services Agreement by end of June 2017. Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily.	Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily. Enforcing discipline. Application of disciplinary procedures	Implementation of EAP Policy Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily Enforcing discipline.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			issues. Arrange annual labour relations workshop for officials on management positions. Hold regular LLF meetings.	Managers, divisional heads and supervisors to undergo Management Development Programme which includes training on how to handle Disciplinary and grievance procedures.	and actions.	Application of disciplinary procedures and actions. Annual team building sessions.
Employee Assistance Programme (EAP)	Responsible, Accountable, Effective and Efficient Corporate Governance.	Productive and well balanced workforce.	Calculate the overall employee satisfaction rating obtained from all completed survey forms. Develop and review EAP policies and submit for council approval. Arrange annual team building sessions. Implement wellness programme.	Implementation of EAP Policy Implementation of EAP Policy. Arrange annual team building sessions. Development and implement change management strategy.	Review and implementation of EAP Policy. Arrange annual team building sessions.	Implementation of EAP Policy.
Occupation Health and Safety	Responsible, Accountable, Effective and Efficient Corporate Governance.	Safe working environment	Ensure compliance to the Occupational Health and Safety Act. Conduct Occupational Health and Safety audit. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control. Establishment of a pest control unit.
Property Management	Responsible, Accountable,	Sustainable fixed assets	Conduct land audit on Municipal property and	Facilitate name change of streets and	Acquisition of land for building a city.	Efficient management of municipal property.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
	Effective and Efficient Corporate Governance.		ownership in general.	amenities. Review and implement property management policy.		
Records and Archiving	Responsible, Accountable, Effective and Efficient Corporate governance	Improved and informed decision making.	Ensure safe keeping of council documentation at all times. Archiving and record keeping of municipal documents. Classification of information to ensure safety of documentations.	Induct new employee on archiving processes. Automation of archiving system, including proper management information system. Provide effective and safe storage space for documentation.	Implementation of the MunAdmin electronic system in phases.	Fully fledged integrated and automated information and archiving system.
Legal Services	Responsible, Accountable, Effective and Efficient Corporate Governance.	Accountable and responsible administration.	Minimise unwarranted litigations and legal costs. Decrease percentage of litigation cases against the municipality negotiated for settlement per year. Percentage of SLA drafted within 2 weeks of receipt of request from date of submission.	Conduct Legal information dissemination workshops with all relevant officials annually. Monitoring the compliance to legislation by departments.	To develop and implement control measures to ensure compliance with legislation. Develop plan to reduce litigation and costs.	Continuous assistance to other directorates with the drafting and review of by-laws and policies as and when it is required.

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed in order to ensure the implementation of the above-mentioned strategies.



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Human Resource Management	M - 4 0 4	Number of people from employment equity groups employed in the three highest levels of management YTD*	Count the Number of people from employment equity groups (the groups as identified in the approved employment equity plan) employed in the three highest levels of the municipal organizational structure	#	Lep_MHR	29	29	30	31	31	31	31	31
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M - 6 7 2	Percentage of Employee Satisfaction rating YTD*	Calculate the overall employee satisfaction rating obtained from all completed employee satisfaction surveys received from	%	Lep_MHR	54%	N/A	N/A	55	55	55	60	70



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
			employees										
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M – 6 7 3	Number of EAP policies Developed/ Reviewed and approved by Council YTD	Count the Number of EAP policies reviewed and approved by Council	#	Lep_MHR	2	N/A	N/A	N/A	4	1	1	1
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M – 6 7 8	Number of LLF meetings held YTD*	Count the Number of LLF meetings held YTD	#	Lep_MHR	10	3	5	7	10	10	10	10
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	M – 6 8 0	Number of OHS audits conducted annually	Count the Number of OHS audits conducted annually	#	Lep_MHR	1	N/A	N/A	1	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 2 1 2	Percentage of total municipality's budget actually spent on implementing its workplace skills plan YTD*	R-value municipality's (operating) budget actually spent YTD on implementing its workplace skills plan / R-value R-value municipality's (operating) budget actually spent YTD as percentage	%	Lep_MHR	1	0	0,50	0,75	1	1	1	1
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 1 8	Number of municipal personnel with financial minimum competency requirements YTD*	Count the number of staff who have gone through minimum financial competency requirements	#	Lep_MHR	0	38	38	38	38	40	42	45



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 1 9	Number of municipal personnel with technical skills/ capacity (engineering technicians and technicians) YTD*	Count the number of personnel with technical skills against the positions on organisational structure.	#	MHR	0	14	14	14	14	15	16	16
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 2 1	Percentage of municipal personnel budget spent YTD*	Divide the actual value spent on personnel remunerations by Total Budget for the Year	%	MHR	0	20	40	70	95	95	100	100
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ By-laws	M - 6 5 3	Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by Council YTD	Count the Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by Council YTD	#	MLegal	2	N/A	N/A	N/A	3	3	2	2



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Governance and Administration	M - 2 9	% of MPAC resolutions implemented YTD	Check the number of MPAC resolutions implemented divide by the total number of resolutions in the register.	%	MAdmin	100	30	60	90	100	100	100	100
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Governance and Administration	M - 6 5 5	Number of ordinary Council meetings held YTD*	Count the Number of ordinary Council meetings held YTD	#	MAdmin	10	1	2	5	6	6	6	6
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services	M - 6 5 6	Number of delegation of powers and functions reviewed to be in line with Constitutional requirements	Count the Number of delegation of powers and functions reviewed to be in line with Constitutional requirements	#	MLegal	0	N/A	N/A	N/A	1	1	N/A	N/A





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M – 1 3 5	Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD	Count the Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD	#	MAdmin	9	N/A	N/A	9	9	9	9	9
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services	M – 3 1	Number of by-laws submitted for vetting and Gazetting .	Count the number of by-laws submitted for vetting and Gazetting	#	MLegal	0	0	0	0	2	2	2	



