



LEPHALALE LOCAL MUNICIPALITY  
ADJUSTED SERVICE DELIVERY AND  
BUDGET IMPLEMENTATION PLAN  
2015/2016

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





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## ACRONYMS AND ABBREVIATIONS

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

| ACRONYM /<br>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  |



| ACRONYM /<br>ABBREVIATION | DESCRIPTION  |
|---------------------------|--|
| km                        | Kilometer  |
| 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                          |



| ACRONYM /<br>ABBREVIATION | DESCRIPTION                                     |
|---------------------------|---|
| Qtr.                      | Quarter   |
| RAL                       | Road Agency Limpopo                             |
| 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

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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 2015-2016 in terms of the IDP strategic intent. 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 'Jack Moloko Maeko', written over a horizontal line.

Councillor Jack Moloko Maeko:

25 June 2015

Date:





## 2. INTRODUCTION

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

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

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

## 3. LEGISLATION

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

- (a) Projections for each month of-
  - (i) Revenue to be collected, by source; and
  - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter

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



The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the 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

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

The Logic Model was followed whereby desired impacts were identified for each strategic objective with measurements and targets contributing to the achievement of those impacts. This was followed by the identification of programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART programme



<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)



objectives and short, medium and long terms strategies were developed to 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 priorities projects, capital items to be acquired and the personnel budget.

The strategies of the municipality, which are linked to programs, 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.

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

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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”.***

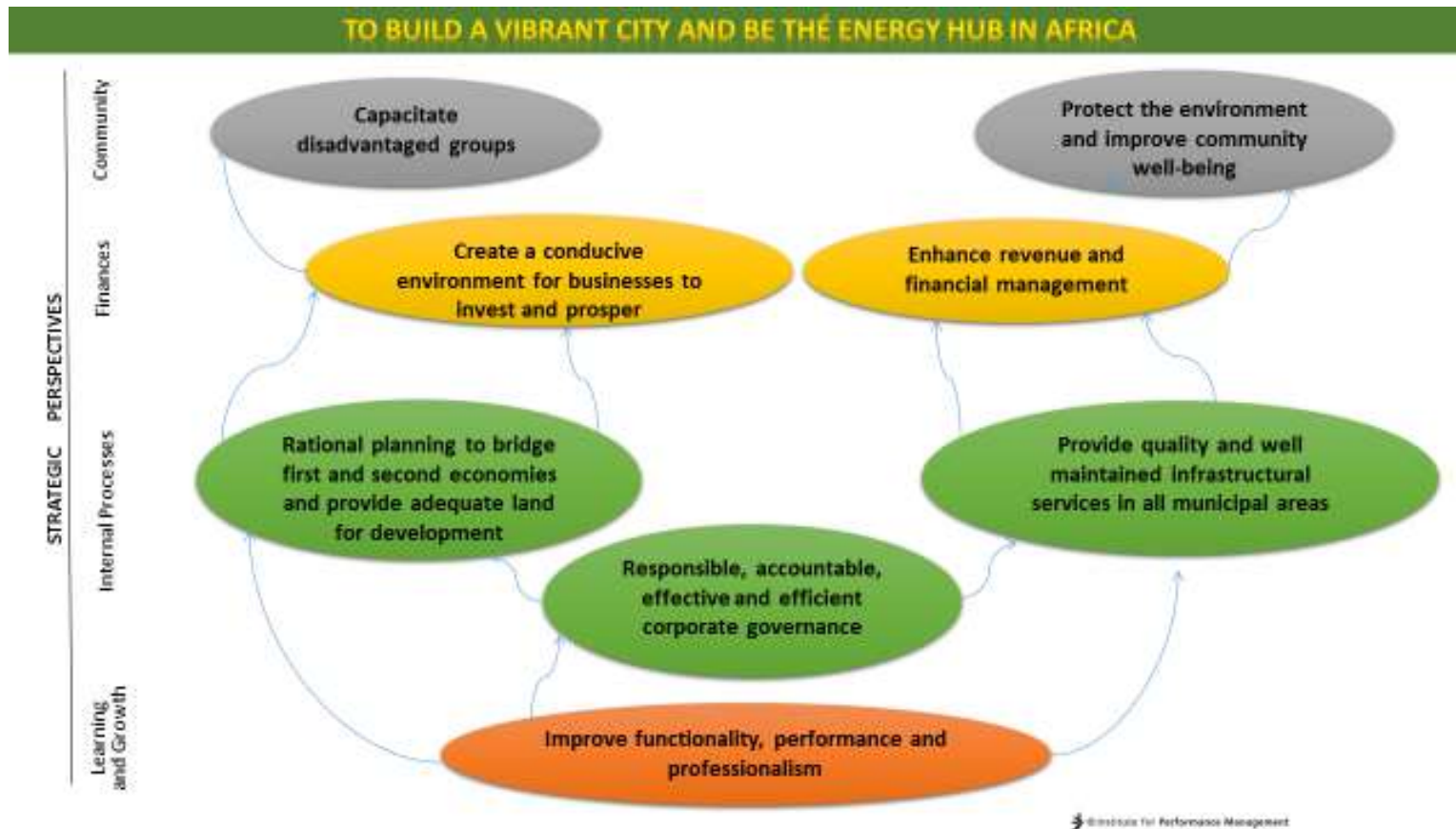
The **Values** of Lephalale Local Municipality underpin quality and they are:

| 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.   |



## 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:





## 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                 | MEDIUM TERM STRATEGIC FRAMEWORK  | NATIONAL OUTCOMES   | OUTCOME 9 OUTPUTS   | MUNICIPAL STRATEGIC OBJECTIVES / GOALS   | MUNICIPAL IMPACTS / OUTCOMES |
|-------------------------------|---|--|---|---|--|------------------------------|
| Delivering municipal services | Improving infrastructure                  | Ensuring access to adequate human settlements and quality basic services | 6 An efficient, competitive and responsive economic infrastructure network        | Improved access to Basic Services   | Provide quality and well maintained infrastructural services in all municipal areas              | Satisfied community members  |
|                               | An economy that will create more jobs     | Radical economic transformation, rapid economic growth and job creation  | 4 Decent employment through inclusive economic growth                             | Implement the Community work programme and Co-operatives supported<br>Deepen democracy through a refined ward committee model | Create a conducive environment for businesses to invest and prosper                              | Sustainable economy          |
|                               | An inclusive and integrated rural economy | Rural development, land and agrarian reform and food security            | 7 Vibrant, equitable and sustainable rural communities with food security for all | Actions supportive of the Human Settlement outcomes   | Rational planning to bridge first and second economies and provide adequate land for development | Sustainable development      |
|                               | Reversing the spatial effect of apartheid |  | 8 Sustainable human settlements and improved quality of household life            |   |  |                              |



| BACK TO BASICS PRIORITIES               | NATIONAL DEVELOPMENT PLAN                               | MEDIUM TERM STRATEGIC FRAMEWORK   | NATIONAL OUTCOMES  | OUTCOME 9 OUTPUTS | MUNICIPAL STRATEGIC OBJECTIVES / GOALS                   | MUNICIPAL IMPACTS / OUTCOMES              |
|---|---|---|--|-------------------|--|---|
| Delivering municipal services           | Transition to a low-carbon economy                      |   | 10 Environment assets and natural resources that are well protected and continually enhanced |                   | Protect the environment and improve community well-being | Safe, healthy and clean living conditions |
|   | Quality health care for all                             | Ensuring quality health care and social security for all citizens       | 2 A long and healthy life for all South Africans   |                   |  |   |
| Putting people and their concerns first | Social protection                                       | Contributing to a better Africa and a better world                      | 11 Create a better South Africa and contribute to a better and safer Africa and World        |                   | Capacitate disadvantaged groups                          | Quality life for disadvantaged groups     |
|   | Transforming society and uniting the country            | Social cohesion and nation building                                     | 3 All people in South Africa feel and are safe   |                   |  |   |
|   | Building safer communities                              |   |  |                   |  |   |
|   | Improving quality of education, training and innovation | Improving the quality of and expanding access to education and training | 1 Improved quality of basic education  |                   |  |   |



| BACK TO BASICS PRIORITIES                           | NATIONAL DEVELOPMENT PLAN    | MEDIUM TERM STRATEGIC FRAMEWORK | NATIONAL OUTCOMES   | OUTCOME 9 OUTPUTS  | MUNICIPAL STRATEGIC OBJECTIVES / GOALS                                 | MUNICIPAL IMPACTS / OUTCOMES                   |
|---|------------------------------|---------------------------------|---|--|--|--|
| Sound financial management and accounting           | Fighting corruption          | Fighting corruption and crime   | 9 A responsive, accountable, effective and efficient local government system  | Implement a differentiated approach to municipal financing, planning and support | Enhance revenue and financial management                               | Financial Viability and Prosperous institution |
| Demonstrating good governance and administration    |                              |                                 | 12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship | Single Window of co-ordination   | Responsible, accountable, effective and efficient corporate governance | Public confidence                              |
| Sound institutional and administrative capabilities | Reforming the public service |                                 | 5 Skilled and capable workforce to support an inclusive growth path   | Improved municipal financial and administrative capacity                         | Improve functionality, performance and professionalism                 | Best governance ethos                          |





## 8. PROJECTED MONTHLY REVENUE AND EXPENDITURE

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One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality MUST ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should 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 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.

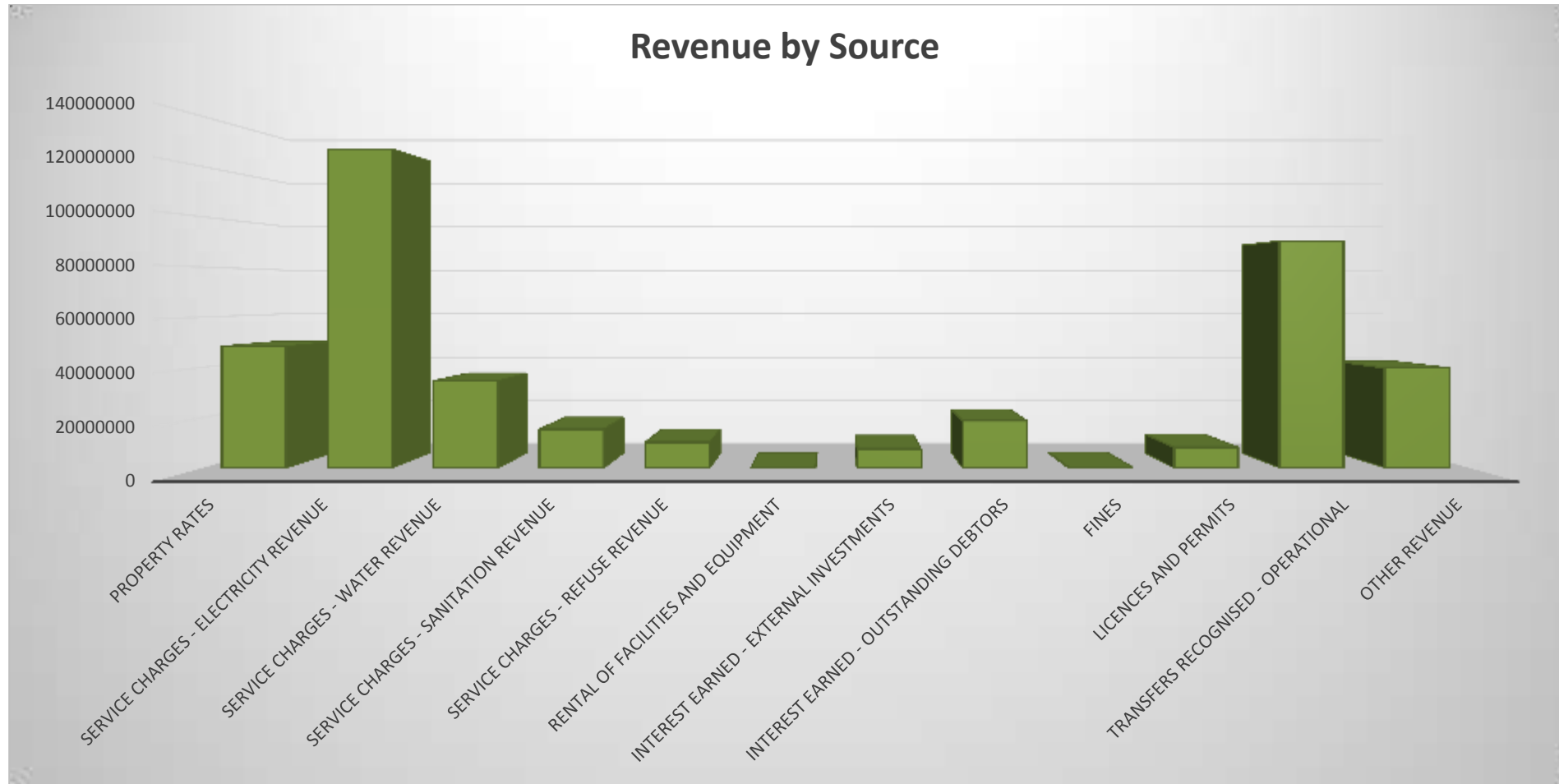
This part of the adjustment plan is based upon the Budget and Reporting Regulations Schedules B that serve as supporting documentation for the budget, in particular Tables SB12-Sb17 and will deal with the following:

| MONTHLY REVENUE PROJECTIONS:   | MONTHLY EXPENDITURE PROJECTIONS:  | CASH FLOW PROJECTIONS:                                 |
|--|---|--|
| a. Revenue by source;<br>b. Revenue by vote;<br>c. Revenue in terms of standard classifications. | a. Expenditure by type;<br>b. Overall expenditure:<br>i. By vote<br>ii. In terms of standard classifications<br>c. Capital expenditure:<br>i. By vote<br>ii. In terms of standard classifications | a. Cash receipts by source<br>b. Cash payments by type |



## 1. REVENUE:

The majority of revenue is expected to be sourced from service charges for electricity at 32% of the total revenue for 2015/16 financial year.





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

| LIM362 Lephalale - Supporting Table SB14 Adjustments Budget - monthly revenue and expenditure - |                     |          |           |          |          |          |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
|---|---------------------|----------|-----------|----------|----------|----------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
| Description   | Budget Year 2015/16 |          |           |          |          |          |                 |                 |                 |                 |                 |                 |                  | Medium Term Revenue and Expenditure Framework |                        |                        |
|   | July                | August   | Sept.     | October  | November | December | January         | February        | March           | April           | May             | June            | Full year budget | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
|   | Outcome             | Outcome  | Outcome   | Outcome  | Outcome  | Outcome  | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget |                  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| R thousands   |                     |          |           |          |          |          |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Revenue By Source   |                     |          |           |          |          |          |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Property rates  | 4294389             | 4383906  | 5066949   | 3937256  | 3925207  | 2619746  | 4651126         | 4651126         | 4651126         | 4651126         | 4651126         | 482916          | 47965999         | 47965999                                      | 51235000               | 54104000               |
| Property rates - penalties & collection charges   | 0                   | 0        |           | 0        | 0        | 0        | 0               | 0               | 0               | 0               | 0               | 0               | 0                | 0   | 0                      | 0                      |
| Service charges - electricity revenue   | 9472280             | 12717978 | 9841793   | 10754676 | 13070348 | 24255841 | 11508011        | 10508011        | 8508011         | 7508011         | 10508011        | 8252173         | 1.37E+08         | 136905144                                     | 135892000              | 143502000              |
| Service charges - water revenue   | 3666873             | 1724232  | 2790057   | 2839274  | 2844791  | 6487180  | 3251157         | 2251157         | 1251157         | 2251157         | 1251157         | 2763981         | 33372173         | 33372173                                      | 37353000               | 39444000               |
| Service charges - sanitation revenue  | 1050711             | 1421748  | 1245967   | 1248905  | 1206299  | 2847524  | 618091          | 918091          | 1018091         | 1118091         | 1418091         | 1770572         | 15882181         | 15882181                                      | 16804000               | 17745000               |
| Service charges - refuse  | 701388              | 996424   | 874316    | 873481   | 871909   | 1020330  | 1048126         | 1048125         | 1048124         | 1046966         | 1048122         | 27812           | 10605123         | 10605123                                      | 11231000               | 11860000               |
| Service charges - other   | 0                   | 0        | 0         | 0        | 0        | 0        | 0               | 0               | 0               | 0               | 0               | 0               | 0                | 0   | 0                      | 0                      |
| Rental of facilities and equipment  | 18897               | 18897    | 23536.36  | 20443    | 28573    | 23078    | 22069           | 22069           | 23532           | 22069           | 25103           | 21617.604       | 269884           | 269883.96                                     | 286000                 | 302000                 |
| Interest earned - external investments  | 362133              | 394255   | 383066    | 254072   | 273890   | 305300   | 343700          | 236204          | 237631          | 259061          | 245459          | 220351          | 3515122          | 3515122                                       | 8242000                | 8703000                |
| Interest earned - outstanding debtors   | 169800              | 153201   | 1388084.4 | 1668015  | 1704339  | 1703079  | 2375617         | 2812630         | 2110712         | 2046818         | 2133643         | 1612287.6       | 19878226         | 19878226                                      | 21051000               | 22230000               |
| Dividends received  | 0                   | 0        | 0         | 0        | 0        | 0        | 0               | 0               | 0               | 0               | 0               | 0               | 0                | 0   | 0                      | 0                      |
| Fines   | 13959               | 19634    | 44304     | 18317    | 18841    | 6972     | 29392           | 36372           | 32532           | 34495           | 30591           | 61402           | 346811           | 346811  | 385000                 | 407000                 |
| Licences and permits  | 564232              | 1047193  | 55925     | 3850914  | 178299   | 488915   | 511326          | 362534          | 156321          | 263214          | 396321          | 384404          | 8259598          | 8259598                                       | 8747000                | 9237000                |
| Agency services   | 0                   | 0        | 0         | 0        | 0        | 0        | 0               | 0               | 0               | 0               | 0               | 0               | 0                | 0   | 0                      | 0                      |
| Transfers recognised - operational  | 36596872.3          | 1028381  | 232724    | 399356   | 29302597 | 229000   | 1270674         | 1276943         | 15836564        | 1309923         | 1374389         | 17863577        | 1.07E+08         | 106721000                                     | 101929000              | 112715000              |
| Other revenue   | 405527              | 1446501  | 1032944   | 1811743  | 1753466  | 1236149  | 1439674         | 2866056         | 1402586         | 1051175         | 1639952         | 1669566         | 17755339         | 17755339                                      | 15481000               | 16337000               |
| Gains on disposal of PPE  |                     |          |           |          |          |          |                 |                 |                 |                 |                 | 0               | 0                | 0   | 0                      | 0                      |
| Total Revenue   | 57317061.3          | 25352350 | 22979666  | 27676452 | 55178559 | 41223114 | 27068963        | 26989318        | 36276387        | 21562106        | 24721965        | 35130659        | 4.01E+08         | 401476600                                     | 408636000              | 436586000              |