#### 9.4. SOCIAL SERVICES – VOTE 4

The objectives and strategies for the Directorate that were identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Public Transport Coordination.	Efficient Transport System.	Coordinate public transport.	Coordinate regular meetings with stakeholders in the public transport sector. Monitoring the suitability of public transport facilities. Conduct feasibility study for the air strip. Review ITP with the assistance of the National Department of Transport.	Implement the integrated Transport Management Plan. Negotiate with dept. PW to take over the airfield function in order to develop an airport. Develop by-laws in metered taxis and public transport.	Develop the airfield into a municipal airport. Monitor and evaluate the impact of the integrated Transport Management Plan. Development of railway infrastructure	Monitor and evaluate the impact of the integrated Transport Management. Plan Establish rapid transport system.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Environmental Management	Safe, clean and sustainable green environment.	Promote sustainable environment system and improve community awareness.	Provide waste management services. Educate and empower communities on waste management. Establish transfer and drop off centers. Promote waste recycling and reuse.	Construction of landfill site. Implementation of the Green Plan (parks). Liaise with Waterberg District Municipality regarding air quality monitoring. Review Integrated Waste Management Plan.	Implement formal environmental education programmes. Liaise with Waterberg District Municipality regarding air quality monitoring.	Implement formal environmental education programmes. Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements). Implement the Green plan. Eradicate of invasive alien plants to be in line with CARA legislation. Liaise with Waterberg District Municipality regarding air quality monitoring.
Fire Protection and disaster management	Reduced loss of both property and human life due to fires.	Prevent and manage outbreak of fire and emergency incidence.	Arrive within 15 minutes for every 40 kilometers travelled at incidents after vehicles dispatched. Fire prevention measures through regular inspections on buildings and fire hydrants. Ensure sufficient staff and equipment that are in good working order at all times. Conduct fire prevention awareness campaign and programmes.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures. Ensure sufficient staff and equipment that are in good working order at all times.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Library and Information Services	Literate and numerate community.	Promote literacy and numeracy.	Run literacy campaigns to 50% of schools within the municipality. Instill the culture of reading and learning in the municipality. Introduce Read for Fun in conjunction with indigenous games earmarked to 80% of the kids around the municipality.	Provide library and information services at Thusong Centres and Shongoane. Provide access to effective library services by visiting schools (awareness on library services). To support 60% of schools with periodicals by 2022. Promoting library services through printed media.	Review SLA to include funding by the provincial department. Provide access to effective library services by visiting schools. Provide alternative learning mechanism through cyber space.	Establish mobile library facilities. Provide library and information services at all Thusong Service Centres. Provide alternative learning mechanism through cyber space. Facilitation of regular library programmes. Promoting library services through media.
Registering Authority and Licensing	Safety of all road users.	Competent drivers and roadworthy vehicles on public roads.	Introduction of computerised driving licence system. Testing applications for learners and drivers. Establishment of learners licence test centre at Mokuruanyane.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses. Development of transport policies.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses. Accessibility of testing facilities at radius of 50 KM inclusive of rural areas.	Accessibility of testing facilities at radius of 50 KM inclusive of rural areas.
Traffic Road Safety and Security.	Changed driver behaviors.	Reduction of fatal and road traffic accidents.	Conduct joint law enforcement operations with other law enforcement agencies. Enforcement of traffic laws and regulations. Conduct vehicular registration and speed checks.	Increase the appointment of Traffic Officers and Traffic Engineers. To decrease the road traffic accidents by 2022.	Secure appointment of Traffic Engineers. Conduct joint law enforcement operations with other law enforcement agencies. Install traffic violation measuring cameras.	Enforce compliance to Road Traffic Act 93/96 and AARTO. Secure appointment of Traffic Engineers. Undertake Road traffic safety education.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Safety and Security	Safe and secured communities.	Protect the environment and improve community well-being.	Protection of Municipal assets and its employees. Coordination of safety and security programmes.	Continuously coordinate safety and security in communities. Implement Municipal security system.	Coordination of safety and security programmes.	Coordination of safety and security programmes.
Parks recreation facilities and cemetery.	Provide clean and healthy environment.	Improved mental and physical well-being.	Establish tree planting programme and implement it. Maintain Municipal terrain ,grounds, open space, amenities and existing parks and stadia Eradicate invasive alien plants.	Establishment of regional/Local cemeteries. Establish new parks in rural areas. Upgrading of sports facilities. Eradication of invasive alien plants to be in line with CARA legislation.	Maintain existing parks and stadia. Eradicate invasive alien plants to be in line with CARA legislation.	Implementation of the Green Plan (parks). Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements).
Thusong Centres	Access to Governmental information service.	Bring Government services closer to communities.	Manage the rental of space for essential services at Thusong centre. Marketing of the Thusong Centre. Renting space at the Thusong Centre to external stakeholder. Have formal lease agreement with services providers and the Centre. Compile monthly reports and submit to Office of the Premier and the Municipality.	To ensure that ten service providers render essential services at the Thusong Centres. Making office space available for essential services to be provided. Monitor services provided. Maintaining the Thusong premises.	Manage the rental of space for essential services. Monitor services provided Maintaining the Thusong premises.	Manage the rental of space for essential services. Monitor services provided. Maintaining Thusong premises. Extend the services provided at the Thusong Centre.



The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed in order to ensure the implementation of the above-mentioned strategies. On the third and fourth quarter targets include variables showing quarterly targets placed in brackets for this department specifically.