Supporting Table SB14 Adjustments Budget



b. The monthly projections for revenue by vote follows:

**LIM362 Lephalale - Supporting Table SB12 Adjustments Budget - monthly revenue and expenditure (municipal vote) -**

| Description                      | Budget Year 2015/16 |                 |                 |                 |                 |                 |                        |                        |                        |                        |                        |                        | Full year budget | Medium Term Revenue and Expenditure Framework |                        |                        |
|----------------------------------|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|---|------------------------|------------------------|
|                                  | July                | August          | Sept.           | October         | November        | December        | January                | February               | March                  | April                  | May                    | June                   |                  | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| <b>R thousands</b>               | <b>Outcome</b>      | <b>Outcome</b>  | <b>Outcome</b>  | <b>Outcome</b>  | <b>Outcome</b>  | <b>Outcome</b>  | <b>Adjusted Budget</b> | <b>Adjusted Budget</b> | <b>Adjusted Budget</b> | <b>Adjusted Budget</b> | <b>Adjusted Budget</b> | <b>Adjusted Budget</b> |                  | <b>Adjusted Budget</b>                        | <b>Adjusted Budget</b> | <b>Adjusted Budget</b> |
| <b>Revenue by Vote</b>           |                     |                 |                 |                 |                 |                 |                        |                        |                        |                        |                        |                        |                  |   |                        |                        |
| Vote 1 - MUNICIPAL MANAGER       | 1801048             | 24617           | 191918          | 213694          | 1639312         | 50895           | 125632                 | 12362                  | 125632                 | 186321                 | 356214                 | 119782                 | 4847427          | 4847427                                       | 0                      | 0                      |
| Vote 2 - BUDGET AND TREASURY     | 8237470             | 8291903         | 7619280         | 5349993         | 7881423.51      | 3924080         | 4056080                | 5954855                | 5543061                | 4040109                | 6061559                | 4172119.49             | 71131933         | 71131933                                      | 0                      | 0                      |
| Vote 3 - CORPORATE SERVICES      | 18654               | 0               | 56578           | 0               | 0               | 35485           | 0                      | 0                      | 0                      | 125321                 | 0                      | 142410                 | 378448           | 378448  | 0                      | 0                      |
| Vote 4 - SOCIAL SERVICES         | 6482663             | 2020487         | 1140310         | 5650038         | 5264970.31      | 1726195         | 1644991                | 3403579                | 2799878                | 2999795                | 3034068                | 1132099.69             | 37299074         | 37299074                                      | 0                      | 0                      |
| Vote 5 - INFRASTRUCTURE SERVICES | 42486407            | 21633951        | 19943218        | 20997937        | 50284177.2      | 20868159        | 25916275               | 21741123               | 29237122               | 29977076               | 30221204               | 29345614.8             | 342652264        | 342652264                                     | 0                      | 0                      |
| Vote 6 - PLANNING DEVELOPMENT    | 25930               | 38953           | 112604          | 49259           | 58632           | 24799           | 105984                 | 113760                 | 96142                  | 72751                  | 195977                 | 87331                  | 982122           | 982122  | 0                      | 0                      |
| Vote 7 - STRATEGIC SERVICE       |                     |                 |                 |                 |                 |                 |                        |                        |                        |                        |                        | 0                      | 0                | 0   | 0                      | 0                      |
| Vote 15 - [NAME OF VOTE 15]      |                     |                 |                 |                 |                 |                 |                        |                        |                        |                        |                        | 0                      | 0                | 0   | 0                      | 0                      |
| <b>Total Revenue by Vote</b>     | <b>59052172</b>     | <b>32009911</b> | <b>29063908</b> | <b>32260921</b> | <b>65128515</b> | <b>26629613</b> | <b>31848962</b>        | <b>31225679</b>        | <b>37801835</b>        | <b>37401373</b>        | <b>39869022</b>        | <b>34999357</b>        | <b>457291268</b> | <b>457291268</b>                              | <b>0</b>               | <b>0</b>               |

**Supporting Table SB12 Adjustments Budget**



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

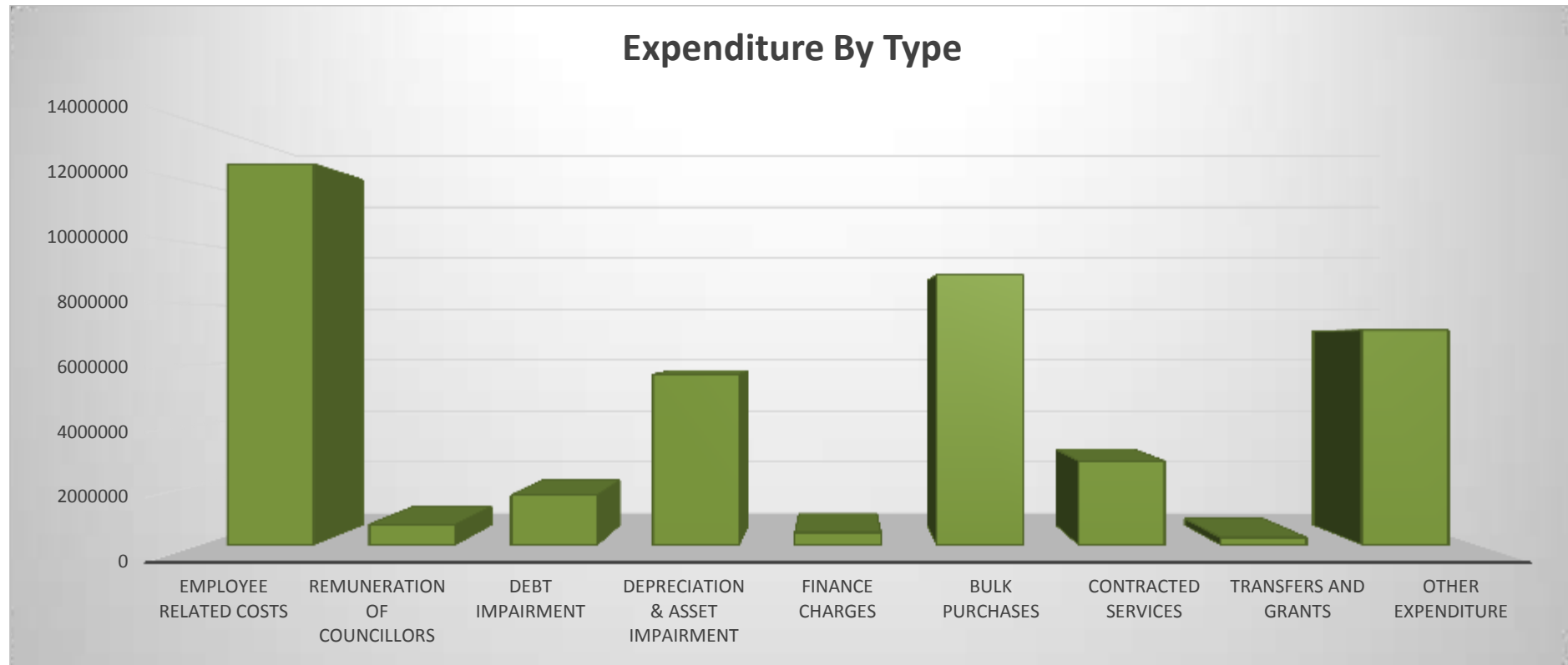
| LIM362 Lephalale - Supporting Table SB13 Adjustments Budget - monthly revenue and expenditure (standard classification) - |                     |                 |                 |                 |                   |                 |                 |                 |                   |                 |                 |                   |                  |   |                        |                        |
|---|---------------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|-------------------|------------------|---|------------------------|------------------------|
| Description - Standard classification   | Budget Year 2015/16 |                 |                 |                 |                   |                 |                 |                 |                   |                 |                 |                   | Full year budget | Medium Term Revenue and Expenditure Framework |                        |                        |
|   | July                | August          | Sept.           | October         | November          | December        | January         | February        | March             | April           | May             | June              |                  | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| R thousands   | Outcome             | Outcome         | Outcome         | Outcome         | Outcome           | Outcome         | Adjusted Budget | Adjusted Budget | Adjusted Budget   | Adjusted Budget | Adjusted Budget | Adjusted Budget   |                  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| <b>Revenue - Standard</b>   |                     |                 |                 |                 |                   |                 |                 |                 |                   |                 |                 |                   |                  |   |                        |                        |
| <b>Governance and administration</b>  | 10171685            | 8425625         | 7958701         | 5702172         | 9585461           | 4181000         | 3431043.8       | 3329818.7       | 2983038.83        | 3696714.7       | 6680471         | 11880268.8        | 78026000         | 78026000                                      | 0                      | 0                      |
| Executive and council   | 5082030             | 1469342         | 1432884         | 1065388         | 5522406           | 1038000         | 374963          | 374963          | 439977            | 531284          | 618912          | 3453851           | 21404000         | 21404000                                      | 0                      | 0                      |
| Budget and treasury office  | 4956488             | 6847178         | 6378314         | 4498299         | 3998329           | 2937000         | 3056080.8       | 2954855.7       | 2543061.83        | 3040109.7       | 6061559         | 7118724.84        | 54390000         | 54390000                                      | 0                      | 0                      |
| Corporate services  | 133167              | 109105          | 147503          | 138485          | 64726             | 206000          | 0               | 0               | 0                 | 125321          | 0               | 1307693           | 2232000          | 2232000                                       | 0                      | 0                      |
| <b>Community and public safety</b>  | 11282               | 60015           | 38556           | 601195          | 5127              | 33000           | 884966.67       | 770287.67       | 470287.667        | 170290.67       | 116331.7        | 669660.667        | 3831000          | 3831000                                       | 0                      | 0                      |
| Community and social services   | 8821                | 21515           | 37679           | 2818            | 1595              | 51000           | 13966.667       | 13966.667       | 13966.6667        | 13966.667       | 13966.67        | 77738.6667        | 271000           | 271000  | 0                      | 0                      |
| Sport and recreation  | 0                   | 0               | 0               | 0               | 0                 | 0               | 0               | 0               | 0                 | 0               |                 | 0                 | 0                | 0   | 0                      | 0                      |
| Public safety   | 2461                | 38500           | 877             | 598377          | 3532              | -18000          | 871000          | 756321          | 456321            | 156324          | 102365          | 591922            | 3560000          | 3560000                                       | 0                      | 0                      |
| Housing/Health  | 0                   | 0               | 0               | 0               | 0                 | 0               | 0               | 0               | 0                 | 0               | 0               | 0                 | 0                | 0   | 0                      | 0                      |
| <b>Economic and environmental services</b>  | 1235797             | 3242607         | 4806983         | 4594084         | 6804068           | 4444000         | 1949748         | 3575504.3       | 1688343.5         | 1211852.5       | 421247.5        | 773765.167        | 34748000         | 34748000                                      | 0                      | 0                      |
| Planning and development  | 25930               | 38953           | 112604          | 49259           | 58632             | 25000           | 105984          | 113760.33       | 196142.5          | 97275.5         | 95977.5         | 62482.1667        | 982000           | 982000  | 0                      | 0                      |
| Road transport  | 1209867             | 3203654         | 4694379         | 4544825         | 6745436           | 4419000         | 1843764         | 3461744         | 1492201           | 1114577         | 325270          | 711283            | 33766000         | 33766000                                      | 0                      | 0                      |
| Environmental protection  | 0                   | 0               | 0               | 0               | 0                 | 0               | 0               | 0               | 0                 | 0               | 0               | 0                 | 0                | 0   | 0                      | 0                      |
| <b>Trading services</b>   | 47633408            | 20281664        | 16259668        | 21363470        | 48733858.5        | 17971000        | 33091967        | 34329068        | 38645356.5        | 31835438        | 32920237        | -2379134          | 340686000        | 340686000                                     | 0                      | 0                      |
| Electricity   | 19880817            | 12199556        | 9458531         | 11739342        | 22811623.2        | 11458000        | 16022312        | 16100734        | 22618423.8        | 15438779        | 15779024        | 3592858.65        | 177100000        | 177100000                                     | 0                      | 0                      |
| Water   | 15199242            | 5967548         | 4355021         | 6993252         | 15124104          | 3851000         | 9769565         | 11543653        | 10845869          | 9769565         | 9836288         | 3585893           | 106841000        | 106841000                                     | 0                      | 0                      |
| Waste water management  | 6659917             | 1219431         | 1438028         | 1446897         | 5732987           | 1473000         | 3057935.7       | 2412296.2       | 1057935.67        | 2431465.2       | 3057936         | 1608171.67        | 31596000         | 31596000                                      | 0                      | 0                      |
| Waste management  | 5893432             | 895129          | 1008088         | 1183979         | 5065144.31        | 1189000         | 4242154         | 4272385         | 4123128           | 4195629         | 4246989         | -11166057         | 25149000         | 25149000                                      | 0                      | 0                      |
| <b>Total Revenue - Standard</b>   | <b>59052172</b>     | <b>32009911</b> | <b>29063908</b> | <b>32260921</b> | <b>65128514.5</b> | <b>26629000</b> | <b>39357725</b> | <b>42004679</b> | <b>43787026.5</b> | <b>36914296</b> | <b>40138287</b> | <b>10944560.7</b> | <b>457291000</b> | <b>457291000</b>                              | <b>0</b>               | <b>0</b>               |

Supporting Table SB13 Adjustments Budget



## 2. EXPENDITURE:

In the graph below, it can be seen that the majority of the operating expenditure of the municipality during 2015/16 is allocated to employee related costs, which accounts for 31% of the total projected expenditure.





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

| Description  | Ref               | Budget Year 2015/16 |                  |                  |                 |                 |                 |                 |                 |                  |                  |                  |                  | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|-------------------|---------------------|------------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|------------------|---|------------------------|------------------------|
|  |                   | July                | August           | Sept.            | October         | November        | December        | January         | February        | March            | April            | May              | June             | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
|  |                   | Outcome             | Outcome          | Outcome          | Outcome         | Outcome         | Outcome         | Adjusted Budget | Adjusted Budget | Adjusted Budget  | Adjusted Budget  | Adjusted Budget  | Adjusted Budget  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| <b>R thousands</b>   |                   |                     |                  |                  |                 |                 |                 |                 |                 |                  |                  |                  |                  |   |                        |                        |
| <b>Expenditure By Type</b>   |                   |                     |                  |                  |                 |                 |                 |                 |                 |                  |                  |                  |                  |   |                        |                        |
| Employee related costs   | 11059009          | 11489542            | 11643628         | 13429125         | 12349275        | 16293119        | 12122989        | 12334823        | 12603313        | 12429422         | 12852609         | 8732432          | 147339286        | 147339286                                     | 157454000              | 166665000              |
| Remuneration of councillors  | 629156            | 657131              | 643143           | 643144           | 631696          | 643416          | 721761          | 721761          | 721761          | 721761           | 721761           | 721482.29        | 8177973.29       | 8177973.3                                     | 8050000                | 8521000                |
| Debt impairment  | 0                 | 0                   | 0                | 0                | 0               | 0               | 0               | 0               | 0               | 0                | 3500000          | 0                | 3500000          | 3500000                                       | 1747000                | 1845000                |
| Depreciation & asset impairment                                      | 5606498           | 5011732             | 5593093          | 5779530          | 5593093         | 5787501         | 6687485         | 6687485         | 6687485         | 6693356          | 6687485          | 1844143          | 68658886         | 68658886                                      | 63708000               | 67275000               |
| Finance charges  | 0                 | 1949835             | 192616           | 1819347          | 964637          | 128142          | 1086786         | 1087290         | 1089918         | 1087757          | 1087491          | 1097156.8        | 11590975.8       | 11590976                                      | 11127000               | 10599000               |
| Bulk purchases   | 10767144          | 14352369            | 9750049          | 10390730         | 11283622        | 10910007        | 6601235         | 8023243         | 8498617         | 8068551          | 8407554          | 6838706          | 113891827        | 113891827                                     | 118493273              | 125128895.8            |
| Other materials  | 0                 | 0                   | 0                | 0                | 0               | 0               | 0               | 0               | 0               | 0                | 0                | 0                | 0                | 0   | 0                      | 0                      |
| Contracted services  | 192824            | 813036              | 1626934          | 1948790          | 1978836         | 648783          | 532469          | 530312          | 679009          | 685914           | 684452           | 895708           | 11217067         | 11217067                                      | 19576000               | 20673000               |
| Grants and subsidies   | 2182              | 259150              | 79678            | 307222           | 212202          | -231281         | 42100           | 15300           | 45166           | 95166            | 38166            | 368992           | 1234043          | 1234043                                       | 1266000                | 1299000                |
| Other expenditure  | 7403900           | 9445254             | 5712207          | 7451134          | 7599954         | 2923496         | 6518803         | 7089545         | 8332450         | 7562383          | 8106837          | 11284712         | 89430675         | 89430675                                      | 79717090               | 83698744.26            |
| Loss on disposal of PPE  |                   |                     |                  |                  |                 |                 |                 |                 |                 |                  |                  | 0                | 0                | 0   | 0                      | 0                      |
| <b>Total Expenditure</b>   | <b>35660713</b>   | <b>43978049</b>     | <b>35241348</b>  | <b>41769022</b>  | <b>40613315</b> | <b>37103183</b> | <b>34313628</b> | <b>36489759</b> | <b>38657719</b> | <b>37344310</b>  | <b>42086355</b>  | <b>31783332</b>  | <b>455040733</b> | <b>455040733</b>                              | <b>461138362</b>       | <b>485704640</b>       |
|  |                   |                     |                  |                  |                 |                 |                 |                 |                 |                  |                  |                  |                  |   |                        |                        |
| <b>Surplus/(Deficit)</b>   | <b>21656348.3</b> | <b>-18625699</b>    | <b>-12261682</b> | <b>-14092570</b> | <b>14565244</b> | <b>4119931</b>  | <b>-7244665</b> | <b>-9500441</b> | <b>-2381332</b> | <b>-15782204</b> | <b>-17364390</b> | <b>3347326.9</b> | <b>-53564133</b> | <b>-53564133</b>                              | <b>-52502362</b>       | <b>-49118640.05</b>    |
| Transfers recognised - capital                                       |                   |                     |                  |                  |                 |                 |                 |                 |                 |                  |                  | 55814400         |                  | 55814400                                      | 119477000              | 138458000              |
| Contributions  |                   |                     |                  |                  |                 |                 |                 |                 |                 |                  |                  | 0                |                  | 0   | 0                      | 0                      |
| Contributed assets   |                   |                     |                  |                  |                 |                 |                 |                 |                 |                  |                  | 0                |                  | 0   | 0                      | 0                      |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b> | <b>21656348.3</b> | <b>-18625699</b>    | <b>-12261682</b> | <b>-14092570</b> | <b>14565244</b> | <b>4119931</b>  | <b>-7244665</b> | <b>-9500441</b> | <b>-2381332</b> | <b>-15782204</b> | <b>-17364390</b> | <b>59161727</b>  | <b>-53564133</b> | <b>2250266.9</b>                              | <b>66974638</b>        | <b>89339359.95</b>     |

Supporting Table SB14 adjusted budgeted monthly expenditure by type



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

| LIM362 Lephalale - Supporting Table SB12 Adjustments Budget - monthly revenue and expenditure (municipal vote) - |                     |                 |                 |                 |                 |                 |                   |                   |                   |                   |                   |                   |                  |   |                        |                        |
|--|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|---|------------------------|------------------------|
| Description  | Budget Year 2015/16 |                 |                 |                 |                 |                 |                   |                   |                   |                   |                   |                   | Full year budget | Medium Term Revenue and Expenditure Framework |                        |                        |
|  | July                | August          | Sept.           | October         | November        | December        | January           | February          | March             | April             | May               | June              |                  | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| Vote 2 - BUDGET AND TREASURY   | 1636250             | 4832985         | 3332380         | 3634128         | 3908940         | 3375644         | 3444490.37        | 3934982.67        | 3841928.23        | 3829774.8         | 4341499.3         | 492215.62         | 40605218         | 40605218                                      | 0                      | 0                      |
| Vote 3 - CORPORATE SERVICES  | 2311235             | 1958100         | 1905186         | 2883337         | 2759206         | 1504369         | 1645240.58        | 1644168.58        | 1751829.67        | 1757843.17        | 1810231.17        | 3357928.83        | 25288675         | 25288675                                      | 0                      | 0                      |
| Vote 4 - SOCIAL SERVICES   | 4490523.8           | 4900151         | 4852984         | 6612994         | 5116454         | 5480881         | 5538060.55        | 5692231.13        | 5873037.34        | 5774365.35        | 6030349.89        | 9776061.92        | 70138094         | 70138094                                      | 0                      | 0                      |
| Vote 5 - INFRASTRUCTURE SERVICES   | 21295781            | 26387939        | 21740644        | 24016780        | 24741605        | 17811923        | 20054203.5        | 21477062          | 22196890.5        | 21558742.5        | 22101833          | 20779867.8        | 264163271        | 264163271                                     | 0                      | 0                      |
| Vote 6 - PLANNING DEVELOPMENT  | 664893.13           | 740513          | 714119          | 819860          | 771972          | 642834          | 808225            | 796366.167        | 971886.167        | 1016927           | 1086024.67        | 1403939.87        | 10437560         | 10437560                                      | 0                      | 0                      |
| Vote 7 - STRATEGIC SERVICE   | 624257.4            | 979279          | 654002          | 858653          | 851220          | 680459          | 778320            | 792987            | 850580            | 916595            | 897407            | 866017.6          | 9749777          | 9749777                                       | 0                      | 0                      |
| Vote 8 - [NAME OF VOTE 8]  |                     |                 |                 |                 |                 |                 |                   |                   |                   |                   |                   | 0                 | 0                | 0   | 0                      | 0                      |
| <b>Total Expenditure by Vote</b>   | <b>35660712</b>     | <b>43978049</b> | <b>35241347</b> | <b>41769022</b> | <b>40613315</b> | <b>30173062</b> | <b>34313629.9</b> | <b>36489762.4</b> | <b>38658010.1</b> | <b>37344313</b>   | <b>38586359.7</b> | <b>43764423.5</b> | <b>456592006</b> | <b>456592006</b>                              | <b>0</b>               | <b>0</b>               |
|  |                     |                 |                 |                 |                 |                 |                   |                   |                   |                   |                   |                   |                  |   |                        |                        |
| <b>Surplus/ (Deficit)</b>  | <b>23391460</b>     | <b>11968138</b> | <b>-6177439</b> | <b>-9508101</b> | <b>24515200</b> | <b>-3543449</b> | <b>2464667.93</b> | <b>-5264083.4</b> | <b>-856175.11</b> | <b>57060.0167</b> | <b>1282662.34</b> | <b>8765066.52</b> | <b>699262</b>    | <b>699262</b>                                 | <b>0</b>               | <b>0</b>               |

Supporting Table SB12 Adjustments Budget





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

**LIM362 Lephalale - Supporting Table SB13 Adjustments Budget - monthly revenue and expenditure (standard classification) -**

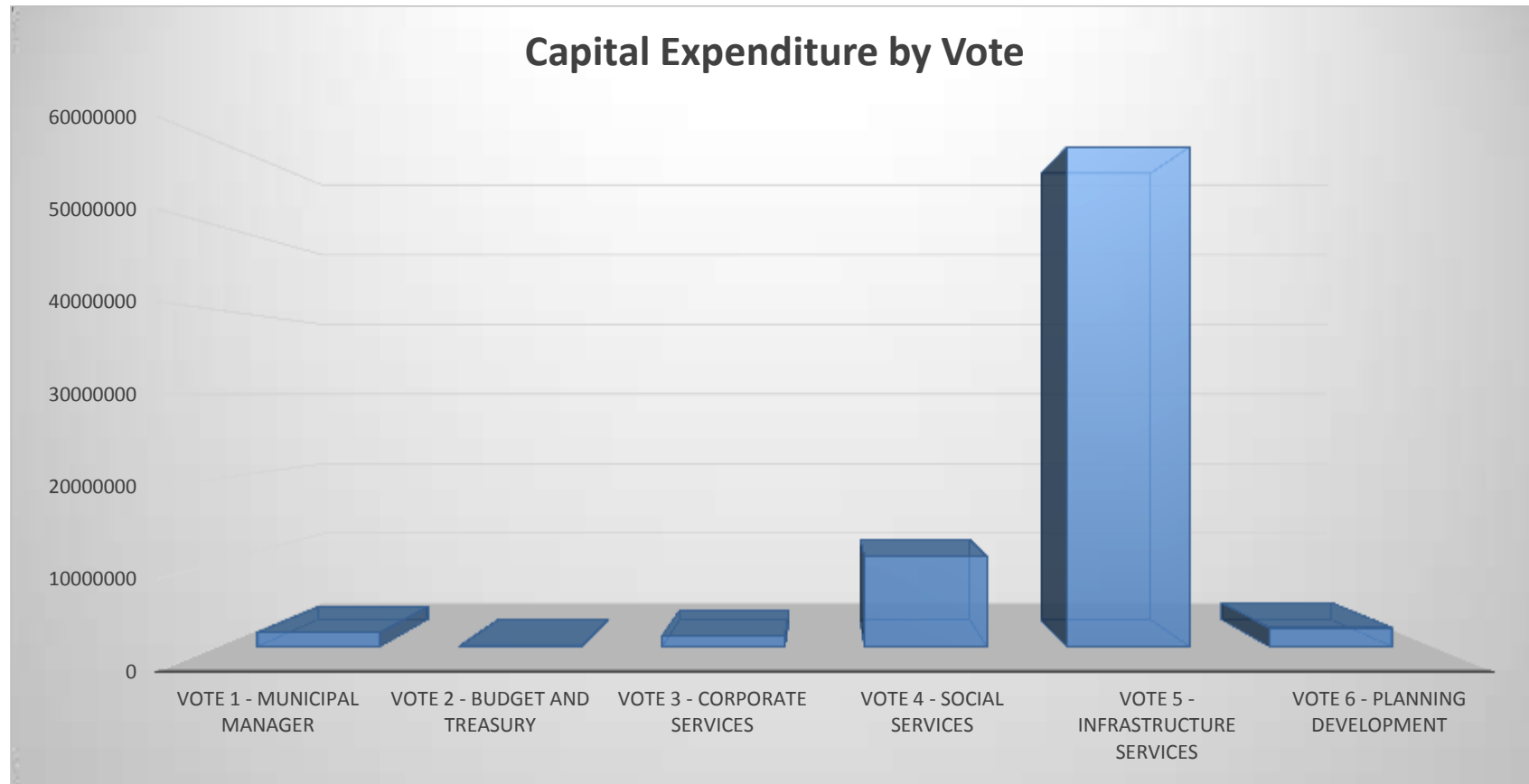
| Description - Standard classification      | Budget Year 2015/16 |                 |                 |                 |                 |                 |                  |                  |                   |                  |                 |                   | Medium Term Revenue and Expenditure Framework |                     |                        |                        |
|--|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|-------------------|------------------|-----------------|-------------------|---|---------------------|------------------------|------------------------|
|  | July                | August          | Sept.           | October         | November        | December        | January          | February         | March             | April            | May             | June              | Full year budget                              | Budget Year 2015/16 | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| R thousands                                | Outcome             | Outcome         | Outcome         | Outcome         | Outcome         | Outcome         | Adjusted Budget  | Adjusted Budget  | Adjusted Budget   | Adjusted Budget  | Adjusted Budget | Adjusted Budget   |   | Adjusted Budget     | Adjusted Budget        | Adjusted Budget        |
| Budget and treasury office                 | 1518483             | 4020813         | 2680161         | 2872589         | 2973825         | 2601000         | 3444490.4        | 3934982.7        | 3841928.23        | 3829774.8        | 4341499         | -786546.38        | 35273000                                      | 35273000            | 0                      | 0                      |
| Corporate services                         | 3278594.4           | 3208350         | 2660403.3       | 3955546         | 3755968         | 2436000         | 1645240.6        | 1644168.6        | 1751829.67        | 1757843.2        | 1810231         | 10992825.1        | 38897000                                      | 38897000            | 0                      | 0                      |
| <b>Community and public safety</b>         | <b>1607484</b>      | <b>2371350</b>  | <b>2230389</b>  | <b>3181762</b>  | <b>2245040</b>  | <b>2861000</b>  | <b>2955256.3</b> | <b>3046559.6</b> | <b>2586789.37</b> | <b>2221805.5</b> | <b>2236456</b>  | <b>7317907.75</b> | <b>34861800</b>                               | <b>34861800</b>     | <b>0</b>               | <b>0</b>               |
| Community and social services              | 1103694             | 1861481         | 1763140         | 2452918         | 1711625         | 2269000         | 2537277.3        | 2628580.6        | 2128992.37        | 1802714.5        | 1799843         | 3177533.75        | 25236800                                      | 25236800            | 0                      | 0                      |
| Sport and recreation                       | 0                   | 0               | 0               | 0               | 0               | 0               | 0                | 0                | 0                 | 0                | 0               | 0                 | 0   | 0                   | 0                      | 0                      |
| Public safety                              | 302339              | 317108          | 231185          | 438487          | 284624          | 335000          | 230173           | 230173           | 232705            | 231696           | 249179          | 472331            | 3555000                                       | 3555000             | 0                      | 0                      |
| Housing                                    | 201451              | 192761          | 236064          | 290357          | 248791          | 257000          | 187806           | 187806           | 225092            | 187395           | 187434          | 3668043           | 6070000                                       | 6070000             | 0                      | 0                      |
| Health                                     | 0                   | 0               | 0               | 0               | 0               | 0               | 0                | 0                | 0                 | 0                | 0               | 0                 |   | 0                   | 0                      | 0                      |
| <b>Economic and environmental services</b> | <b>4030688.89</b>   | <b>4394853</b>  | <b>8255747</b>  | <b>5548151</b>  | <b>5293812</b>  | <b>2942000</b>  | <b>4611401.3</b> | <b>4799542.5</b> | <b>5060412.83</b> | <b>4720103.3</b> | <b>4974551</b>  | <b>10874936.8</b> |   | <b>65506200</b>     | <b>0</b>               | <b>0</b>               |
| Planning and development                   | 538702.13           | 625529          | 605530          | 693691          | 762616          | 642000          | 608225           | 796366.17        | 971886.167        | 716927           | 886024.7        | 623702.87         |   | 8471200             | 0                      | 0                      |
| Road transport                             | 3491986.76          | 3769324         | 7650217         | 4854460         | 4531196         | 2300000         | 4003176.3        | 4003176.3        | 4088526.67        | 4003176.3        | 4088527         | 10251233.9        |   | 57035000            | 0                      | 0                      |
| Environmental protection                   | 0                   | 0               | 0               | 0               | 0               | 0               | 0                | 0                | 0                 | 0                | 0               | 0                 |   | 0                   | 0                      | 0                      |
| <b>Trading services</b>                    | <b>20207408.8</b>   | <b>24807934</b> | <b>15642424</b> | <b>21424256</b> | <b>21842788</b> | <b>17754000</b> | <b>16218949</b>  | <b>17704677</b>  | <b>18426783.3</b> | <b>17659808</b>  | <b>18333022</b> | <b>17223949.2</b> | <b>227246000</b>                              | <b>227246000</b>    | <b>0</b>               | <b>0</b>               |
| Electricity                                | 13944871            | 15618759        | 7622465         | 11197171        | 13203843        | 11408000        | 8908160.5        | 9284768.5        | 9760139.5         | 9330070.5        | 9669071         | 11920681.5        | 131868000                                     | 131868000           | 0                      | 0                      |
| Water                                      | 2063095.92          | 6151150         | 6461223         | 6783241         | 5574542         | 3652000         | 4561992.5        | 5607389.5        | 5763905.5         | 5607389.5        | 5763906         | 3148165.58        |   | 61138000            | 0                      | 0                      |
| Waste water management                     | 2891899.46          | 1765981         | 484180          | 1733808         | 1848932         | 1325000         | 1635013.2        | 1635869.7        | 1637063.83        | 1635013.2        | 1634371         | 1295868.37        |   | 19523000            | 0                      | 0                      |
| Waste management                           | 1307542.41          | 1272044         | 1074556         | 1710036         | 1215471         | 1369000         | 1113783.2        | 1176649.5        | 1265674.48        | 1087335.2        | 1265674         | 859233.757        |   | 14717000            | 0                      | 0                      |
| <b>Total Expenditure - Standard</b>        | <b>35660712.5</b>   | <b>43978049</b> | <b>35241347</b> | <b>41769022</b> | <b>40613315</b> | <b>30176000</b> | <b>32187114</b>  | <b>34618301</b>  | <b>35190290.6</b> | <b>33997889</b>  | <b>35403882</b> | <b>57755077.5</b> | <b>391084800</b>                              | <b>456591000</b>    | <b>0</b>               | <b>0</b>               |
|  |                     |                 |                 |                 |                 |                 |                  |                  |                   |                  |                 |                   |   |                     |                        |                        |
| Surplus/ (Deficit) 1.                      | 23391459.5          | 11968138        | -6177439        | -9508101        | 24515199.5      | -3547000        | 7170610.7        | 7386377.9        | 8596735.88        | 2916406.5        | 4734405         | -46810517         | 66206200                                      | 700000              | 0                      | 0                      |

**Supporting Table SB13 Adjustments Budget**



## Capital expenditure:

The majority of capital expenditure (single year) has been allocated to the Vote 5 – Infrastructure Services (79%) as can be seen from the graph below:





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

**LIM362 Lephalale - Supporting Table SB16 Adjustments Budget - monthly capital expenditure (municipal vote) -**

| Discription of municipal vote                   |          |             |          |          |               |             |                 |                 |                 |                 |                 |                 |                  | Medium Term Revenue and Expenditure Framework |                        |                        |
|---|----------|-------------|----------|----------|---------------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
|   | July     | August      | Sept.    | October  | November      | December    | January         | February        | March           | April           | May             | June            | Full year budget | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| R thousands                                     | Outcome  | Outcome     | Outcome  | Outcome  | Outcome       | Outcome     | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget |                  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| <b>Multi-year expenditure appropriation</b>     |          |             |          |          |               |             |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Vote 1 - MUNICIPAL MANAGER                      |          |             |          |          |               |             |                 |                 |                 |                 |                 | 0               |                  | 0   | 0                      | 0                      |
| Vote 2 - BUDGET AND TREASURY                    |          |             |          |          |               |             |                 |                 |                 |                 |                 | 0               |                  | 0   | 0                      | 0                      |
| Vote 3 - CORPORATE SERVICES                     |          |             |          |          |               |             |                 |                 |                 |                 |                 | 0               |                  | 0   | 0                      | 0                      |
| Vote 4 - SOCIAL SERVICES                        |          |             |          |          |               |             |                 |                 |                 |                 |                 | 0               |                  | 0   | 0                      | 0                      |
| Vote 5 - INFRASTRUCTURE SERVICES                | 0        | 2550        | 0        | 0        | 370397        | 9662        | 3251234         | 0               | 3214562         | 2532541         | 3251642         | 3490087         |                  | 16122675                                      | 38120000               | 40174000               |
| Vote 6 - PLANNING DEVELOPMENT                   |          |             |          |          |               |             |                 |                 |                 |                 |                 | 0               |                  | 0   | 0                      | 0                      |
| Vote 7 - STRATEGIC SERVICE                      |          |             |          |          |               |             |                 |                 |                 |                 |                 | 0               |                  | 0   | 0                      | 0                      |
| <b>Capital Multi-year expenditure sub-total</b> | <b>0</b> | <b>2550</b> | <b>0</b> | <b>0</b> | <b>370397</b> | <b>9662</b> | <b>3251234</b>  | <b>0</b>        | <b>3214562</b>  | <b>2532541</b>  | <b>3251642</b>  | <b>3490087</b>  | <b>0</b>         | <b>16122675</b>                               | <b>38120000</b>        | <b>40174000</b>        |