The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M-170	Number of trees planted per year, year to date (operational budget)	Count the Number of trees planted per year, year to date (operational budget)	#	Lep_MParks	1541	400	400	450 (50)pq	500 (50)pq	500	500	500
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M-702	Number of waste awareness campaigns implemented per quarter	Count the Number of waste awareness campaigns implemented per quarter	#	Lep_MWaste	4	1	2	32 (8)pq	40 (8)pq	40	40	40



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Fire Protection Services	M – 3 6 0	Number of fire prevention awareness campaigns conducted Per Quarter	Count the Number of fire prevention awareness campaigns conducted per quarter	#	Lep_Fire	21	3	6	9 (3)pq	12 (3)3pq	12	12	12
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	M – 1 7 2	Number of library campaigns held per quarter	Count the Number of library campaigns held per quarter	#	Lep_MLib	4	2	4	6 (2)pq	8 (2)pq	8	8	8
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M – 3 9 5	Average number of weeks turnaround time between application for learner license test until actually being tested	Count number of weeks between application for learner license test until actually being tested for each application,	# w e e k s	Lep_MReg	3weeks	3weeks	3weeks	3weeks	3weeks	3weeks	3weeks	3weeks



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M 7 0 3	Number of speed checks held per quarter	Count the Number of speed checks held per Quarter	#	Lep_MTraf	80	42	85	121 (36)pq	157 (36)pq	157	170	170
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M 7 0 4	Number of joint law enforcement operations with other law enforcement agencies undertaken held per Quarter	Count the Number of joint law enforcement operations with other law enforcement agencies undertaken held per Quarter	#	Lep_MTraf	4	1	2	3 (1)pq	4 (1)pq	4	4	4
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	M 7 0 6	Number of safety and security forums that are functional	Count the Number of functional safety and security forums that meet regularly as planned	#	Lep_MTraf	3	3	3	3	3	3	3	3





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Thusong Centre	M – 3 8 0	Number of services rendered at Thusong centers	Count the Number of services rendered at Thusong centers per quarter	#	Lep_Thusong	10	14	14	8	8	8	14	14
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M – 2 5 0	Number of urban household provided with weekly refuse removal	Count the Number of urban household provided with weekly refuse removal	#	Lep_MWaste	13652	19 942	19 942	19 942	19 942	19942 (plus new developments)	19942 (plus new developments)	19942 (plus new developments)
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M – 4 0 2	Percentage households with access to basic level of solid waste removal	Number of households with access to basic level (weekly kerbside collection) of solid waste removal / / Number of household in the municipal area as %	%	Lep_MWaste	70	70	80	64	64	64	70	80



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M-708	Number of rural villages with access to weekly refuse removal services through roll-on, roll-off system and community contractors	Count the Number of rural villages provided with weekly refuse removal services through roll-on, roll-off system and community contractors	#	Lep_MWaste	5	N/A	10	10	10	10	20	38
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M-709	Number of Integrated Waste Management Plan reviewed Per annum	Count the Number of Integrated Waste Management Plans reviewed YTD	#	Lep_MWaste	1	N/A	N/A	1	1	1	1	1



## 9.5. INFRASTRUCTURE SERVICES – VOTE 5

The objectives and strategies for the Directorate that were identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Water	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Reduce water loss to less than 14%.	Reduce water loss by 3%. Embark on awareness campaign on water conservation. Replace AC pipes and repair household metering.	Ensure that water losses are at acceptable standards not exceeding 14%.	Implementation of water conservation and water demand management programme. Reduce water losses to less than 14%. Install water smart metering system.	Improve efficiency and accuracy of water management system to further reduce water losses e.g. smart metering, monitoring of illegal uses. Conduct continuous water awareness and conservation campaigns.
Water	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development.	Water infrastructure maintenance and Upgrading.	Ensure that all AC pipes are replaced by 2020. Refurbishment of existing water infrastructure. Resolve all water breakdowns within 24 hours.	To ensure that all AC pipes are replaced by 2020. To attend and resolve all water breakdowns within 24 hours	Expand on teams and employees responsible for maintenance of water infrastructure	Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects. Refurbishment of existing water infrastructure.
Water	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Water Quality (Blue Drop)	Safe drinking water	Maintain blue drop status (minimum of 90%), risk rating to be less than 50%.	Monitoring of water quality within all registered water sources	Establishment of own accredited water testing laboratory for ensuring water quality
Water	Provide quality, sustainable and well	Water Supply	Access to water supply to all the community.	Ensure that all households have	Implementation of regional water scheme	Upgrade rural water networks (source,



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
	maintained infrastructure services for Lephalale's future development			yard connections by 2030 Review water master plan to be incorporated within the integrated rural development plan. Linking Marapong supply with the Zealand treatment works.	projects (MIG) Ensure that MCWAP plans incorporate the rural water demand. Finalisation of Section 78(3) process with regards to determination of appropriate mechanisms for water provisioning. Conduct surveys and development of feasibility study for development of technical report and realistic funding requirements.	storage and reticulation) from RDP standards to yard connections and implementation of mechanisms of metering, billing and invoicing of services delivered. Implement credit control mechanisms to create culture of payment for services.
Sanitation	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Sustainable environment and infrastructure.	Zero spillage of sewer. Attend and resolve all sanitation breakdowns within 24 hours. Refurbish existing sanitation infrastructure and adhere to preventative maintenance plan.	To implement mechanisms to reduce sanitation spillages to achieve zero spillages by 2020 To attend and resolve all sanitation breakdowns within 24 hours	Install telemetric systems for sewer pump stations To upgrade capacity of WWTW at all nodal points by 2021	Conducting awareness campaigns on health and hygiene matters Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects. Refurbish existing sanitation infrastructure
Sanitation	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future	Sanitation (New Infrastructure)	Acquire design plan for WWTW, conduct EIA and increase capacity of Paarl WWTW.	Safe, affordable and hygienic sanitation systems. To establish a city wide water borne	Conduct feasibility study and compile sanitation master plan for both rural and urban areas	Upgrading of existing sanitation infrastructure for the establishment of a city wide water borne