**Supporting Table SB16 Adjustments Budget**



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

| Description - Municipal Vote              | Budget Year 2015/16 |         |           |         |          |          |                 |                 |                 |                 |                 |                 |                  | Medium Term Revenue and Expenditure Framework |                        |                        |
|---|---------------------|---------|-----------|---------|----------|----------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
|   | July                | August  | Sept.     | October | November | December | January         | February        | March           | April           | May             | June            | Full year budget | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| R thousands                               | Outcome             | Outcome | Outcome   | Outcome | Outcome  | Outcome  | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget |                  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| Vote 2 - BUDGET AND TREASURY              | 0                   | 0       | 0         | 0       | 0        | 28057    | 0               | 0               | 71943           | 0               | 0               | 233865          |                  | 333865  | 0                      | 0                      |
| Vote 3 - CORPORATE SERVICES               | 26302               | 0       | 0         | 4400    | 0        | 563542   | 0               | 0               | 1017946         | 2563211         | 1563200         | 932916          |                  | 6671517                                       | 0                      | 0                      |
| Vote 4 - SOCIAL SERVICES                  | 0                   | 0       | 0         | 0       | 30000    | 5198     | 0               | 0               | 6355133.67      | 3867561         | 7129895.03      | 1318953.303     |                  | 18706741                                      | 0                      | 0                      |
| Vote 5 - INFRASTRUCTURE SERVICES          | 1986910             | 8903760 | 7732836   | 4409055 | 10452320 | 6889547  | 3621324         | 2136521         | 1523245         | 6321456         | 5632145         | 9043143         |                  | 68652262                                      | 80400000               | 97251000               |
| Vote 6 - PLANNING DEVELOPMENT             | 0                   | 0       | 0         | 0       | 0        | 0        | 0               | 0               | 1083822.75      | 1083822.75      | 1083822.75      | 859076.75       |                  | 4110545                                       | 0                      | 0                      |
| Vote 7 - STRATEGIC SERVICE                | 0                   | 0       | 0         | 0       | 0        | 0        | 0               | 0               | 0               | 0               | 0               | 812000          |                  | 812000  | 0                      | 0                      |
| Capital single-year expenditure sub-total | 2013212             | 8903760 | 7906520.2 | 4588868 | 10598042 | 7501038  | 3621324         | 2136521         | 10238739.4      | 13836050.8      | 15409062.8      | 13463791.85     | 0                | 100216930                                     | 81357000               | 98284000               |
| Total Capital Expenditure                 | 2013212             | 8906310 | 7906520.2 | 4588868 | 10968439 | 7510700  | 6872558         | 2136521         | 13453301.4      | 16368591.8      | 18660704.8      | 16953878.85     | 0                | 116339605                                     | 119477000              | 138458000              |

Supporting Table SB16 Adjustments Budget



### 3. CASH FLOWS:

The monthly projections for cash flow (cash receipts by source and cash payments by type) as per Supporting Table SB15 Adjustments Budget monthly cash flow are indicated below:

| LIM362 Lephalale - Supporting Table SB15 Adjustments Budget - monthly cash flow - |                     |          |           |          |          |             |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
|---|---------------------|----------|-----------|----------|----------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
| Monthly cash flows  | Budget Year 2015/16 |          |           |          |          |             |                 |                 |                 |                 |                 |                 | Full year budget | Medium Term Revenue and Expenditure Framework |                        |                        |
|   | July                | August   | Sept.     | October  | November | December    | January         | February        | March           | April           | May             | June            |                  | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| R thousands   | Outcome             | Outcome  | Outcome   | Outcome  | Outcome  | Outcome     | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget |                  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| <b>Cash Receipts By Source</b>  |                     |          |           |          |          |             |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Property rates  | 4194993.44          | 2599112  | 3984998.6 | 4407070  | 3396349  | 3228369.1   | 4520123         | 3530214         | 3562546         | 1256321         | 6632143         | 4255460.86      | 45567700         | 45567700                                      |                        |                        |
| Property rates - penalties & collection charges                                   |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Service charges - electricity revenue   | 16849679.7          | 12638506 | 11262689  | 13732441 | 11055781 | 12166234.83 | 9653214         | 9325641         | 9326548         | 9696214         | 10925614        | 10272581.4      | 136905144        | 136905144                                     |                        |                        |
| Service charges - water revenue   | 2519240.19          | 2143551  | 1111111   | 4202645  | 3067690  | 2802463.25  | 1532146         | 1826351         | 2123654         | 3562514         | 4236598         | 4244211.56      | 33372175         | 33372175                                      |                        |                        |
| Service charges - sanitation revenue  | 1531818.27          | 865263   | 1329424.9 | 1470587  | 1012134  | 925093.99   | 1013654         | 956321          | 1153214         | 1325421         | 1963214         | 2336036.88      | 15882182         | 15882182                                      |                        |                        |
| Service charges - refuse  | 832507.916          | 555728   | 973005.58 | 921758   | 656063   | 665760.08   | 965412          | 1023145         | 976325          | 996321          | 1009321         | 1029775.42      | 10605122         | 10605122                                      |                        |                        |
| Service charges - other   |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Rental of facilities and equipment  | 18897               | 18897    | 23536.36  | 20443    | 28573    | 23078       | 13214           | 25632           | 15214           | 13624           | 36214           | 19066.49        | 256388.85        | 256388.85                                     |                        |                        |
| Interest earned - external investments  | 362133              | 394255   | 383066    | 254072   | 273890   | 305300      | 218062          | 198624          | 185632          | 218231          | 306547          | 415310          | 3515122          | 3515122                                       |                        |                        |
| Interest earned - outstanding debtors   | 169800              | 153201   | 1388084.4 | 0        | 1704339  | 1703079     | 0               | 0               | 0               | 0               | 0               | 6881496.62      | 12000000         | 12000000                                      |                        |                        |
| Dividends received  |                     |          |           |          |          | 0           |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Fines   | 13959               | 19634    | 44304     | 18317    | 18841    | 6972        | 7896            | 44563           | 36521           | 35632           | 43214           | 56958           | 346811           | 346811  |                        |                        |
| Licences and permits  | 564232              | 1047193  | 55925     | 3850914  | 178299   | 488915      | 102315          | 654214          | 189632          | 356321          | 356214          | 415424          | 8259598          | 8259598                                       |                        |                        |
| Agency services   |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Transfer receipts - operational   | 38021000            | 1028381  | 232724    | 399356   | 29492000 | 229000      | 125421          | 123541          | 18896321        | 163214          | 156324          | 168882          | 89036164         | 89036164                                      |                        |                        |
| Other revenue   | 405527              | 1446501  | 1032944   | 1811743  | 1753466  | 1236149     |                 |                 |                 |                 |                 | 9713268         | 17399598         | 17399598                                      |                        |                        |



LIM362 Lephalale - Supporting Table SB15 Adjustments Budget - monthly cash flow -

| Monthly cash flows                                | Budget Year 2015/16 |          |           |          |          |             |                 |                 |                 |                 |                 |                 | Full year budget | Medium Term Revenue and Expenditure Framework |                        |                        |
|---|---------------------|----------|-----------|----------|----------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
|   | July                | August   | Sept.     | October  | November | December    | January         | February        | March           | April           | May             | June            |                  | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| R thousands                                       | Outcome             | Outcome  | Outcome   | Outcome  | Outcome  | Outcome     | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget |                  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| Cash Receipts by Source                           | 65483787.5          | 22910222 | 21821813  | 31089346 | 52637425 | 23780414.25 | 18151457        | 17708246        | 36465607        | 17623813        | 25665403        | 39808471.2      | 373146005        | 373146004.9                                   | 0                      | 0                      |
| Other Cash Flows by Source                        |                     |          |           |          |          |             |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Transfers receipts - capital                      | 23113000            | 475000   | 0         | 21010000 | 6000000  | 0           | 6750000         | 0               | 7807000         | 0               | 0               | 8700350         | 73855350         | 73855350                                      |                        |                        |
| Contributions & Contributed assets                |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Proceeds on disposal of PPE                       |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Short term loans                                  |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Borrowing long term/refinancing                   |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               |                  |   |                        |                        |
| Increase (decrease) in consumer deposits          |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               |                  |   |                        |                        |
| Decrease (Increase) in non-current debtors        |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               |                  |   |                        |                        |
| Decrease (increase) other non-current receivables |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               |                  |   |                        |                        |
| Decrease (increase) in non-current investments    |                     |          |           |          |          |             |                 |                 |                 |                 |                 | 0               |                  |   |                        |                        |
| Total Cash Receipts by Source                     | 88596787.5          | 23385222 | 21821813  | 52099346 | 58637425 | 23780414.25 | 24901457        | 17708246        | 44272607        | 17623813        | 25665403        | 48508821.2      | 447001355        | 447001354.9                                   | 0                      | 0                      |
| Cash Payments by Type                             |                     |          |           |          |          |             |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Employee related costs                            | 11059009            | 11489542 | 11643628  | 13429125 | 12349275 | 16293119    | 12321643        | 11321453        | 11563214        | 11365214        | 12563214        | 11940844        | 147339280        | 147339280                                     |                        |                        |
| Remuneration of councillors                       | 629156              | 657131   | 643143    | 643144   | 631696   | 643416      | 623181          | 763214          | 652314          | 756314          | 654123          | 881155          | 8177987          | 8177987                                       |                        |                        |
| Finance charges                                   | 0                   | 1949835  | 192616    | 1819347  | 964637   | 128142      | 1086786.17      | 1087290.17      | 1089918.8       | 1087757.17      | 1087491.83      | 1097154.83      | 11590976         | 11590976                                      |                        |                        |
| Bulk purchases - Electricity                      | 10767144            | 13208043 | 9057967.4 | 9062056  | 9964151  | 9612621     | 6601235         | 6977843         | 7453214         | 7023145         | 7362145         | 7136599.65      | 104226164        | 104226164                                     |                        |                        |
| Bulk purchases - Water & Sewer                    | 0                   | 1144325  | 692082.24 | 1328673  | 1319471  | 1297469     | 0               | 945397          | 301245          | 945397          | 845397          | 846042.76       | 9665499          | 9665499                                       |                        |                        |



LIM362 Lephalale - Supporting Table SB15 Adjustments Budget - monthly cash flow -

| Monthly cash flows                                 | Budget Year 2015/16 |            |           |            |           |             |                 |                 |                 |                 |                 |                 | Full year budget | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|---------------------|------------|-----------|------------|-----------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
|  | July                | August     | Sept.     | October    | November  | December    | January         | February        | March           | April           | May             | June            |                  | Budget Year 2015/16                           | Budget Year +1 2016/17 | Budget Year +2 2017/18 |
| R thousands  | Outcome             | Outcome    | Outcome   | Outcome    | Outcome   | Outcome     | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget | Adjusted Budget |                  | Adjusted Budget                               | Adjusted Budget        | Adjusted Budget        |
| Other materials                                    |                     |            |           |            |           |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Contracted services                                | 192824              | 813036     | 1626934   | 1948790    | 1978836   | 648783      | 563219          | 865412          | 654863          | 456321          | 356231          | 497806          |                  | 10603055                                      |                        |                        |
| Transfers and grants - other municipalities        |                     |            |           |            |           |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Transfers and grants - other                       | 2182                | 259150     | 79678     | 307222     | 212202    | -231281     | 23145           | 0               | 0               | 152632          | 51233           | 56284           |                  | 912447  |                        |                        |
| Other expenditure                                  | 7403900             | 9445254    | 5712207   | 7451134    | 7599954   | 2923496     | 7563214         | 8963214         | 9632541         | 8236154         | 8231452         | 7204157         | 90366677         | 90366677                                      |                        |                        |
| Cash Payments by Type                              | 30054215            | 38966316   | 29648256  | 35989491   | 35020222  | 31315765    | 28782423.2      | 30923823.2      | 31347310        | 30022934.2      | 31151286.8      | 29660043.2      | 371366583        | 382882085                                     | 0                      | 0                      |
| Other Cash Flows/Payments by Type                  |                     |            |           |            |           |             |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Capital assets                                     | 2013212             | 8906310    | 7906520.2 | 4588868    | 10968439  | 7510700     | 6872558         | 2136521         | 13453301        | 16368591.8      | 18660704.8      | 16954698.9      | 116340425        | 116340425                                     |                        |                        |
| Repayment of borrowing                             |                     |            |           |            |           |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Other Cash Flows/Payments                          |                     |            |           |            |           |             |                 |                 |                 |                 |                 | 0               | 0                |   |                        |                        |
| Total Cash Payments by Type                        | 32067427            | 47872626   | 37554776  | 40578359   | 45988661  | 38826465    | 35654981.2      | 33060344.2      | 44800611        | 46391525.9      | 49811991.6      | 46614742.1      | 487707008        | 499222510                                     | 0                      | 0                      |
| NET INCREASE/(DECREASE) IN CASH HELD               | 56529360.5          | -24487404  | -15732963 | 11520987   | 12648764  | -15046050.8 | -10753524.2     | -15352098       | 528004.25       | -28767713       | -24146589       | 1894079.15      | -40705653        | -52221155.15                                  | 0                      | 0                      |
| Cash/cash equivalents at the month/year beginning: | 59763191            | 116292551  | 91805147  | 76072184.6 | 87593172  | 100241935.6 | 85195884.8      | 74442360.6      | 59090262        | 58562258.2      | 29794545.3      | 5647956.7       |                  | 59763191                                      | 7542035.85             | 7542035.85             |
| Cash/cash equivalents at the month/year end:       | 116292551           | 91805147.5 | 76072185  | 87593171.6 | 100241936 | 85195884.82 | 74442360.6      | 59090262.5      | 58562258        | 29794545.3      | 5647956.7       | 7542035.85      |                  | 7542035.85                                    | 7542035.85             | 7542035.85             |

### Supporting Table SB15 Adjustments Budget

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 | Zero tolerance of corruption and fraud | <ul style="list-style-type: none"> <li>To curb corrupt behaviour through deterrence, prevention and education</li> </ul>                  | <ul style="list-style-type: none"> <li>Create awareness on the fraud prevention plan and anti-corruption policy and hotline</li> <li>Strengthen internal control system (policies) by implementation of policies</li> <li>Ensure that all allegations received on the Fraud hotline are fully investigated and corrective measures are taken.</li> </ul> | <ul style="list-style-type: none"> <li>Create awareness on the fraud prevention plan and anti-corruption policy.</li> <li>Strengthen internal control system (policies) by implementation of policies</li> <li>Enforcement of corrective measures against all corrupt activities occurred.</li> </ul> | <ul style="list-style-type: none"> <li>Review fraud prevention plan and anti-corruption policy</li> <li>Conduct lifestyle audit</li> <li>Enforcement of corrective measures against all corrupt activities occurred</li> </ul> | <ul style="list-style-type: none"> <li>Review fraud prevention plan and anti-corruption policy</li> <li>Conduct lifestyle audit</li> <li>Enforcement of corrective measures against all corrupt activities occurred</li> </ul> |
| Audit Committee | Functional Audit Committee             | <ul style="list-style-type: none"> <li>To advise management and council on issues of corporate governance, Risk Management and</li> </ul> | <ul style="list-style-type: none"> <li>Respond to all issues raised by AG and give recommendations to council.</li> </ul>  | <ul style="list-style-type: none"> <li>Respond to all issues raised by AG and give recommendations to council</li> </ul>  | <ul style="list-style-type: none"> <li>Respond to all issues raised by AG and give recommendations to council</li> </ul>   | <ul style="list-style-type: none"> <li>Respond to all issues raised by AG and give recommendations to council</li> </ul>   |





| 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 controls  | <ul style="list-style-type: none"> <li>• AC to meet as often as possible (no less that quarterly) to render required support.</li> </ul>  | <ul style="list-style-type: none"> <li>• AC to meet as often as possible(no less that quarterly) to render required support</li> </ul>   | <ul style="list-style-type: none"> <li>• AC to meet as often as possible (no less that quarterly) to render required support</li> </ul>                 | <ul style="list-style-type: none"> <li>• AC to meet as often as possible (no less that quarterly) to render required support</li> </ul>                 |
| Auditor General           | Clean audits                         | <ul style="list-style-type: none"> <li>• Ensure clean audit results from 2014 onwards</li> </ul>   | <ul style="list-style-type: none"> <li>• Address all queries raised by the AG and compliance to legislation</li> <li>• Implement internal control system</li> </ul>   | <ul style="list-style-type: none"> <li>• Address all queries raised by the AG and compliance to legislation</li> </ul>   | <ul style="list-style-type: none"> <li>• Streamline internal audit procedures to reduce AG fees in future</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Reduce AG fees by relying more on internal audit functionality</li> </ul>                                      |
| Internal Audit            | Clean audit                          | <ul style="list-style-type: none"> <li>• To assist management to comply with all relevant legislations and maintain sound internal control systems;</li> <li>• Propose additional personnel in the IA Unit</li> <li>• Assist Management in addressing all queries raised by the AG and compliance to legislation</li> <li>• Assist Management in implementing sound internal control system</li> </ul> | <ul style="list-style-type: none"> <li>• Develop risk based strategic and operational audit plan.</li> <li>• Assist Management in addressing all queries raised by the AG and compliance to legislation</li> <li>• Assist Management in implementing sound internal control system</li> </ul> | <ul style="list-style-type: none"> <li>• Develop risk based strategic and operational audit plan.</li> <li>• Appoint IT Audit specialist</li> <li>• Streamline internal audit procedures to reduce AG fees in future</li> <li>• Streamline internal audit procedures to get reliance by AG on the work of Internal Audit.</li> </ul> | <ul style="list-style-type: none"> <li>• Allocate auditors specific for each directorate to deal with compliance matters in each directorate</li> </ul> | <ul style="list-style-type: none"> <li>• Allocate auditors specific for each directorate to deal with compliance matters in each directorate</li> </ul> |
| Risk Management Committee | Functional Risk Management Committee | To advise management on issues of Risk Management  | <ul style="list-style-type: none"> <li>• RMC to meet as often as possible (no less that quarterly) to render required support.</li> <li>• Provide training to the Risk Committee</li> </ul>   |  |   |   |



| 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.+)  |
|---------------------------------|--|--|--|--|--|--|
|                                 |  |  | members (Exec Management) on Risk Management matters   |  |  |  |
| Risk Management                 | Risk conscious and responsive environment              | <ul style="list-style-type: none"> <li>• Improve risk management processes by ensuring that all identified risks are mitigated</li> </ul>      | <ul style="list-style-type: none"> <li>• Establish risk management unit</li> <li>• Conducting risk assessments, updating risk registers, monitoring of implementation of risk register.</li> </ul>   | <ul style="list-style-type: none"> <li>• Conducting risk assessments, updating risk registers, monitoring of implementation of risk register</li> <li>• Improve on the functionality of the risk committee by offering the members a training on the roles and responsibilities of the Risk Management Committee (RMC).</li> </ul> | <ul style="list-style-type: none"> <li>• Risk assessments conducted quarterly.</li> <li>• Integration of risk management system with IDP, budget and PMS</li> <li>• Improve on the functionality of the risk committee by offering the members an advanced training on effective RMC.</li> </ul> | <ul style="list-style-type: none"> <li>• Establish a fully-fledged risk management unit</li> <li>• Effective Risk Management Committee.</li> </ul> |
| Communication                   | Informed and engaged stakeholders                      | <ul style="list-style-type: none"> <li>• Prompt, agile and accurate communication to the community through making use of technology</li> </ul> | <ul style="list-style-type: none"> <li>• Develop database of all household that receive municipal services in our jurisdiction</li> </ul>  | <ul style="list-style-type: none"> <li>• Development and implementation of communication policy.</li> <li>• Annually review communication strategy and policy.</li> <li>• Update website on monthly basis</li> </ul>   | <ul style="list-style-type: none"> <li>• Annually review communication strategy and policy</li> <li>• Building capacity in communication unit.</li> <li>• Update website on monthly basis</li> </ul>   | <ul style="list-style-type: none"> <li>• Building capacity in communication unit</li> </ul>  |
| Integrated Development Planning | Integrated and credible IDP that drives budget process | <ul style="list-style-type: none"> <li>• Credible IDP aligned with the NDP and driving the budget processes</li> </ul>                         | <ul style="list-style-type: none"> <li>• Capacitate IDP unit with research and innovative thinking</li> <li>• Development of strategic plans with long term vision in mind</li> <li>• Attendance of sector planning and involving</li> </ul> | <ul style="list-style-type: none"> <li>• Building capacity through staff compliment in IDP division</li> <li>• Development of strategic plans with the long term vision in mind</li> <li>• Attendance of sector planning and involving</li> </ul>  | <ul style="list-style-type: none"> <li>• Development of strategic plans with the long term vision in mind</li> <li>• Attendance of sector planning and involving sector departments in municipal planning.</li> <li>• Regular public</li> </ul>  | <ul style="list-style-type: none"> <li>• Plan beyond 30 years</li> </ul>   |



| 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.+)  |
|------------------------|--|---|--|--|---|--|
|                        |  |   | sector departments in municipal planning <ul style="list-style-type: none"> <li>• Project prioritization based upon NDP, innovative strategic planning – IDP to inform the budget</li> </ul>   | sector departments in municipal planning <ul style="list-style-type: none"> <li>• Regular public participation, keeping community members informed and involved in planning decisions</li> <li>• Proper project prioritisation based upon NDP, strategic plan and innovation – IDP to inform the budget</li> </ul> | participation, keeping community members informed and involved in planning decisions <ul style="list-style-type: none"> <li>• Proper project prioritisation based upon NDP, strategic plan and innovation – IDP to inform the budget</li> </ul> |  |
| Performance Management | Empowered workforce that is more efficient and effective | <ul style="list-style-type: none"> <li>• Ensure accountability through the implementation of integrated performance management through timely, accurate and validated data for reporting and obtaining unqualified audit opinion</li> </ul> | <ul style="list-style-type: none"> <li>• Implement the Performance Management System Framework and policy</li> <li>• Cascade Employee Performance Management to divisional managers and lower levels</li> <li>• Expand the PMS unit</li> </ul> | <ul style="list-style-type: none"> <li>• Sustain performance management and cascade EPM to level 8</li> <li>• Comply with PM legislation.</li> <li>• Building PM unit with PM specialists</li> </ul>   | <ul style="list-style-type: none"> <li>• Building PM unit with PM specialists</li> </ul>  | <ul style="list-style-type: none"> <li>• Sustain the performance management system.</li> <li>• Investigate and implement cascading to all levels if viable.</li> <li>• Building PM unit with PM specialists</li> <li>• Decentralise PMS support to all directorates</li> </ul> |
| Public Participation   | Ownership of decision making                             | <ul style="list-style-type: none"> <li>• To ensure continuous community involvement (knowledge is power)</li> </ul>   | <ul style="list-style-type: none"> <li>• Development and Implementation of public participation policy</li> </ul>  | <ul style="list-style-type: none"> <li>• Capacitate stakeholders to ensure that people are democratically active in decision making</li> <li>• Implement public participation policy</li> </ul>  | <ul style="list-style-type: none"> <li>• Capacitate stakeholders to ensure that people are democratically active in decision making</li> </ul>  | <ul style="list-style-type: none"> <li>• Ensure that people understand their roles and responsibilities in democratic government</li> </ul>  |
| Special Projects       | Empowered disadvantaged groups                           | <ul style="list-style-type: none"> <li>• Mainstreaming and empower vulnerable groups such as people with disabilities, women &amp; children, aged, victims of</li> </ul>  | <ul style="list-style-type: none"> <li>• Update database for all vulnerable groups and strengthen existing structure and establish non- existing ones</li> </ul>   | <ul style="list-style-type: none"> <li>• Create awareness amongst groups on their opportunities, especially on employment equity regarding people with</li> </ul>  | <ul style="list-style-type: none"> <li>• Strengthen existing structures</li> <li>• Create cooperation amongst structures.</li> <li>• Develop and implement</li> </ul>   | <ul style="list-style-type: none"> <li>• Strengthen existing structures</li> <li>• Create cooperation amongst structures.</li> <li>• Develop and</li> </ul>  |



| 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 |  | abuse, youth and HIV/AIDS   | <ul style="list-style-type: none"> <li>• Create awareness amongst disadvantaged groups on their opportunities</li> <li>• Encourage people to declare their status so that they can benefit from preferential opportunities</li> </ul>                          | disabilities <ul style="list-style-type: none"> <li>• Encourage people to declare their status so that they can benefit from preferential opportunities</li> <li>• Develop and implement an annual programme for special project programme</li> <li>• Continuously do research on broadening the programmes</li> <li>• Create opportunities for professional sport stars to emerge</li> </ul> | an annual programme for special project programme <ul style="list-style-type: none"> <li>• Continuously do research on broadening the programmes</li> <li>• Create opportunities for professional sport stars to emerge</li> </ul> | implement an annual programme for special project programme <ul style="list-style-type: none"> <li>• Continuously do research on broadening the programmes</li> <li>• Create opportunities for professional sport stars to emerge</li> </ul> |
| Ward Committees  | Community involvement in Council affairs | <ul style="list-style-type: none"> <li>• To have fully functional ward committees at all times</li> </ul> | <ul style="list-style-type: none"> <li>• Consultation with CoGHSTA regarding their training plans for ward committees during budgeting process</li> <li>• Monitoring and evaluation of the functionality of ward committees by the speakers' office</li> </ul> | <ul style="list-style-type: none"> <li>• Training of ward councilors and ward committees</li> <li>• Monitoring and evaluation of the functionality of ward committees by the Speaker</li> </ul>   | <ul style="list-style-type: none"> <li>• Training of ward councilors and ward committees</li> <li>• Monitoring and evaluation of the functionality of ward committees by the Speaker</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Training of ward councilors and ward committees</li> <li>• Monitoring and evaluation of the functionality of ward committees by the Speaker</li> </ul>  |

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.



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR  | Instruction (method of calculating the indicator)                    | Division             | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|--|----------------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects                                       | M_322 | Number of HIV/Aids campaigns held YTD                      | Count the Number of HIV/Aids campaigns held YTD                      | Public Participation | #   | 0        | 1             | 2             | 3             | 4             | 4                     |
| KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects                                       | M_641 | Number of special projects awareness campaigns held YTD    | Count the Number of special projects awareness campaigns held YTD    | Public Participation | #   | 12       | 3             | 6             | 9             | 12            | 12                    |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee | M_648 | Number of Audit committee reports submitted to Council YTD | Count the Number of Audit committee reports submitted to Council YTD | Internal Audit       | #   | 1        | 1             | 2             | 3             | 4             | 4                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee | M_652 | Number of audit findings against the municipality YTD      | Count the Number of audit findings against the municipality YTD      | Internal Audit       | #   | 45       | 0             | 0             | 0             | 0             | 0                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General | M_651 | Number of Unqualified Performance Opinion                  | Count the Number of Unqualified Performance Opinion                  | PMS                  | #   | 1        | N/A           | 1             | 1             | 1             | 1                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR  | Instruction (method of calculating the indicator)                        | Division      | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|--|---------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication                   | M_335 | Number of media releases published YTD                   | Count the Number of media releases published YTD                         | Communication | #   | 20       | 5             | 10            | 15            | 20            | 20                    |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication                   | M_336 | Number of media briefings held YTD                       | Count the Number of media briefings held YTD                             | Communication | #   | 1        | N/A           | 1             | 1             | 2             | 2                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication                   | M_654 | Number social media platforms utilised for communication | Count the Number social media platforms being utilised for communication | Communication | #   | 3        | 3             | 3             | 3             | 3             | 3                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning | M_262 | Number of IDP Rep forums meetings successfully held YTD  | Count the Number of IDP Rep forums meetings successfully held YTD        | IDP           | #   | 4        | 1             | 2             | 3             | 4             | 4                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR  | Instruction (method of calculating the indicator)  | Division       | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|--|----------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning | M_325 | Number of IDP road shows successfully held YTD                 | Count the Number of IDP road shows successfully held YTD   | IDP            | #   | 3        | N/A           | N/A           | N/A           | 3             | 3                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning | M_657 | MEC IDP credibility rating                                     | MEC IDP credibility rating obtained from MEC (30% = low credibility, 50% = medium credibility, 80% = credible, 100% = highly credible) | IDP            | %   | 100      | N/A           | N/A           | N/A           | 100           | 100                   |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning | M_658 | Number of Final IDP approved by Council by end May             | Count the Number of Final IDP approved by Council by end May   | IDP            | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Internal Audit                  | M_659 | Number of internal audit findings against the municipality YTD | Count the Number of internal audit findings against the municipality YTD   | Internal Audit | #   | 41       | 5             | 10            | 15            | 20            | 20                    |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID   | INDICATOR   | Instruction (method of calculating the indicator)   | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|------|---|---|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management | M_06 | Number of Final Annual Reports approved by Council  | Count the Number of Final Annual Reports of previous financial year approved by Council YTD                   | PMS      | #   | 1        | N/A           | N/A           | 1             | 1             | 1                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management | M_09 | Number of Draft Annual Reports tabled to Council  | Count the Number of Draft Annual Reports tabled to Council  | PMS      | #   | 1        | N/A           | 1             | 1             | 1             | 1                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management | M_43 | 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 | PMS      | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management | M_48 | Number of Annual Performance Reports submitted to auditor general by August 30th YTD                | Count the Number of Annual Performance Reports submitted to auditor general by August 30th YTD                | PMS      | #   | 1        | 1             | 1             | 1             | 1             | 1                     |





| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR   | Instruction (method of calculating the indicator)   | Division             | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|---|----------------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management | M_315 | Number of quarterly performance assessments performed YTD   | Count the Number of performance assessments performed YTD   | PMS                  | #   | 4        | 1             | 2             | 3             | 4             | 4                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management | M_40  | Number of Quarterly Performance Reports submitted to Audit committee  | Count the Number of Quarterly Performance Reports submitted to Audit Committee  | PMS                  | #   | 4        | 1             | 2             | 3             | 4             | 4                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management | M_44  | 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 | PMS                  | #   | 1        | N/A           | N/A           | 1             | 1             | 1                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Public Participation   | M_664 | Number of public participation policies reviewed and approved by Council  | Count the Number of public participation policies reviewed and approved by Council  | Public Participation | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR   | Instruction (method of calculating the indicator)   | Division             | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|---|---|----------------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management | M_667 | Percentage of risks that were identified for each quarter in the Risk Plan that were attended to successfully YTD | Number of risks that were identified for each quarter in the Risk Plan that were attended to successfully YTD / Number of risks that were identified for each quarter in the Risk Plan as % | Risk                 | %   | 100      | 100           | 100           | 75            | 100           | 100                   |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Ward Committees | M_208 | 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 of such meetings   | Public Participation | #   | 12       | 12            | 12            | 12            | 12            | 12                    |



## 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.+)   |
|----------------------|--------------------------------|---|---|---|--|---|
| Asset Management     | Sustainable assets             | <ul style="list-style-type: none"> <li>Continuously ensure that the asset register is compliant with GRAP and other prescriptions</li> </ul>                  | <ul style="list-style-type: none"> <li>Verification and updating of asset register</li> <li>Development and implementation of an infrastructure investment framework and plan</li> <li>Increase the capacity in asset management unit</li> </ul>  | <ul style="list-style-type: none"> <li>Verification and updating of asset register</li> <li>Building capacity in the municipality to implement investment framework</li> </ul>                              | <ul style="list-style-type: none"> <li>Verification and updating of asset register</li> <li>Building capacity in the municipality to implement investment framework</li> </ul> | <ul style="list-style-type: none"> <li>Verification and updating of asset register</li> <li>Develop and implement proper asset management system</li> </ul> |
| Budget and Reporting | Creditable financial reporting | <ul style="list-style-type: none"> <li>Continuous compliance with regulatory frameworks</li> <li>Continuously implement cost management accounting</li> </ul> | <ul style="list-style-type: none"> <li>Timely drafting and submitting monthly financial statements to relevant internal departments, Council and organs of state</li> <li>Implement cost account management</li> <li>Accurate monthly projections developed and provided to B&amp;R by Directorates at the beginning of financial year and to be used for cash flow forecasts</li> <li>Implement quarterly budget banking</li> <li>Prepare maintenance budget informed by maintenance plan</li> <li>Enforce market testing of prices during budget</li> </ul> | <ul style="list-style-type: none"> <li>Implement proper cost management system</li> <li>Implementation of SCOA</li> <li>Increase capacity of B&amp;R division to realise cost account management</li> </ul> | <ul style="list-style-type: none"> <li>To redefine and implement credible cost accounting systems</li> <li>Implementation of SCOA</li> </ul>                                   | <ul style="list-style-type: none"> <li>To have a cost management automated system</li> </ul>  |



| 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.+)   |
|------------------------|--------------------------------|---|---|---|---|---|
|                        |                                |   | processes<br>• Implementation of SCOA   |   |   |   |
| Demand and Acquisition | Credible procurement processes | <ul style="list-style-type: none"> <li>• Ensure compliance with SCM regulatory framework</li> <li>• Timely, cost effective, efficient, equitable, transparent and fair procurement of goods and services</li> <li>• Creating a healthy working environment that takes diversity into consideration to improve efficiency and effectiveness</li> </ul> | <ul style="list-style-type: none"> <li>• Fill vacant positions.</li> <li>• Conduct supplier workshops about procurement</li> <li>• Conduct internal workshops on SCM</li> <li>• Identify recurring procurement that can be outsourced</li> <li>• Conduct awareness on SCM processes during induction of new staff</li> <li>• Updating of database on annual basis</li> <li>• Data cleansing of suppliers</li> <li>• Revision of procurement policy on annual basis</li> </ul> | <ul style="list-style-type: none"> <li>• Development and implementation of an efficient and effective demand management system</li> <li>• Updating of database on annual basis</li> <li>• Revision of procurement policy to make provision for small enterprises regarding registration requirements.</li> <li>• Building the capacity in the SCM unit</li> <li>• Revision of procurement policy on annual basis</li> </ul> | <ul style="list-style-type: none"> <li>• Centralisation of procurement processes.</li> <li>• Updating of database on annual basis</li> <li>• Building the capacity in the SCM unit</li> <li>• Revision of procurement policy on annual basis</li> </ul> | <ul style="list-style-type: none"> <li>• Building the capacity in the SCM unit</li> <li>• Updating of database on annual basis</li> <li>• Revision of procurement policy on annual basis</li> </ul> |
| Expenditure Management | Clean audit                    | <ul style="list-style-type: none"> <li>• Payment of creditors within 30 days</li> </ul>   | <ul style="list-style-type: none"> <li>• Cash flow management</li> </ul>  | <ul style="list-style-type: none"> <li>• Cash flow management</li> <li>• Implementation of a streamlined and integrated creditors payment system</li> </ul>   | <ul style="list-style-type: none"> <li>• Extending the capacity of expenditure the unit</li> </ul>  | <ul style="list-style-type: none"> <li>• Extending the capacity of the expenditure unit</li> </ul>  |



| 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.+)   |
|---------------------|-------------------------------------|--|---|--|---|---|
| Free Basic Services | Affordable access to basic services | <ul style="list-style-type: none"> <li>To provide free basic services to qualifying indigents</li> </ul>                             | <ul style="list-style-type: none"> <li>Update and verify indigent register.</li> <li>Providing indigents with free basic services.</li> <li>Community awareness.</li> <li>Develop action plan and changing over to pre-paid system</li> <li>Establish vending points and systems for the establishment of pre-paid electrical system.</li> <li>Upgrading of existing household connections to prepaid meters</li> </ul>   | <ul style="list-style-type: none"> <li>Update and verify indigent register.</li> <li>Providing indigents with free basic services.</li> <li>Community awareness</li> </ul>   | <ul style="list-style-type: none"> <li>Update and verify indigent register.</li> <li>Providing indigents with free basic services.</li> <li>Community awareness</li> </ul>  | <ul style="list-style-type: none"> <li>Update and verify indigent register.</li> <li>Providing indigents with free basic services.</li> <li>Community awareness</li> </ul>  |
| Revenue Management  | Increased revenue                   | <ul style="list-style-type: none"> <li>To increase own revenue through credit control and lobby for more external funding</li> </ul> | <ul style="list-style-type: none"> <li>Improve on billing accuracy</li> <li>Creating community awareness</li> <li>Identification of potential additional revenue sources</li> <li>Implementation of pre-paid electricity and smart metering</li> <li>Manage external debt collectors</li> <li>Review credit control policy and closing all loop holes</li> <li>Revise tariff structures</li> <li>Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding</li> </ul> | <ul style="list-style-type: none"> <li>Resolving electricity distribution and collection in Marapong and Thabo Mbeki</li> <li>Improve on billing accuracy</li> <li>Creating community awareness</li> <li>Identification of potential additional revenue sources</li> <li>Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding</li> <li>Pursuing the signing of agency agreement for unfunded mandates</li> <li>Implementing signed agency agreements</li> </ul> | <ul style="list-style-type: none"> <li>Implement credit control policy and continuously identify additional revenue sources</li> <li>Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding</li> <li>Implementing signed agency agreements</li> <li>Review valuation roll</li> </ul> | <ul style="list-style-type: none"> <li>Implement credit control policy and continuously identify additional revenue sources.</li> <li>Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding</li> <li>Implementing signed agency agreements</li> </ul> |