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
	development			sanitation system by 2030.		sanitation system
Sanitation	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development.	Waste Water Quality (Green Drop).	Sustainable environment. Implementation of preventative maintenance plans and adherence to service standards.	To establish a compliant, healthy and hygienic sanitation system by 2020. Implementation of preventative maintenance plans and adherence to service standards.	Implement plans to ensure compliance (submission of portfolio of evidence for maintenance of sewer network) to green drop requirements and standards (inclusive of sampling)	Manage and maintain existing sewer infrastructure to maintain compliance to green drop standards and minimize risks. Implementation of preventative maintenance plans and adherence to service standards.
Electricity	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Sound maintenance plan for electricity.	Develop electricity maintenance plan. To increase the effective utilisation and upgrade the capacity of the electricity network with 120 MVA by end of 2017.	To ensure continuous and reliable supply of electricity to all residents within the Lephalale municipal area.	Upgrade aluminium cables within the old reticulation area to copper cables Upgrade water and sewer electric panels to more modern energy saving panels. Upgrade internal (feeder lines) reticulation within town (Onverwacht substation to Lephalale town) to accommodate 80MVA.	Incorporate and integrate all electricity provisioning (inclusive of all rural areas) within the whole Lephalale municipal area Extending of distribution license from NERSA of Marapong and rural villages to fall within the Lephalale municipal licensed area
Electricity	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Reduce electrical loss.	Reduce electrical loss by %. Get return line from	To provide all households within the municipal area with electricity in line with national targets by 2030	Review electricity master plan	Complete ring feed of entire back bone structure of electrical infrastructure



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Electricity	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Energy Efficiency.	Reduce carbon footprint.	To continuously implement energy efficiency measures	Control systems and capacitate banks in main substations Conduct an energy efficiency audit To exchange energy consuming lights with energy saving lights (High masts and street lights). Installation of ripple	Promote and enforce consumer compliance to energy saving initiatives (solar geysers, solar lights, inverter air conditioners and energy relay controls)
Mechanical infrastructure and Fleet Management.	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Mechanical fleet maintenance plans.	To maintain and grow the municipal fleet as Lephalale grows.	Implement fleet management system and enforce proper control mechanisms. Review fleet management policy	Implement fleet management system and enforce proper control mechanisms. Build capacity in fleet management unit	Implement fleet management system and enforce proper control mechanisms.
Municipal buildings and Infrastructure	Provide quality, sustainable and well maintained municipal buildings.	Sustainable infrastructure.	To attend to all maintenance aspects within 24 hours. Attend to maintenance program scheduled for municipal buildings.	To continuously upgrade municipal buildings to keep abreast of growth and development.	Appointment of long-term service provider to attend to maintenance of air-conditioning within municipal buildings. Expand maintenance team to be suitably staffed to attend to maintenance program scheduled for municipal buildings.	Maintain municipal buildings to increase the lifespan of the buildings



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Roads, Storm water and Infrastructure	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Smooth flowing traffic.	Lining of open channels in town and Marapong. Upgrading 5 km gravel roads to tar per year. Resealing 7 km out of total of 223km of streets in Onverwacht, Town and Marapong per year.	To maintain all municipal roads as per required standards and timeframes (as per schedules) Upgrading of storm water system from earth to lined.	Review access road upgrading plan and schedule to be incorporated into integrated rural development plan. Development of grading programme and schedule in co-operation with members of Infrastructure Portfolio Committee. Procurement of at least one additional grader and TLB	Implement the access road upgrading plan as per schedule and priorities. Upgrade all access roads to villages from gravel to tar by 2030.
Roads, Storm water and Infrastructure	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Roads and Storm water (New infrastructure)	Build new Municipal roads and storm water. Linking the local road network to the provincial arterial roads. Unlocking industrial corridors.	Construct the southern and northern by-pass roads by 2020	Review roads and storm water master plan for incorporation into Rural Development Strategy plan Provide for walkways and pavements in town, Onverwacht and Marapong Provide and construct another Marapong access road	Construct southern and northern by-pass roads with adequate and sufficient linkages. Construct and develop of storm water measures in Marapong. Improve culverts in all rural villages
PMU	Timeous completion of projects in line with infrastructure plan.	Projects and contract management.	Ensure that all Capital project are implemented within planned period and budget. Quality assurance.	Contract Management Projects Registration. Three Year Service providers to reduce	Funded projects progress monitoring and evaluation. Continuous contract Management for project implementation.	



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
				procurement delays and under-spending. Municipal Funded projects progress monitoring.		

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed in order to ensure the implementation of the above-mentioned strategies.





The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M – 7 1 0	Number of urban transformers upgraded YTD	Count the Number of urban transformers upgraded YTD	#	Lep_MElec	3	N/A	N/A	N/A	2	2	0	0
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M – 3 4 0	Percentage of Electrical losses YTD*	The following formula should be used to compute benchmark Electrical Losses = KWH billed/KWH purchased from Eskom x100	%	Lep_MElec	10.8	20	20	7	7	5	4	3



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	M-401	Percentage households with access to basic level of electricity	Number of households with access to basic level of electricity / Number of household in the municipal area as %	%	Lep_MElec	90	90	94	92	92	95	95	98
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Infrastructure Planning	M-757	Number of infrastructure master plans reviewed	Count the Number of infrastructure master plans reviewed YTD  Insufficient budget funds transferred to feasibility study project	#	Lep_PMU	0	N/A	N/A	N/A	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Energy Efficiency	M - 7 1 3	Number of energy efficiency audits conducted	Count the Number of energy efficiency audits conducted YTD No budget allocated from DOE	#	Lep_MElec	0	N/A	N/A	N/A	1	1	1	1
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M - 2 1 8	Number of villages in which access roads are bladed YTD*	Count the Number of villages in which access roads bladed during period of review	#	Lep_MPW	40	7	14	29	40	40	40	40
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M - 7 4	Total length of kilometers upgraded from gravel road to surfaced road YTD*	Measure the Length of kilometers of gravel roads upgraded to Surfaced road YTD	k m	Lep_MPW	4.2	N/A	N/A	3.5	3.5	3.5	6.7	4.8



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M-166	Number of new VIPs constructed YTD	Count the Number of new VIPs constructed YTD	#	MSanitation	46	N/A	N/A	500	612	612	400	200
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M-400	Percentage households with access to basic level of sanitation YTD*	Count Number of household with access to basic level of sanitation (VIP and waterborne sewerage connections in working condition) / Number of household in the municipal area as Percentage	%	MSanitation	94	94	94	95	95	95	96	96