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)                        | Division             | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|--|--|----------------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management     | M_17  | Number of Asset Verification conducted YTD                     | Count the Number of Asset Verification conducted YTD                     | Budget and Reporting | #   | 1        | N/A           | 1             | 1             | 2             | 2                     |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management     | M_630 | Liquidity ratio (R-value assets / R-value liabilities as %)    | R-value assets / R-value liabilities as %                                | Budget and Reporting | %   | 200      | 200           | 200           | 200           | 200           | 200                   |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting | M_25  | Number of quarterly financial reports submitted to Council YTD | Count the Number of quarterly financial reports submitted to Council YTD | Budget and Reporting | #   | 4        | 1             | 2             | 3             | 4             | 4                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR   | Instruction (method of calculating the indicator)  | Division             | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|--|----------------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting | M_756 | Number of quarterly financial statements prepared and submitted to Audit Committee  | Count the Number of quarterly financial statements prepared and submitted to Audit Committee                           | Budget and Reporting | #   | 0        | 1             | 2             | 1             | 2             | 4                     |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting | M_281 | 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)               | Budget and Reporting | #   | 1        | 1             | N/A           | N/A           | N/A           | 1                     |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting | M_397 | 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 | Budget and Reporting | %   | 646.44   | 200           | 200           | 200           | 200           | 200                   |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR  | Instruction (method of calculating the indicator)  | Division    | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|--|--|-------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management | M_205 | 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 | Expenditure | %   | 1367     | 200           | 200           | 200           | 200           | 200                   |
| 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 %   | Expenditure | %   | 74.61    | 15            | 40            | 70            | 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 in a Financial year   | Count the Number of updated and credible indigents register in place YTD   | Revenue     | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |





| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR   | Instruction (method of calculating the indicator)   | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|---|---|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services | M_751 | 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 %            | Revenue  | %   | 100      | 100           | 100           | 100           | 100           | 100                   |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services | M_752 | 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 % | Revenue  | %   | 100      | 100           | 100           | 100           | 100           | 100                   |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services | M_753 | 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 %      | Revenue  | %   | 100      | 100           | 100           | 100           | 100           | 100                   |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR   | Instruction (method of calculating the indicator)   | Division | UOM     | Baseline  | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|---|---|----------|---------|-----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services | M_754 | 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 % | Revenue  | %       | 100       | 100           | 100           | 100           | 100           | 100                   |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management  | M_33  | Percentage debtors collection rate YTD  | R-value debt collected YTD / R-value debt owed to the municipality YTD as % (in terms of current financial year billings)   | Revenue  | %       | 96.87     | 98            | 98            | 95            | 95            | 98                    |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management  | M_345 | R-value Debt amount owed to the municipality Remove the indicator cause it is a repetition  | Calculate R-value Debt amount owed to the municipality YTD  | Revenue  | R-value | 135000000 | 1300000000    | 127000000     | 122000000     | 120000000     | 120000000             |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR  | Instruction (method of calculating the indicator)  | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|--|--|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management | M_396 | 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 | Revenue  | %   | 33.62    | 30            | 30            | 10            | 10            | 10                    |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management | M_637 | Number of credit control policies reviewed and approved by Council   | Count the Number of credit control policies reviewed and approved by Council YTD                           | Revenue  | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management | M_636 | Number of awareness programmes on payment for services   | Count the Number of awareness programmes on payment for services YTD                                       | Revenue  | #   | 1        | N/A           | 1             | 1             | 1             | 1                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR  | Instruction (method of calculating the indicator)  | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|--|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| 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                             | CFO      | #   | 1        | N/A           | 1             | 1             | 1             | 1                     |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General | M_740 | Number of audit findings against the municipality regarding financial statements | Count the Number of audit findings against the municipality regarding financial statements | CFO      | #   | 45       | N/A           | 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                       | Enforced by-laws                    | <ul style="list-style-type: none"> <li>To ensure that relevant by-laws are in place and updated as and when needed</li> </ul>   | <ul style="list-style-type: none"> <li>Identification of applicable by-laws in jurisdiction and development thereof</li> <li>Capacitate enforcement officers</li> </ul>  | <ul style="list-style-type: none"> <li>Identification of applicable by-laws in jurisdiction and development thereof</li> <li>Capacitate enforcement officers</li> </ul>  | <ul style="list-style-type: none"> <li>Identification of applicable by-laws in jurisdiction and development thereof</li> <li>Capacitate enforcement officers</li> </ul>  | <ul style="list-style-type: none"> <li>Identification of applicable by-laws in jurisdiction and development thereof</li> <li>Capacitate enforcement officers</li> </ul>   |
| Governance and Administration | Fully functional Council committees | <ul style="list-style-type: none"> <li>To have full functionality of all council committees at all times</li> </ul>   | <ul style="list-style-type: none"> <li>Review delegation of powers and functions regarding constitutional and other legislative delegated powers</li> <li>Timeous submission of Council items.</li> <li>Adherence to meeting schedules and standing orders</li> <li>Provide Secretarial Support to Portfolio Committees</li> </ul> | <ul style="list-style-type: none"> <li>Capacity building of councilors on council related programmes through specific training and knowledge sharing workshops</li> <li>Monitoring of the functionality of portfolio committees by Speaker</li> <li>Timeous submission of Council items</li> <li>Adherence to meeting schedules and standing orders</li> </ul> | <ul style="list-style-type: none"> <li>Capacity building of councilors on council related programmes through specific training and knowledge sharing workshops</li> <li>Monitoring of the functionality of portfolio committees by Speaker</li> <li>Timeous submission of Council items</li> <li>Adherence to meeting schedules and standing orders</li> </ul> | <ul style="list-style-type: none"> <li>Capacity building of councilors on council related programmes through specific training and knowledge sharing workshops.</li> <li>Monitoring of the functionality of portfolio committees by Speaker</li> <li>Timeous submission of Council items</li> <li>Adherence to meeting schedules and standing orders</li> </ul> |
| Human Resource Management     | Competent and skilled workforce     | <ul style="list-style-type: none"> <li>To have relevant, qualified and competent people in the right positions and correct directorates by 2018.</li> <li>To continuously review and</li> </ul> | <ul style="list-style-type: none"> <li>Develop competency requirement for all levels.</li> <li>Align powers and functions in terms of the institutional study</li> <li>Verification of qualifications.</li> <li>Review HR recruitment policy annually</li> </ul>   | <ul style="list-style-type: none"> <li>During annual review of the organisational structure, ensure that new positions are aligned to the recommendations of the institutional study</li> <li>Verification of qualifications.</li> <li>Review HR recruitment</li> </ul>  | <ul style="list-style-type: none"> <li>During annual review of the organisational structure, ensure that new positions are aligned to the recommendations of the institutional study.</li> <li>Review institutional study</li> <li>Verification of</li> </ul>  | <ul style="list-style-type: none"> <li>During annual review of the organisational structure, ensure that new positions are aligned to the recommendations of the institutional study</li> <li>Review institutional study</li> </ul>   |



| 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.+)  |
|--------------------------|--------------------------------------|---|---|--|---|--|
|                          |                                      | implement the recruitment and retention policies <ul style="list-style-type: none"> <li>• Continuous verification of qualifications</li> <li>• Compliance with employment equity act</li> </ul>   | <ul style="list-style-type: none"> <li>• To appoint people who can build and manage a city</li> </ul>   | policy annually <ul style="list-style-type: none"> <li>• To appoint people who can build and manage a city.</li> <li>• Acquisition of a HR information system</li> </ul>   | qualifications. Review HR recruitment policy annually <ul style="list-style-type: none"> <li>• To appoint people who can build and manage a city</li> </ul>   | <ul style="list-style-type: none"> <li>• Verification of qualifications. Review HR recruitment policy annually</li> <li>• To appoint people who can build and manage a city</li> </ul>   |
| IT and support           | Business intelligence                | <ul style="list-style-type: none"> <li>• To ensure that IT systems are secure and communication is efficient</li> </ul>   | <ul style="list-style-type: none"> <li>• Capacitate IT Unit and Establish separate IT Division</li> <li>• Increase broadband capacity by upgrading the current line</li> </ul>  | <ul style="list-style-type: none"> <li>• Continuously capacitate the unit and upgrade electronic systems and hardware</li> </ul>   | <ul style="list-style-type: none"> <li>• Continuously capacitate the unit and upgrade electronic systems and hardware</li> </ul>  | <ul style="list-style-type: none"> <li>• Continuously capacitate the unit and upgrade electronic systems and hardware</li> </ul>   |
| Labour Relations and EAP | Disciplined and productive workforce | <ul style="list-style-type: none"> <li>• Maintaining harmonious employment relations by minimizing grievances, disputes and locally initiated labour action</li> <li>• To continuously enforce code of conduct and disciplinary code</li> </ul> | <ul style="list-style-type: none"> <li>• Establish functional EAP function and development of an EAP policy</li> <li>• Having regular LLF meetings</li> <li>• Create awareness amongst staff on code of conduct</li> <li>• Ensure that grievances are resolved speedily</li> <li>• Enforcing discipline</li> <li>• Managers, divisional heads and supervisors to undergo Management Development Programme which includes training on how to handle Disciplinary and grievance procedures</li> <li>• Development and implement change</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of EAP Policy</li> <li>• Having regular LLF meetings.</li> <li>• Create awareness amongst staff on code of conduct</li> <li>• Ensure that grievances are resolved speedily</li> <li>• Enforcing discipline</li> <li>• Application of disciplinary procedures and actions</li> <li>• Annual team building sessions</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of EAP Policy</li> <li>• Having regular LLF meetings</li> <li>• Create awareness amongst staff on code of conduct</li> <li>• Ensure that grievances are resolved speedily</li> <li>• Enforcing discipline</li> <li>• Application of disciplinary procedures and actions</li> <li>• Annual team building sessions</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of EAP Policy</li> <li>• Having regular LLF meetings</li> <li>• Create awareness amongst staff on code of conduct</li> <li>• Ensure that grievances are resolved speedily</li> <li>• Enforcing discipline</li> <li>• Application of disciplinary procedures and actions</li> </ul> |



| 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.+)  |
|------------------------------|--------------------------|---|--|--|--|--|
|                              |                          |   | management strategy<br>• Annual team building sessions   |  |  |  |
| Occupation Health and Safety | Safe working environment | • To continuously ensure compliance to the Occupational Health and Safety Act | <ul style="list-style-type: none"> <li>• Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters</li> <li>• Conducting evacuation training and drills</li> <li>• Conduct training with staff working at heights</li> <li>• Training parks personnel on pest control</li> </ul> | <ul style="list-style-type: none"> <li>• Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters</li> <li>• Conducting evacuation training and drills</li> <li>• Conduct training with staff working at heights</li> <li>• Training parks personnel on pest control</li> </ul> | <ul style="list-style-type: none"> <li>• Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters</li> <li>• Conducting evacuation training and drills</li> <li>• Conduct training with staff working at heights</li> <li>• Training parks personnel on pest control</li> <li>• Establishment of a pest control unit</li> </ul> | <ul style="list-style-type: none"> <li>• Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters</li> <li>• Conducting evacuation training and drills</li> <li>• Conduct training with staff working at heights</li> <li>• Training parks personnel on pest control</li> </ul> |
| Property Management          | Sustainable fixed assets | • To maintain a credible fixed asset register                                 | <ul style="list-style-type: none"> <li>• Facilitate name change of streets and Facilities</li> <li>• Review and implement property management policy</li> </ul>  | • Acquisition of land for building a city  | • Efficient management of municipal property   | • 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.+)  |
|--------------------------|---------------------------------------|--|---|--|--|--|
| Records and Archiving    | Improved and informed decision making | <ul style="list-style-type: none"> <li>To ensure safe keeping of council documentation at all times</li> </ul> | <ul style="list-style-type: none"> <li>Induct new employee on archiving processes</li> <li>Automation of archiving system, including proper management information system</li> <li>Provide effective and safe storage space for documentation</li> </ul>                                    | <ul style="list-style-type: none"> <li>Implementation of the MunAdmin electronic system in phases</li> </ul>   | <ul style="list-style-type: none"> <li>Fully fledged integrated and automated information and archiving system</li> </ul>  | <ul style="list-style-type: none"> <li>Expansion of archive system to cope with growth as a city municipality</li> </ul>   |
| Training and Development | Empowered workforce                   | <ul style="list-style-type: none"> <li>To build and retain competent staff</li> </ul>                          | <ul style="list-style-type: none"> <li>Review retention and succession policy and draft implementation plan</li> <li>Implement conditional study grants for employees</li> <li>Implement Mayoral bursary scheme</li> <li>Implementation of internship and learner ship programme</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of internship and learner ship programme</li> <li>Implement conditional study grants for employees</li> <li>Implement Mayoral bursary scheme</li> <li>All training interventions to keep the vision (building a city) in mind</li> <li>Continuous refresher courses on automated systems</li> <li>Train staff to achieve employment equity targets</li> <li>Commence with Roll-out of MFMP to lower staff members</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of internship and learner ship programme.</li> <li>Implement conditional study grants for employees</li> <li>Implement Mayoral bursary scheme</li> <li>All training interventions to keep the vision (building a city) in mind.</li> <li>Continuous refresher courses on automated systems</li> <li>Train staff to achieve employment equity targets</li> <li>Roll-out of MFMP to lower staff members</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of internship and learner ship programme</li> <li>Implement conditional study grants for employees.</li> <li>Implement Mayoral bursary scheme</li> <li>All training interventions to keep the vision (building a city) in mind</li> <li>Continuous refresher courses on automated systems</li> <li>Train staff to achieve employment equity targets</li> </ul> |





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)   | Division        | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|---|-----------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Human Resource Management | M_404 | Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan | Number of people from employment equity groups (the groups as identified in the approved employment equity plan) employed in the three highest levels of management in compliance with the municipality's approved employment equity plan | Human Resources | #   | 29       | 29            | 30            | 30            | 30            | 31                    |
| KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP  | M_672 | Employee Satisfaction rating as a Percentage  | Calculate the overall employee satisfaction rating obtained from all completed employee satisfaction surveys received from employees  | Human Resources | %   | N/A      | N/A           | N/A           | 50            | 50            | 50                    |
| KPA5: Transformation and   | M_673 | Number of EAP policies reviewed   | Count the Number of EAP policies reviewed and   | Human Resources | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR   | Instruction (method of calculating the indicator)  | Division        | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|---|--|-----------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP                                |       | and approved by Council   | approved by Council  |                 |     |          |               |               |               |               |                       |
| KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety | M_680 | Number of OHS audits conducted annually   | Count the Number of OHS audits conducted annually  | Human Resources | #   | 1        | N/A           | N/A           | 1             | 1             | 1                     |
| KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development       | M_212 | Percentage municipality's budget actually spent on implementing its workplace skills plan | 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 % | Human Resources | %   | 2        | 0             | 1             | 1             | 1             | 1                     |
| KPA6: Good Governance and   | M_653 | Number of by-laws reviewed,   | Count the Number of by-laws reviewed, approved   | Legal           | #   | 5        | N/A           | N/A           | N/A           | 3             | 5                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID               | INDICATOR  | Instruction (method of calculating the indicator)   | Division         | UOM          | Baseline     | Qtr. 1 Target  | Qtr. 2 Target  | Qtr. 3 Target  | Qtr. 4 Target | Annual Target 2015/16 |
|---|------------------|--|---|------------------|--------------|--------------|----------------|----------------|----------------|---------------|-----------------------|
| Public Participation\ Responsible, accountable, effective and efficient corporate governance\ By-laws   |                  | approved by Council, public participation concluded and submitted for vetting and gazetting YTD  | by Council, public participation concluded and submitted for vetting and gazetting YTD                                    |                  |              |              |                |                |                |               |                       |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Governance and Administration | M_655            | Number of ordinary Council meetings held YTD   | Count the Number of ordinary Council meetings held YTD  | Administration   | #            | 10           | 1              | 2              | 3              | 4             | 4                     |
| <del>KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services</del>     | <del>M_656</del> | <del>Number of delegation of powers and functions reviewed to be in line with Constitutional requirements</del><br><del>Cancel indicator for 15/16</del> | <del>Count the Number of delegation of powers and functions reviewed to be in line with Constitutional requirements</del> | <del>Legal</del> | <del>#</del> | <del>0</del> | <del>N/A</del> | <del>N/A</del> | <del>N/A</del> | <del>1</del>  | <del>1</del>          |
| KPA6: Good Governance and Public Participation\ Responsible,  | M_135            | Number of ICT related policies and plans reviewed YTD  | Count the Number of ICT related policies and plans reviewed YTD   | Administration   | #            | 9            | N/A            | N/A            | 9              | 9             | 9                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR   | Instruction (method of calculating the indicator)  | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|--|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| accountable, effective and efficient corporate governance\ IT and Support  |       |   |  |          |     |          |               |               |               |               |                       |
| KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services | M_661 | Percentage of litigation / labour cases against the municipality negotiated for settlement YTD / Percentage of litigation cases a by the municipality YTD as Percentage | Number of litigation / labour cases against the municipality negotiated for settlement YTD / number of litigation cases against the municipality YTD as Percentage | Legal    | %   | 0        | 20            | 20            | 20            | 20            | 20                    |