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Waste Water Quality (Green Drop)	M 7 5 8	Number of Green drop assessment report submitted to DWS for green drop risk rating YTD	Count the Number of Green drop assessment report submitted to DWS for green drop risk rating YTD	#	MSanitation	0	N/A	N/A	N/A	1	1	1	1
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M 3 9 9	Percentage households with access to basic level of water YTD*	Number of household with access to basic level of water (within 200m from dwelling) / Number of household in the municipal area as % (see areas that have access on maps)	%	MWater	94	94	94	94	95	95	96	96



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M 7 2 6	Number of feasibility studies / technical report conducted YTD*	Count Number of feasibility studies / technical report conducted YTD	#	MWater	0	N/A	N/A	N/A	4	4	N/A	N/A
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water loss (unaccounted water)	M 8 1	Percentage of water losses YTD*	(Closing Stock- Closing stock as per reading) ÷ (Total water for the month) Closing stock = Total water - Billing Total Water = Opening balance + purchases (Exxaro and Eskom)	#	MWater	12.78	14	14	12	10	10	8	7



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	M 7 2 8	Number of Blue drop assessment report submitted to DWS for Blue drop rating YTD*	Count the Number of Blue drop assessment report submitted to DWS for Blue drop rating YTD	#	MWater	0	N/A	N/A	N/A	1	1	1	1



## 9.6. DEVELOPMENT PLANNING – VOTE 6

The objectives and strategies for the Directorate that were identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development	Safe and formalised housing structures.	Assessment of building plans submitted for approval. Enforce compliance of municipal building regulation and NBR policies. Streamline and monitor the building plan approval process.	Continuously implement an effective administrative/regulatory framework for building plan approval. Improve on law enforcement as per the NBR and land use management requirements. Continuously apply and enforce compliance on NBR regulation.	Develop a punitive strategy for dealing with building regulation transgressors (e.g. deprivation of electrical services of transgressors).. Fast track the contravention process.	Continuously enforce the building regulations. Continuously apply and enforce compliance on NBR regulation.
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development	Outdoor advertising.	Revenue generation and controlled outdoor advertising. Promulgate Municipal Outdoor Advertising By-laws. Removal of illegal advertising structures.	To ensure compliance to the legislated application procedures by 2017 for revenue generation.	To conclude interdepartmental MOU with RAL for the co-ordination and management of outdoor advertising. Formulate data base / register of outdoor advertisements.	Establish comprehensive outdoor advertising component.
Development Planning. HS	Sustainable integrated urban development	Land availability for development.	Hold meetings with HAD and CoGHSTA with the intention to acquire land for development. Identify land for development based on audit report.	Approach COGHSTA (HDA) for acquiring developmental land. Increase access to decent housing needs.	Land acquisition and budget.	Avail land for development.
Development	Rational	Sustainable	Formalise new	To facilitate sustainable	Formalise rural	Formalize rural





PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Strategies (5-10 Yrs)	Long Strategies (10 Yrs+)
Planning. HS	planning to bridge first and second economies and provide adequate land for development	integrated rural development.	extension in rural settlements. Conduct housing needs registration. Provide consumer education.	rural settlements by 2022. Verify data on housing needs. Increase access to decent housing needs.	settlements by COGHSTA and develop comprehensive infrastructure plans.	settlements by COGHSTA and develop comprehensive infrastructure plans.
Development Planning	Sustainable and integrated GIS System.	Informed spatial planning.	Migration to ArcGis. Have a sustainable and integrated GIS System by June 2016. Technical data preparation for capturing, storage, maintenance and presentation.	Have operational and fully functional GIS intranet/internet website.	Acquisition of relevant software and on-going migration and maintenance.	Complete Migration to ArcGis;
Development Planning	Rational planning to bridge first and second economies and provide adequate land for development	Orderly land use	Consolidate and asses land-use applications. Assess special consent, township rezoning and subdivision.	Develop SDF in line with SPLUMA. To develop and implement all land use policies according to land use principles by 2020.	Ensure responsible land use and sustainable integrated human settlement	Coordination of spatial planning and responsible land use
Development Planning	Sustainable human settlements.	Socio-Economic survey.	Increase access to decent housing.	To verify data on housing needs.	Collection of housing needs and provide the information to CoGHSTA. Managing social housing programmes.	Acquiring accreditation as housing service provider. Managing social housing programmes.
Development Planning (LED)	Employment opportunities	Job creation	Reduce unemployment rate (27%) by 5% within	To reduce unemployment rate (27%) by 5% within the municipality by 2020 (To be	Collaborate with local stakeholders and strategic partners	Have fully-fledged LED unit that is able to do proper research



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			the municipality. Create employment opportunities through Municipal LED and Capital projects and strategic partners.	<i>in line with MGs &amp; NDP)</i>	that deals with developmental programmes that provides job creation opportunities	related to all economic sectors and facilitate local job creation and beneficiation
Development Planning (LED)	Create a conducive environment for business to invest and prosper	Marketing and branding	Increased investment (all sectors) opportunities.	To continuously promote investment in Lephalale area	Facilitation of investment in the municipality for purpose of economic growth	Facilitation of LED for integration of markets and establishment of partnerships
Development Planning (LED)	Create a conducive environment for business to invest and prosper.	Good Stakeholder Relations.	Facilitate establishment Public Private Partnerships. Develop Collaboration agreements with both public and private entities on programme implementation	To identify and attract potential strategic partners for investment by 2022. Maintain good relationships with strategic partners.	Foster IGR relationships. Develop Collaboration agreements with both public and private entities on programme implementation. Maintain good relationships with strategic partners	Maintain good relationships with strategic partners.
Development Planning (LED)	Create a conducive environment for business to invest and prosper.	SMMEs	Enterprise Development. Co-ordinate municipal licensing for small traders. Capacitate emerging farmers.	To continuous link and refer SMMEs to economic opportunities Co-ordinate municipal licensing for small traders. Develop Rooigoud emerging farmers into a viable and sustainable business.	Ensure compliance by regulating and formalizing the street traders in accordance with the Street trading by-law. Coordinate economic development programmes and formulate policies and by-laws that	Establish LED offices at each major programme to monitor SMME.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
					encourage entrepreneurship.	
Development Planning (LED)	Increasing tourists visiting Lephalale	Tourism Development	Attend business and enterprise exhibitions. Capacitate tourism office. Display hand craft merchandise from small business during the expo.	To continuously promote the tourism office, tourism establishments and attraction facilities	Promoting tourism and attractions through the Lephalale Tourism Association and exhibitions. Capacitating tourism office.	Support Community Tourism Association(CTA) operations with office accommodation
Development Planning (LED)	Create a conducive environment for business to invest and prosper	Mining Development/ Energy generation and Agriculture development.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities.	Collaborate with local stakeholders and strategic partners that deal with developmental programmes.	Continuous marketing.