#### 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.+)   |
|----------------------------------|------------------------------|---|---|---|---|---|
| Coordination of Public Transport | Safe and secured communities | Ensure efficient and effective public transport system through the implementation of the integrated Transport Management Plan | <ul style="list-style-type: none"> <li>• To transfer transport planning administration to Planning Department</li> <li>• Call regular meetings with stakeholders in the public transport sector</li> <li>• Implement the integrated Transport Management Plan</li> <li>• Monitoring the suitability of public transport facilities</li> <li>• Continuously identify transport infrastructure needs</li> </ul> | <ul style="list-style-type: none"> <li>• Implement the integrated Transport Management Plan</li> <li>• Negotiate with dept. PW to take over the airfield function in order to develop an airport</li> </ul> | <ul style="list-style-type: none"> <li>• Develop the airfield into a municipal airport</li> <li>• Monitor and evaluate the impact of the integrated Transport Management Plan</li> <li>• Development of railway infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>• Monitor and evaluate the impact of the integrated Transport Management Plan</li> <li>• Establish rapid transport system</li> </ul> |



| 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 | To continuously protect health, wellbeing and environment in line with environmental legislation and guidelines  | <ul style="list-style-type: none"> <li>• Development of green economy plan</li> <li>• Development of climate change strategy</li> <li>• Development of bio-energy and bi-fuel strategy</li> <li>• Appointment of 2 environmental officers</li> </ul>                             | <ul style="list-style-type: none"> <li>• Implement formal environmental education programmes</li> <li>• Implementation of the Green Plan (parks)</li> <li>• Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements)</li> <li>• Establish new parks in rural areas</li> <li>• Maintain existing parks and stadia</li> <li>• Eradicate of invasive alien plants to be in line with CARA legislation</li> <li>• Liaise with Waterberg District Municipality regarding air quality monitoring</li> </ul> | <ul style="list-style-type: none"> <li>• Implement formal environmental education programmes</li> <li>• Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements)</li> <li>• Implement the Green plan</li> <li>• Establish new parks in rural areas</li> <li>• Maintain existing parks and stadia</li> <li>• Eradicate of invasive alien plants to be in line with CARA legislation</li> <li>• Liaise with Waterberg District Municipality regarding air quality monitoring</li> </ul> | <ul style="list-style-type: none"> <li>• Implement formal environmental education programmes</li> <li>• Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements)</li> <li>• Review the Green plan</li> <li>• Establish new parks in rural areas</li> <li>• Upgrade all stadia</li> <li>• Maintain existing parks and stadia</li> <li>• Eradicate of invasive alien plants to be in line with CARA legislation</li> <li>• Liaise with Waterberg District Municipality regarding air quality monitoring</li> </ul> |
| Parks and Recreation     | Clean and healthy environment                 | <p>To continuously protect health, wellbeing and environment in line with environmental legislation and guidelines</p> <p>To ensure environmental sustainability through equitable transition to low</p> | <p>Drilling of boreholes in rural parks/sport facilities</p> <p>Establishment of additional parks e.g. one park per village</p> <p>Upgrading of sports facilities e.g. Shongoane sport ground</p> <p>Repair damaged machinery and acquire additional machinery and personnel</p> | <p>Continue with the development of standard operational plan for the eradication of alien and invasive plants</p> <p>Conduct community awareness campaigns</p> <p>Extend the programme to other subserviced areas (30%)</p>  | <p>Continue with the development of standard operational plan for the eradication of alien and invasive plants</p> <p>Conduct community awareness campaigns</p> <p>To cover 60% of the Lephalale municipal area to eradicate alien and invasive plants</p>  | <p>Continue with the development of standard operational plan for the eradication of alien and invasive plants</p> <p>Conduct community awareness campaigns</p> <p>To cover 100% of the Lephalale municipal area to eradicate alien and invasive plants</p>  |



| 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.+)  |
|----------------------|---|--|---|---|---|--|
|                      |   | carbon economy<br>To ensure sustainability of the eco-system and efficient use of natural resources<br>To ensure effective response to climate change, mitigation and adaptation | Establishment of regional/local cemeteries<br>Train employees on cutting and pruning of trees, etc.<br>Develop standard operational plan for the eradication of alien and invasive plants in the community<br>Conduct community awareness campaigns<br>Eradication of 10% alien invasive plants in the community (schools, physical environment in the rural and urban areas<br>Employment of 25 casual workers |   |   |  |
| Parks and Recreation | Clean and healthy environment                             | To ensure plant of 4 000 fruit trees and 37 indigenous trees in the rural areas (schools, churches and tribal authorities) by June 2016  | <ul style="list-style-type: none"> <li>• Establish a tree planting programme.</li> <li>• Conduct community awareness campaigns</li> </ul> <p>It is envisaged that 30% of households will be issued with trees</p> <ul style="list-style-type: none"> <li>• Employment of 25 casual workers</li> </ul>   | <ul style="list-style-type: none"> <li>• Continue with tree planting programme.</li> <li>• Conduct community awareness campaigns</li> </ul> <p>• It is envisaged that 50% of households will be issued with trees</p> | <ul style="list-style-type: none"> <li>• Continue with tree planting programme.</li> <li>• Conduct community awareness campaigns</li> </ul> <p>It is envisaged that 75% of households will be issued with trees</p> | <ul style="list-style-type: none"> <li>• Continue with tree planting programme.</li> <li>• Conduct community awareness campaigns</li> </ul> <p>It is envisaged that 100% of households will be issued with trees</p> |
| Fire Services        | Reduced loss of both property and human life due to fires | To arrive within 30 minutes for every 40 kilometers travelled at reported incidents after personnel  | <ul style="list-style-type: none"> <li>• Establishment of 4 satellite stations of fire services</li> <li>• Additional fire personnel to be appointed</li> <li>• Establishment of</li> </ul>   | <ul style="list-style-type: none"> <li>• Continuous implementation of fire prevention measures through regular inspections on buildings and fire hydrants.</li> </ul>   | <ul style="list-style-type: none"> <li>• Continuous implementation of fire prevention measures through regular inspection on buildings and fire hydrants.</li> </ul>  | <ul style="list-style-type: none"> <li>• Continuous implementation of fire prevention measures through regular inspections on buildings and fire hydrants.</li> </ul>  |



| 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.+)  |
|-----------|---------|---------------------|---|--|--|--|
|           |         | dispatched          | internship and learner ship programmes<br>• Creation of reservist positions<br>• Fire personnel to report to one organisation<br>• Additional standby quarter to be established<br>• Implementation of fire prevention measures through regular inspections on buildings and fire hydrants.<br>• Respond to emergency incidents promptly.<br>• Continuous capacity building to ensure efficient and effective rescue measures.<br>• Ensure sufficient staff and equipment that are in good working order at all times | • Respond to emergency incidents promptly.<br>• Continuous capacity building to ensure efficient and effective rescue measures.<br>• Ensure sufficient staff and equipment that are in good working order at all times | • Respond to emergency incidents promptly.<br>• Continuous capacity building to ensure efficient and effective rescue measures.<br>• Ensure sufficient staff and equipment that are in good working order at all times | • Respond to emergency incidents promptly.<br>• Continuous capacity building to ensure efficient and effective rescue measures.<br>• Ensure sufficient staff and equipment that are in good working order at all times |





| 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 Services      | Empowered community          | To improve level of literacy by conducting 15 library promotional and awareness campaigns by 30 June 2016<br>To promote literacy and numeracy programmes within all communities<br>To support 60% of schools with periodicals by 2022 | <ul style="list-style-type: none"> <li>• Introduce mobile libraries in a form of minibus to reach out to farms and rural areas</li> <li>• Request submitted to DSAC for the extension / expansion of current libraries into children and media forms</li> <li>• To conduct read for fun programmes / awareness campaigns such as: 1 library week, 1 reading marathon and 1 literacy week</li> <li>• To conduct 12 read for fun programmes. 1 x Library week. 1 x Reading marathon. 1 x Literacy week</li> </ul> | <ul style="list-style-type: none"> <li>• Continue with the promotional programs read for fun, literacy, library and reading marathon programs.</li> <li>• Continue with storytelling during school holidays</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Introduce book club and or cycle reading.</li> <li>• Introduce mobile libraries in a form of mini-bus to the rural villages and farms.</li> <li>• Build more libraries within reach of the communities</li> </ul> | <ul style="list-style-type: none"> <li>• Continue with the implementation of mobile libraries.</li> <li>• Continue with the book club/reading cycle. Continue building more libraries</li> </ul> |
| Registering Authority | Safe and secured communities | Ensure efficient and effective public transport system through the implementation of the integrated Transport Management Plan   | <ul style="list-style-type: none"> <li>• Streamline vehicle registration from learners, driver and business licenses</li> <li>Hold regular meeting with public transport</li> <li>Review integrated transport plan</li> <li>Replacement of vehicle testing equipment</li> <li>Transfer public transport function to Development Planning Department</li> </ul>  | <ul style="list-style-type: none"> <li>• Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses</li> <li>• Accessibility of testing facilities at radius of 50 KM inclusive of rural areas</li> </ul> | <ul style="list-style-type: none"> <li>• Accessibility of testing facilities at radius of 50 KM inclusive of rural areas</li> </ul>  | <ul style="list-style-type: none"> <li>• Accessibility of testing facilities at radius of 50 KM inclusive of rural areas</li> </ul>  |



| 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.+)   |
|-----------------------------------|------------------------------|---|---|--|---|---|
| Registering Authority             | Safety of all road users     | <ul style="list-style-type: none"> <li>To make provision of adequate testing facilities and timeous testing of applicants for learners; driving licenses and periodic testing of vehicles for roadworthiness by 2022</li> </ul> | <ul style="list-style-type: none"> <li>Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses</li> </ul>   | <ul style="list-style-type: none"> <li>Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses</li> <li>Accessibility of testing facilities at radius of 50 KM inclusive of rural areas</li> </ul> | <ul style="list-style-type: none"> <li>Accessibility of testing facilities at radius of 50 KM inclusive of rural areas</li> </ul> | <ul style="list-style-type: none"> <li>Accessibility of testing facilities at radius of 50 KM inclusive of rural areas</li> </ul> |
| Traffic, Road Safety and Security | Changed driver behaviours    | To reduce fatal accidents by 5% in 2017   | <ul style="list-style-type: none"> <li>Promote accountability and visibility of traffic officials</li> <li>Enforce by-laws</li> <li>Continuous evaluation of the function of traffic officers</li> <li>Establish a unit to enforce municipal by-laws</li> <li>Conduct road safety awareness at malls, schools and taxi ranks</li> </ul> | <ul style="list-style-type: none"> <li>Conduct road safety awareness and enforce law at zero tolerance</li> </ul>  | <ul style="list-style-type: none"> <li>Conduct road safety awareness and enforce law at zero tolerance</li> </ul>                 | <ul style="list-style-type: none"> <li>Implementation of AARTO system</li> </ul>  |
| Safety and Security               | Safe and secured communities | <ul style="list-style-type: none"> <li>To continuously coordinate safety and security in communities</li> </ul>   | <ul style="list-style-type: none"> <li>Speed up the appointment of crime risk officer</li> <li>Conduct crime risk assessment on annual basis</li> <li>Finalise and table Municipal Security Plan to the Council</li> <li>Extension of physical</li> </ul>   | <ul style="list-style-type: none"> <li>Coordination of safety and security programmes</li> </ul>   | <ul style="list-style-type: none"> <li>Coordination of safety and security programmes</li> </ul>                                  | <ul style="list-style-type: none"> <li>Coordination of safety and security programmes</li> </ul>                                  |



| 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.+)   |
|------------------------|-----------------------------------|--|--|---|---|---|
|                        |                                   |  | security to all parks  |   |   |   |
| Socio economic surveys | Increase access to decent housing | To verify data on housing needs continuously | <ul style="list-style-type: none"> <li>• Verify data on housing needs continuously</li> <li>• Manage social housing and community residential units programme</li> <li>• Acquiring accreditation as housing service provider</li> <li>• Conduct human settlements awareness campaigns</li> <li>• Facilitate Special Presidential Package for mining towns</li> <li>• Incorporate FLISP (Finance Linked institutional Subsidy Programme) models to mining houses and industries in Lephalale</li> <li>• Facilitate tenure options for mining employees and industries around Lephalale</li> <li>• Fast track the construction community residential unit</li> <li>• Review housing chapter/housing development plan</li> <li>• Review multiyear human settlements allocation programme</li> </ul> | <ul style="list-style-type: none"> <li>• Collection of housing needs and provide the information to COGHSTA</li> <li>• Verification of current needs</li> </ul> | <ul style="list-style-type: none"> <li>• Collection of housing needs and provide the information to COGHSTA</li> <li>• Verification of current needs</li> <li>• Managing social housing programmes</li> </ul> | <ul style="list-style-type: none"> <li>• Managing social housing programmes</li> <li>• Expand social housing programmes</li> <li>• Acquiring accreditation as Housing Service Provider</li> </ul> |
| Socio economic surveys |                                   |  |  |   |   |   |



| 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.+)  |
|------------------|---|--|---|---|---|--|
|                  |   |  | coordinate the establishment of land for human settlements<br>• Conduct socio-economic studies of the informal settlements annually<br>• Collection of housing needs and provide the information to COGHSTA<br>• Verification of current needs  |   |   |  |
| Waste Management | Safe, clean and sustainable green environment | • Continuous provision of effective and efficient waste management services in line with environmental legislation<br>• Continuously promote waste minimisation, recycling and re-use of waste through separation of waste at source<br>• Continuously making people aware of the impact of waste on the environment and human health<br>• Continuously ensure integrated waste planning | • Extension of refuse services to a total of 10 villages by end of June 2016<br>• Develop permitted landfill site in town by end of June 2016<br>• Develop 5 waste convenience centres or drop-off facilities in the rural areas by end June 2016<br>• Develop waste transfer station in Steenbok pan area by end June 2017<br>• Develop a general waste and green waste drop-off centre in Marapong by end of June 2017<br>• Establish neighbourhood composting facility in the new landfill site by end of June 2017<br>• Establish a Multi | • Continue with voluntary waste separation at source for industrial, commercial, residential and institutional areas.<br>• Establish community recycling drop-off areas.<br>• Introduce mobile waste recycling stations (Pay as you drop)<br>• Extend refuse removal services to 10 villages by December 2018.<br>• Acquisition of 120 x roll-on roll-off containers and 4 x roll-on roll-off trucks.<br>• Acquisition of 6 x 4 ton trucks for primary waste collection.<br>• Establish refuse removal routes and monitoring schedule.<br>• Appoint 160 x casual employees for refuse | • Develop Mandatory separation at source or recycling law.<br>• Establish community waste exchange programmes.<br>• Continue with voluntary waste separation at source programmes<br>• Extend refuse removal services to 30 villages by December 2020.<br>• Acquisition of 150 x roll-on roll-off containers and 6 x roll-on roll-off trucks.<br>• Acquisition of 8 x 4 ton trucks for primary waste collection.<br>• Establish refuse removal routes and monitoring schedule.<br>• Appoint 240 x casual employees for refuse removal and 6 x truck | • Establish Community Multi recycling Buy-back centers.<br>• Establish material recovery facilities.<br>• Establish waste beneficiation programmes i.e. Neighbourhood composting, Biogas programmes, Refuse derived fuel and Biomass programmes.<br>• Establish mandatory waste separation at source for industrial, commercial, institutional and residential areas<br>• Extend refuse removal services to all 40 villages by December 2025.<br>• Acquisition of 180 x roll-on roll-off containers and 8 x roll-on roll-off |



| 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.+)   |
|------------------|---------|--|--|--|--|---|
| Waste Management |         | <ul style="list-style-type: none"> <li>Continuously ensure effective enforcement of environmental legislation</li> <li>To reduce the amount of waste disposal by 35% through recycling, re-use and reduce in 2017</li> </ul> | <p>Recycling facility in the new landfill site by end of June 2016</p> <ul style="list-style-type: none"> <li>Establish a formal environmental education and empowerment programme by end of June 2016</li> <li>Acquisition of adequate bulk containers for the rural and urban areas</li> <li>Mandatory recycling for institutional, industrial and commercial areas</li> <li>Acquisition of appropriate and adequate machinery and equipment</li> <li>Review standard operational plan for street cleaning by the end of December 2015</li> <li>Develop zero waste management strategy by end September 2015</li> <li>Establish effective waste compliance unit by end of June 2017</li> </ul> | <p>removal and 4 x truck operators for both primary and secondary collection of waste.</p> <ul style="list-style-type: none"> <li>Establish 20 x waste convenience or drop off facilities</li> </ul> | <p>operators for both primary and secondary collection of waste.</p> <ul style="list-style-type: none"> <li>Establish 20 waste convenience or drop off facilities</li> </ul> | <p>trucks.</p> <ul style="list-style-type: none"> <li>Acquisition of 10 x 4 ton trucks for primary waste collection.</li> <li>Appoint 320 x casual employees for refuse removal and 8 truck operators for both primary and secondary collection of waste.</li> <li>Establish 40 waste convenience or drop off facilities</li> </ul> |