The indicators and targets (whether on the high SDBIP or the Lower SDBIP level) related to the focus areas in the Directorate have been developed in order to ensure the implementation of the above-mentioned strategies.



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	M - 1 8 6	Number of times Beneficiary list updated Per quarter	Count the Number of times Beneficiary list updated on Quarterly basis	#	Lep_MHS	12	3	6	32	32	72	96	96
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Sustainable and Integrated Rural Development	M - 7 0 7	Number of human settlement development plans reviewed and approved by Council	Count the number of human settlement development plans reviewed and approved by Council	#	Lep_MHS	0	N/A	N/A	N/A	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M - 1 1 4	Percentage of building contraventions attended (submitted for legal action) within 6 weeks from detection	Number of building contraventions attended to within 6 weeks from detection YTD divided by Number of building contraventions detected YTD *100	%	Lep_MBC	100	100	100	100	100	100	100	100
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M - 7 5 9	Average turn around time (weeks) for assessment of building plans YTD	Count the number working days from receipt of building plan to conclusion of assessment for each building plan received and calculate the average working days	# w o r k i n g d a y s	Lep_MBC	30 working days	30 working days	30 working days	30 working days	30 working days	30 working days	30 working days	30 working days



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M 760	Average turnaround time (weeks) related to applications for land development and land use (subdivision expressly provided for in a Scheme - including simultaneous subdivision and consolidation, consolidation of any land, consent for any land use purpose in terms of the Scheme which does not constitute a land development, removal or amendment or suspension of restrictive title condition relating to density regulated by a	Average turnaround time related to applications of land use (subdivision expressly provided for in a Scheme - including simultaneous subdivision and consolidation, consolidation of any land, consent for any land use purpose in terms of the Scheme which does not constitute a land development, removal or amendment or suspension of restrictive title condition relating to density regulated by a Scheme) from time of receipt	# weeks	Lep_MLU	14 weeks	14 weeks	14 weeks	14 weeks	14 weeks	14 weeks	14 weeks	14 weeks



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
		<i>Scheme</i> ) from time of receipt until consideration by the delegated official	until consideration by the delegated official										
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 5 5	Average turn round time (weeks) related to applications for land development and land use (township establishment or extension of the boundaries of the township, rezoning, removal or amendment or suspension of restrictive or obsolete condition servitude or reservation registered against the title of land, amendment or	Count the number of weeks from receipt of applications for land development and land use (township establishment or extension of the boundaries of the township, rezoning, removal or amendment or suspension of restrictive or obsolete condition servitude or reservation registered against the title of land, amendment or	# weeks	Lep_MLU	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
		<i>cancellation of a general plan of a township, other subdivision and consolidation, consent in terms of a condition of title, a condition of establishment of a township or condition of a Scheme or provided for in a provincial law) from time of receipt until consideration by the Municipal Planning Tribunal</i>	<i>cancellation of a general plan of a township, other subdivision and consolidation, consent in terms of a condition of title, a condition of establishment of a township or condition of a Scheme or provided for in a provincial law) received until consideration by the Municipal Planning Tribunal took place, for each application and calculate the average weeks</i>										





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 6 1	Average turnaround time (weeks) related to attend to (notices/directives issued) land use contraventions YTD	Count the number of weeks from detection of land use contraventions until notices or directives have been issued, for each contravention and calculate the average weeks	# w e e k s	Lep_MLU	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 3 3	Number of Land Use Scheme compiled, approved by Council YTD	Count the Number of Land Use Scheme compiled, approved by Council YTD	#	Lep_MLU	0	N/A	N/A	N/A	1	1	1	1
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 3 4	Number of the SDF compiled and approved by Council YTD	Count the Number of the SDF compiled and approved by Council YTD	#	Lep_MLU	0	N/A	N/A	N/A	1	1	N/A	N/A
KPA1: Spatial Rationale\ Rational planning to bridge first and second	M - 7	Number of human settlement	Count the number of human settlement	#	Lep_MHS	0	N/A	N/A	N/A	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
economies and provide adequate land for development\ Sustainable and Integrated Rural Development	07	development plans reviewed and approved by Council	development plans reviewed and approved by Council										
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 51	Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD*	Count the Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD	#	Lep_MLED	8785	213	425	658	850	850	900	1 000
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 688	Number of jobs created through municipal LED initiatives and capital projects (from municipal budget) YTD*	Count the Number of jobs created through municipal LED and capital projects (from municipal budget) YTD	#	Lep_MLED	1 280	320	640	840	1040	1 500	1 500	1 500



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 5	Number of Public Private Partnerships established YTD*	Count the Number of Public Private Partnerships established YTD	#	Lep_MLED	1	N/A	1	1	2	2	2	2
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 6	Number of meetings held with strategic partners YTD*	Count the Number of meetings held with strategic partners YTD	#	Lep_MLED	2	N/A	1	1	2	2	2	2

The abovementioned strategic and high level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.



## 10. CAPITAL WORKS PLANS

### 10.1. CAPITAL PROJECTS BY WARD

A detailed three year capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects on a ward by ward basis. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery and budget implementation.

Department -vote	KPA	Strategic Objective	Programme	Project Name	Project No.	Ward Number	Annual Budget 2016-2017	Source of funding
Planning-6	KPA1 Spatial Rational	Rational planning to bridge first and second economies and provide adequate land for development	GIS	ESRI LICENCE	P_01	All	316 000	LLM
Corp-3	KPA6 Good Governance and Public participation	Responsible, Accountable, Effective and Efficient Corporate governance	Office equipment and Furniture	SERVER VIRTUALIZATION MSIG	P_02	All	2 200 000	LLM
Corp-3	KPA6 Good Governance and Public participation	Responsible, Accountable, Effective and Efficient Corporate governance	Office equipment and Furniture	MICROSOFT LICENSE	P_03	All	200000	LLM
Corp-3	KPA6 Good Governance and Public participation	Responsible, Accountable, Effective and Efficient Corporate governance	Office equipment and Furniture	Electronic Record Management System - Phase 3. (Customer care module) Muncomp	P_04	All	226 895	LLM
Corp-3	KPA6 Good Governance and Public participation	Responsible, Accountable, Effective and Efficient Corporate governance	Office equipment and Furniture	HARDWARE (computers and Laptops)	P_05	All	100 000	LLM



Department -vote	KPA	Strategic Objective	Programme	Project Name	Project No.	Ward Number	Annual Budget 2016-2017	Source of funding
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Roads and Storm water – New infrastructure	Marapong Satellite Office	P_20	1	500 000	LLM
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Water supply	Technical Reports FPR Village Water Extensions	P_21	6,7,8,9,10, 11,12and13	2000 000	LLM
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Community Facilities	Refurbishment of Shongoane stadium & construction of access road to stadium	P_06	8	12 598 400	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Electrical Network (New Infrastructure)	<b>ELECTRIFICATION GRANTS</b>	P_07	2,4& 5	7000000	DoE
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Roads and Storm water – New infrastructure	Ga-Monyeki Access road	P_09	8	6 356 302	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Sanitation - Maintenance and upgrading	Thabo Mbeki sewer network sanitation	P_10	9	8 967 048	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Water supply	Thabo Mbeki water network	P_13	9	6 615 500	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Water supply	REFURBISHMENT AC PIPES LEPHALALE TOWN	P_15	Ward 2,3&4	9 500 000	DWAS MWIG
Infra-5	KPA2 Service Delivery	Provide quality and well	Water supply	REFURBISHMENT AC PIPES		Ward 2,3&4	5 000 000	DWAS



Department -vote	KPA	Strategic Objective	Programme	Project Name	Project No.	Ward Number	Annual Budget 2016-2017	Source of funding
	and Infrastructure Development	maintained infrastructural services in all municipal areas		ONVERWACHT	P_16			MWIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Water supply	TSHELAMMAKE 1BOREHOLE, 180KL STORAGE, 2KM CONNECTOR PIPE, 2K RETICULATION AND 10 TAPS	P_18	Ward 10, 12& 13	6 500 000	DWAS MWIG



## 10.2. PROJECTED MONTHLY EXPENDITURE ON CAPITAL PROJECTS

The monthly projected expenditure of capital projects follows:

Department - vote	Project Name	Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2015-2016
Planning-6	ESRI LICENCE	P_01	27000	26000	26000	27000	26000	26000	27000	26000	26000	27000	26000	316 000	316 000
Corp-3	SERVER VIRTUALIZATION MSIG	P_02	0	0	0	0	0	2 200 000	2200 000	2200 000	2200 000	2200 000	2200 000	2 200 000	2 200 000
Corp-3	MICROSOFT LICENSE	P_03	0	0	0	0	0	200 000	200 000	200 000	200 000	200 000	200 000	200000	200000
Corp-3	Electronic Record Management System - Phase 3 (Customer care module) . Muncomp	P_04	0	0	65 695	65 695	65 695	145 795	145 795	145 796	226 895	226 895	226 896	226 895	226 895
Corp-3	HARDWARE (computers and Laptops)	P_05	0	0	0	0	0	100 000						100000	100 000
Infra-5	Marapong Satellite Office	P_20						500 000						500 000	500 000
Infra-5	Technical Reports FPR Village Water Extensions	P_21				1000 000		1000 000						2000 000	2000 000
Infra-5	Refurbishment of Shongoane stadium & construction of access road to stadium	P_06	2134 000	9500 00	1600000	158600 0	980000		120000	1343000		1600000	1205399	12 598 399	12 598 399
Infra-5	<b>ELECTRIFICATION GRANTS</b>	P_07	000	000	980000			2500000			1760000		1760000	7000000	7000000



Department - vote	Project Name	Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2015-2016
Infra-5	Ga-Monyeki Access road	P_09	2100 0000	2500 000	1756302									3000 000	3000 000
Infra-5	Thabo Mbeki sewer network sanitation	P_10	00	00	00	148432 7.70	153500 0	1205000		1632720	1760000		1350000	6 356 302	10 323 351
Infra-5	Thabo Mbeki water network	P_13		1000 000		615 500			2500 000		2500 000			8 967 048	6 615 500
Infra-5	REFURBISHMENT AC PIPES LEPHALALE TOWN	P_15	700 000			1500 000			1500 000			1300 000		9 500 000	9 500 000
Infra-5	REFURBISHMENT AC PIPES ONVERWACHT	P_16			910 000				2900 000		1000 000		1690 000	5 000 000	5 000 000
Infra-5	TSHELAMMAKE 1BOREHOLE, 180KL STORAGE, 2KM CONNECTOR PIPE, 2K RETICULATION AND 10 TAPS	P_18	1330 000			2500 000			3000 000			2670 000		6500 000	6 500 000





# PROJECTED QUARTERLY IMPLEMENTATION OF CAPITAL PROJECTS

A summary of quarterly planned progress with implementation for each project is provided below:

Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2016-2017	Source of funding
						% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone		
Planning-6	ESRI LICENCE	P-01	Renewal of the License Agreement	01 <sup>st</sup> July 2016	30 <sup>th</sup> June 2017	25%	Activation of the relevant licenses and continuous training of the end-users	50%	Continuous maintenance of the relevant licenses and training of the end-users	75%	Continuous maintenance of the relevant licenses and training of the end-users	100%	Documentary proof for extension of the contractual arrangements for 2017/8 financial year	316 000	LLM
Corp-3	SERVER VIRTUALIZATION MSIG	P-02	Physical servers and its components and virtualization software	01 July 2016	30 December 2016	10%	Specifications to be formulated approved and advertised.	100%	Installation of physical hardware and implementation of a Virtual environment.	100%	Completed	100%	Completed	2 200 000	LLM
Corp-3	MICROSOFT LICENSE	P-03	Registration of licenses	01 July 2016	30 December 2016	10%	Compiling specifications, approval and advertising.	100%	Activation of licenses	100%	Completed	100%	Completed	200000	LLM
Corp-3	Electronic Record Management System - Phase 3 (Customer care module) Muncomp	P-04	Activations of customer care module and training of end-users	01 July 2016	31 March 2017	35%	Activation of the customer care module by Muncomp	65%	Training of end-users	100%	Training of end-users	100%	Completed	226 895	LLM
Corp-3	HARDWARE (computers and Laptops)	P-05	Hardware equipment, i.e. Computers, laptops and printers for municipal	01 July 2016	30 December 2016	20%	Specifications to be formulated approved and advertised.	100%	Actual delivery of the hardware.	100%	Completed	100%	Completed	100 000	LLM



Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2016-2017	Source of funding
						% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone		
			officials												
Infra-5	Marapong Satellite Office	P-20	Purchase a Mobile Prefabricated Office.	01/July/2016	31 December 2016	30%	Compile Specifications and advertise	100%	Purchase the Mobile Office and install Offices at Marapong	100%	Office installed	100%	Office Installed	500 000	LLM
Infra-5	Technical Reports FPR Village Water Extensions	P-21	Compile technical report to DWS and Cogshita to secure funding	01 July 2016	31 December 2016	0%	Procurement and Tendering process	100%	Technical reports completed and submitted to DWS and Cogshita for approval	100%	Receive approved Tech reports from Cogshita for funding	100%	Technical reports completed and submitted to DWS and Cogshita for approval	2000 000	LLM
Infra-5	Refurbishment of Shongoane stadium & construction of access road to stadium	P-06	Refurbishment of Shongoane stadium & construction of access road to stadium	1 July 2016	30 June 2017	10%	Procurement and Tendering process	30%	Detail designs to be completed and commence with Construction	60%	Construction of a Road and Refurbishment of dilapidated structures on the Stadium	100%	Completion of road construction and Refurbishment of the Stadium	12 598 399	MIG
Infra-5	ELECTRIFICATION GRANTS	P-07	Electrification Of houses at Rural Villages	1 July 2016	30 June 2017	10%	Procurement and Tendering process	30%	Detail designs to be completed and commence implementation	30%	Detail designs to be completed and handed to Eskom for Approval	60%	Electrified commences in four villages and progrssess	7000000	DoE
Infra-5	Ga-Monyeki Access road	P-09	A paved 3,5 Km Road at Ga-Monyeki	10 April 2016	27 July 2017	100%	Completion on Construction of the Road	100%	Issuing of completion certificates.	100%	Road Completed	100%	Road Completed	6 356 302	MIG
Infra-5	Thabo Mbeki sewer network sanitation	P-10	Construction of a new sewerage network for Thabo Mbeki	26 April 2016	26 December 2018	10%	Procurement and Tendering process, appointment of consultants	35%	Completion of designs and commence with physical construction	50%	30% Physical Construction of the new sewerage network	70%	50% of construction must be complete	8 967 048	MIG
Infra-5	Thabo Mbeki water network	P-	Planning and design for	May 2016	30 June 2017	50%	Scoping and preliminary	100%	Design completed and	40%	Contractor appointed, site	85%	Construction progresses to	6 615 500	MIG



Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2016-2017	Source of funding
						% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone		
		13	water network in Thabo Mbeki and Construction				design completed		approved. Procurement of contractor		establishment done and Construction commences		august 2017.		
Infra-5	REFURBISHMENT AC PIPES LEPHALALE TOWN	P15	Planning and design for water network in Thabo Mbeki and Construction	May 2016	30 June 2017	50%	Scoping and preliminary design completed	100%	Design completed and approved. Procurement of contractor	40%	Contractor appointed, site establishment done and Construction commences	80%	Construction progresses to august 2017	9 500 000	DWS
Infra-5	REFURBISHMENT AC PIPES ONVERWACHT	P16	Planning and design for water network in Thabo Mbeki and Construction	May 2016	30 June 2017	50%	Scoping and preliminary design completed	100%	Design completed and approved. Procurement of contractor	40%	Contractor appointed, site establishment done and Construction commences	80%	Construction progresses to august 2017	5 000 000	DWS
Infra-5	TSHELAMMAKE 1BOREHOLE, 180KL STORAGE, 2KM CONNECTOR PIPE, 2K RETICULATION AND 10 TAPS	P18	Planning and design for water network in Thabo Mbeki and Construction	May 2016	30 June 2017	50%	Scoping and preliminary design completed	100%	Design completed and approved. Procurement of contractor	40%	Scoping and preliminary design completed	100%	Design completed and approved. Procurement of contractor	6 500 000	DWS
Infra-5	Design of Lerupurupung access road									40%	Scoping and preliminary design completed	100%	Design completed and approved. Procurement of contractor		MIG
Infra-5	Design Mokuruenyane-Tshetlhong Access road									40%	Scoping and preliminary design completed	100%	Design completed and approved. Procurement of contractor		MIG



---

## 11. CONCLUSION

The Adjusted SDBIP is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipality. The Adjusted 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 Adjusted 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 Adjusted SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The Adjusted SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.