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\<br>STRATEGIC OBJECTIVE \<br>Programme)  | ID    | INDICATOR   | Instruction (method of<br>calculating the<br>indicator)                       | Division | UOM | Baseline | Qtr. 1<br>Target | Qtr. 2<br>Target | Qtr. 3<br>Target | Qtr. 4<br>Target | Annual<br>Target<br>2015/16 |
|---|-------|---|---|----------|-----|----------|------------------|------------------|------------------|------------------|-----------------------------|
| 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) | Parks    | #   | 1541     | 400              | 400              | 0                | 1 122            | 1 122                       |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management | M_702 | Number of environmental education programmes implemented YTD        | Count the Number of environmental education programmes implemented YTD        | Waste    | #   | 4        | 1                | 1(2)             | 1 (14)           | 1 (17)           | 4                           |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Fire Protection Services | M_360 | Number of fire prevention awareness campaigns conducted YTD         | Count the Number of fire prevention awareness campaigns conducted YTD         | Fire     | #   | 21       | 3                | 6                | 9                | 14               | 12                          |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR  | Instruction (method of calculating the indicator)   | Division  | UOM     | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|--|---|-----------|---------|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services              | M_172 | Number of library campaigns held YTD   | Count the Number of library campaigns held YTD  | Libraries | #       | 4        | 2             | 4             | 6             | 8             | 8                     |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry                      | M_395 | Average number of weeks turnaround time between application for learner licence test until actually being tested | Count number of weeks between application for learner licence test until actually being tested for each application, add them all up and divide by number of applications received to determine the average turnaround time YTD | Registry  | # weeks | 3        | 3             | 3             | 3             | 3             | 3                     |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement | M_703 | Number of speed checks held YTD  | Count the Number of speed checks held YTD   | Traffic   | #       | 80       | 42            | 85            | 127           | 170           | 170                   |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR   | Instruction (method of calculating the indicator)   | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|---|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement | M_704 | Number of joint law enforcement operations with other law enforcement agencies undertaken YTD | Count the Number of joint law enforcement operations with other law enforcement agencies undertaken YTD | Traffic  | #   | 4        | 1             | 2             | 3             | 4             | 4                     |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security           | M_706 | Number of functional safety and security forums   | Count the Number of functional safety and security forums that meet regularly as planned                | Traffic  | #   | 3        | 3             | 3             | 4             | 4             | 4                     |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Thusong Centre                | M_380 | Number of LEASE Agreement signed at Thusong Centres YTD Cha                                   | Count the Number of s LEASE Agreement established and signed at Thusong Centres YTD                     | Thusong  | #   | 0        | 0             | 0             | 1             | 7             | 7                     |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management              | M_250 | Number of urban household provided with weekly refuse removal                                 | Count the Number of urban household provided with weekly refuse removal                                 | Waste    | #   | 13652    | 13 652        | 13 652        | 19 942        | 19 942        | 19 942                |





| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR   | Instruction (method of calculating the indicator)  | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|---|--|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management | M_402 | 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 % | Waste    | %   | 46       | 70            | 70            | 75            | 75            | 75                    |
| 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             | Waste    | #   | 5        | 5             | 5             | 5             | 5             | 5                     |
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management | M_709 | Number of Integrated Waste Management Plans reviewed  | Count the Number of Integrated Waste Management Plans reviewed YTD   | Waste    | #   | 1        | 0             | 0             | 0             | 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.+)   |
|--|---|---|--|---|---|---|
| Electrical Network (Electricity – Maintenance and Upgrading) | Sustainable high quality electricity supply | <ul style="list-style-type: none"> <li>To increase the effective utilisation and to upgrade the capacity of the electricity network with 120 MVA by end 2016</li> <li>To ensure continuous and reliable supply of electricity to all residents within the Lephalale municipal area</li> <li>To attend and resolve all electricity breakdowns within 24 hours</li> </ul> | <ul style="list-style-type: none"> <li>Upgrade aluminum cables within the old reticulation area to copper cables</li> <li>Upgrade water and sewer electric panels to more modern energy saving panels.</li> <li>Upgrade internal (feeder lines) reticulation within town (Onverwacht substation to Lephalale town) to accommodate 80MVA.</li> <li>Upgrade switchgears to accommodate 40MVA for the higher current carrying capacity</li> </ul> | <ul style="list-style-type: none"> <li>Implement and roll-out of smart metering system and reduction of electricity losses.</li> <li>Upgrade entire town system to accommodate up to 120MVA</li> <li>Drive processes to ensure transfer of electricity license for rural areas to Lephalale Municipally</li> <li>Conduct feasibility study and develop master plan for expansion of services within the whole municipal area</li> <li>Investigate and implement the establishment of a municipal call-centre for addressing maintenance issues</li> <li>Procurement of new testing equipment, tools and utilisation of advance technology to improve quality of maintenance services on electrical network</li> </ul> | <ul style="list-style-type: none"> <li>Take over the reticulation of Marapong from ESKOM to fall within the municipal licensed area.</li> <li>Expand maintenance team to meet maintenance requirements of the expanded electricity network</li> </ul> | <ul style="list-style-type: none"> <li>Incorporate and integrate all electricity provisioning (inclusive of all rural areas) within the whole Lephalale municipal area</li> <li>Extending of distribution license from NERSA of Marapong and rural villages to fall within the Lephalale municipal licensed area</li> </ul> |
| Electrical   |   |   |  |   |   |   |



| 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.+)   |
|---|------------------------------|--|--|---|---|---|
| Network (Electricity – Maintenance and Upgrading) |                              |  |  | <ul style="list-style-type: none"> <li>• Increase capacity of division to adhere to maintenance requirements</li> <li>• Upgrade entire system to be completed by 2018</li> </ul>  |   |   |
| Electrical Network (New Infrastructure)           | City wide electrical network | To provide all households within the municipal area with electricity in line with national targets by 2030 | <ul style="list-style-type: none"> <li>• Review electricity master plan</li> </ul>   | <ul style="list-style-type: none"> <li>• Construction and Integration of switching station no 5 to grid</li> </ul>  | <ul style="list-style-type: none"> <li>• Construction and Integration of switching station no 6 to grid</li> </ul>  | <ul style="list-style-type: none"> <li>• Complete ring feed of entire back bone structure of electrical infrastructure</li> </ul>   |
| Energy Efficiency                                 | Reduce carbon footprint      | <ul style="list-style-type: none"> <li>• To continuously implement energy efficiency measures</li> </ul>   | <ul style="list-style-type: none"> <li>• Conduct an energy efficiency audit</li> <li>• To exchange energy consuming lights with energy saving lights (High masts and street lights).</li> <li>• Installation of ripple control systems and capacitate banks in main substations</li> </ul> | <ul style="list-style-type: none"> <li>• Installation of solar driven high mast lights within rural areas, informal settlements and cemeteries in rural areas.</li> <li>• Install energy saving lights to all municipal buildings and streetlights in town</li> <li>• Ensure that new developments comply with energy saving initiatives (solar geysers, solar lights, inverter air conditioners and energy relay controls)</li> <li>• Development of policies and by-laws pertaining to energy efficiency programme</li> </ul> | <ul style="list-style-type: none"> <li>• Promote and enforce consumer compliance to energy saving initiatives (solar geysers, solar lights, inverter air conditioners and energy relay controls)</li> </ul> | <ul style="list-style-type: none"> <li>• Promote and enforce consumer compliance to energy saving initiatives (solar geysers, solar lights, inverter air conditioners and energy relay controls)</li> </ul> |



| 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.+)  |
|---|------------------------------|--|---|--|--|--|
| Fleet Management                                  | Available fleet at all times | To maintain and grow the municipal fleet as Lephalale grows  | <ul style="list-style-type: none"> <li>• Implement fleet management system and enforce proper control mechanisms.</li> <li>• Review fleet management policy</li> </ul>  | <ul style="list-style-type: none"> <li>• Implement fleet management system and enforce proper control mechanisms.</li> <li>• Build capacity in fleet management unit</li> </ul>  | <ul style="list-style-type: none"> <li>• Implement fleet management system and enforce proper control mechanisms</li> </ul>  | <ul style="list-style-type: none"> <li>• Implement fleet management system and enforce proper control mechanisms</li> </ul>  |
| Maintenance of Municipal Buildings                | Sustainable infrastructure   | To attend to all minor maintenance aspects within 24 hours<br>To continuously upgrade municipal buildings to keep abreast of growth and development  | <ul style="list-style-type: none"> <li>• Appointment of long-term service provider to attend to maintenance of air-conditioning within municipal buildings.</li> <li>• Expand maintenance team to be suitably staffed to attend to maintenance program scheduled for municipal buildings</li> </ul>   | <ul style="list-style-type: none"> <li>• Recruit qualified workmen to focus on working on air conditioning</li> <li>• Maintain municipal buildings to increase the lifespan of the buildings</li> </ul>  | <ul style="list-style-type: none"> <li>• Maintain municipal buildings to increase the lifespan of the buildings</li> </ul>   | <ul style="list-style-type: none"> <li>• Maintain municipal buildings to increase the lifespan of the buildings</li> </ul>   |
| Roads and Storm water (Maintenance and upgrading) | Smooth flowing traffic       | <ul style="list-style-type: none"> <li>• Upgrading all access roads to villages from gravel to tar by 2030</li> <li>• To maintain all municipal roads as per required standards and timeframes (as per schedules)</li> </ul> | <ul style="list-style-type: none"> <li>• Review access road upgrading plan and schedule to be incorporated into integrated rural development plan</li> <li>• Development of grading programme and schedule in co-operation with members of Infrastructure Portfolio Committee</li> <li>• Procurement of at least one additional grader and TLB</li> </ul> | <ul style="list-style-type: none"> <li>• Implement the access road upgrading plan as per schedule and priorities</li> <li>• Extend the number of graders (by 3) owned by the municipality to increase and improve adherence and timeframes for grading of internal streets</li> <li>• Continuous re-sealing and fog spraying of existing surfaced roads in the urban areas</li> <li>• Continuous (daily adherence to maintenance schedule) cleaning of catch and drop pits.</li> </ul> | <ul style="list-style-type: none"> <li>• Implement the access road upgrading plan as per schedule and priorities</li> <li>• Continuous re-sealing and fog spraying of existing surfaced roads in the urban areas</li> <li>• Continuous (daily adherence to maintenance schedule) cleaning of catch and drop pits</li> <li>• Continuous patching of potholes (Fixing of potholes within five days after being reported).</li> <li>• Daily sweeping of road as per maintenance schedule and plan to</li> </ul> | <ul style="list-style-type: none"> <li>• Implement the access road upgrading plan as per schedule and priorities.</li> <li>• Upgrade all access roads to villages from gravel to tar by 2030.</li> <li>• Upgrade and hand over of all district roads to Lephalale Municipality</li> <li>• Continuous re-sealing and fog spraying of existing surfaced roads in the urban areas.</li> <li>• Continuous (daily adherence to maintenance schedule) cleaning of catch and</li> </ul> |
| Roads and   |                              |  |   |  |  |  |



| PROGRAMME                                     | OUTCOME | PROGRAMME OBJECTIVE | IMMEDIATE STRATEGIES<br>(1-2 YRS) | SHORT TERM STRATEGIES<br>(3-5 YRS)  | MEDIUM TERM<br>STRATEGIES (5-10 YRS)  | Long Term Strategies<br>(10 Yrs.+)   |
|---|---------|---------------------|-----------------------------------|---|---|--|
| Storm water<br>(Maintenance<br>and upgrading) |         |                     |                                   | <p>Continuous patching of potholes (Fixing of potholes within five days after being reported)</p> <ul style="list-style-type: none"> <li>• Daily sweeping of road as per maintenance schedule and plan to ensure that all roads are swept once a year.</li> <li>• Construct speed-humps at identified areas. Install road signs</li> <li>• Increase capacity of division to adhere to maintenance requirements</li> </ul> | <p>ensure that all roads are swiped once a year</p> <ul style="list-style-type: none"> <li>• Construct speed-humps at identified areas</li> <li>• Install road signs</li> <li>• Adhere to schedule and program for re-gravelling of internal roads</li> </ul> | <p>drop pits</p> <ul style="list-style-type: none"> <li>• Continuous patching of potholes (Fixing of potholes within five days after being reported)</li> <li>• Daily sweeping of road as per maintenance schedule and plan to ensure that all roads are swiped once a year</li> <li>• Construct speed-humps at identified areas</li> <li>• Install road signs</li> <li>• Adhere to schedule and program for re-gravelling of internal roads</li> <li>• Ensure that all internal roads in rural areas are re-graveled by 2030</li> </ul> |



| 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 and Storm water (New infrastructure) | Smooth flowing traffic                     | Construct the southern and northern by-pass roads by 2020   | <ul style="list-style-type: none"> <li>Review roads and storm water master plan for incorporation into Rural Development Strategy and plan</li> </ul> | <ul style="list-style-type: none"> <li>Construct southern and northern by-pass roads with adequate and sufficient linkages</li> <li>Construct and develop of storm water measures in Marapong</li> <li>Construct culverts in all rural villages</li> <li>Provide for walkways and pavements in town, Onverwacht and Marapong</li> </ul>  | <ul style="list-style-type: none"> <li>Construct southern and northern by-pass roads with adequate and sufficient linkages</li> <li>Construct and develop of storm water measures in Marapong</li> <li>Improve culverts in all rural villages</li> <li>Provide for walkways and pavements in town, Onverwacht and Marapong</li> <li>Provide and construct another Marapong access road</li> </ul>  | <ul style="list-style-type: none"> <li>Construct southern and northern by-pass roads with adequate and sufficient linkages.</li> <li>Construct and develop of storm water measures in Marapong.</li> <li>Improve culverts in all rural villages</li> <li>Provide for walkways and pavements in town, Onverwacht and Marapong</li> <li>Provide and construct another Marapong access road</li> </ul> |
| Sanitation (Maintenance and Upgrading)     | Sustainable environment and infrastructure | <ul style="list-style-type: none"> <li>To implement mechanisms to reduce sanitation spillages to achieve no spillages by 2020</li> <li>To attend and resolve all sanitation breakdowns within 24 hours</li> </ul> | <ul style="list-style-type: none"> <li>Install telemetric systems for sewer pump stations</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain and refurbish (38 pump stations &amp; 4 Ml WWTW) existing sewer infrastructure and implementation of action plans for adherence to green drop compliance by 2017.</li> <li>Improve current level of septic tanks within the Thabo Mbeki area</li> <li>Conducting awareness campaigns on health and hygiene matters</li> <li>Establish customer care system whereby all problems and breakdowns can be reported.</li> <li>Develop system whereby</li> </ul> | <ul style="list-style-type: none"> <li>Conducting awareness campaigns on health and hygiene matters</li> <li>Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects.</li> <li>Refurbish existing sanitation infrastructure. The infrastructure for distribution of final effluent from Paarl need to be installed by ESKOM, thereafter to provide Eskom with final effluent</li> </ul> | <ul style="list-style-type: none"> <li>Construct southern and northern by-pass roads with adequate and sufficient linkages.</li> <li>Construct and develop of storm water measures in Marapong.</li> <li>Improve culverts in all rural villages</li> <li>Provide for walkways and pavements in town, Onverwacht and Marapong</li> <li>Provide and construct another Marapong access road</li> </ul> |
| Sanitation (Maintenance                    |  |   |   |  |  |   |



| 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.+)  |
|---------------------------------|--|--|---|--|--|--|
| and Upgrading)                  |  |  |   | <p>performance and productivity of employees can be monitored and managed.</p> <ul style="list-style-type: none"> <li>• Expand on teams and employees responsible for maintenance of sanitation infrastructure</li> </ul>  |  |  |
| Sanitation (New Infrastructure) | Safe, affordable and hygienic sanitation systems | To establish a city wide water borne sanitation system by 2030 | <ul style="list-style-type: none"> <li>• Conduct feasibility study and compile sanitation master plan for both rural and urban areas</li> </ul> | <ul style="list-style-type: none"> <li>• Eradication of VIP sanitation backlogs by providing at least 4000 households with VIP toilets as well as additional new households as the area expands</li> <li>• Conduct feasibility study and construct a future waste water plant of at least 4 Ml in Thabo Mbeki.</li> <li>• Investigate alternatives (installation of 4km pipeline + sampling point) to deal with final effluent from Paarl that currently flows into private farms</li> </ul> | <ul style="list-style-type: none"> <li>• Upgrading of existing sanitation infrastructure for the establishment of a city wide water borne sanitation system</li> </ul> | <ul style="list-style-type: none"> <li>• Upgrading of existing sanitation infrastructure for the establishment of a city wide water borne sanitation system</li> </ul> |



| 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.+)  |
|----------------------------------|-------------------------|--|---|--|--|--|
| Waste Water Quality (Green Drop) | Sustainable environment | To establish a compliant, healthy and hygienic sanitation system by 2020 | <ul style="list-style-type: none"> <li>• Implement plan to ensure compliance (submission of portfolio of evidence for maintenance of sewer network) to green drop requirements and standards (inclusive of sampling)</li> </ul> | <ul style="list-style-type: none"> <li>• Engage with possible stakeholders or customers that might be interested in using grey water and develop systems and mechanisms to manage and maintain safe disposal of waste water at all times</li> <li>• Provide treated effluent to Eskom and the mines</li> </ul> | <ul style="list-style-type: none"> <li>• Manage and maintain existing sewer infrastructure to maintain compliance to green drop standards</li> <li>• Implementation of preventative and reactive maintenance plans and adherence to service standards</li> <li>• Provide treated effluent to Eskom and the mines</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Manage and maintain existing sewer infrastructure to maintain compliance to green drop standards and minimise risks.</li> <li>• Implementation of preventative and reactive maintenance plans and adherence to service standards</li> </ul>   |
| Water Loss (Unaccounted Water)   | Water Conservation      | Ensure that water losses are at acceptable standards of no more than 14% | <ul style="list-style-type: none"> <li>• Implementation of water conservation and water demand management programme</li> <li>• Reduce water losses to less than 14%</li> </ul>  | <ul style="list-style-type: none"> <li>• Implementation of water conservation and water demand management programme</li> <li>• Conduct continuous water awareness and conservation campaigns</li> </ul>  | <ul style="list-style-type: none"> <li>• Implementation of water conservation and water demand management programme</li> <li>• Improve efficiency and accuracy of water management system to further reduce water losses e.g. smart metering, monitoring of illegal uses</li> <li>• Conduct continuous water awareness and conservation campaigns</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of water conservation and water demand management programme</li> <li>• Improve efficiency and accuracy of water management system to further reduce water losses e.g. smart metering, monitoring of illegal uses</li> <li>• Conduct continuous water awareness and conservation campaigns</li> </ul> |





| 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 Maintenance and Upgrading | Sustainable water supply systems | <ul style="list-style-type: none"> <li>• To ensure that all AC pipes are replaced by 2020</li> <li>• To attend and resolve all water breakdowns within 24 hours</li> </ul> | <ul style="list-style-type: none"> <li>• Expand on teams and employees responsible for maintenance of water infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of water telemetric system to monitor and control switching on and off of water pumps</li> <li>• Installation of smart meters for reduction and monitoring of water losses and illegal connections</li> <li>• Establishment of customer care system whereby all problems and breakdowns can be reported</li> <li>• Development of system whereby performance and productivity of employees can be monitored and managed</li> <li>• Expand on teams and employees responsible for maintenance of water infrastructure</li> <li>• Implementation of planned AC pipe replacement plan. Ensure quality work performed by service providers</li> <li>• Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects</li> </ul> | <ul style="list-style-type: none"> <li>• Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects</li> <li>• Refurbishment of existing water infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>• Implement and adhere to preventative maintenance plan and effectively attend to reactive maintenance aspects</li> <li>• Refurbishment of existing water infrastructure</li> </ul> |



| 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 Quality (Blue Drop) | Safe drinking water           | Maintain blue drop status (minimum of 90%), risk rating to be less than 50% | <ul style="list-style-type: none"> <li>Monitoring of water quality within all registered water sources.</li> </ul>  | <ul style="list-style-type: none"> <li>Merging individual supply from 35 to 4 regional water schemes</li> <li>Increase the number and frequency of sampling points.</li> <li>Improving water quality in rural areas by installation of more treatment systems.</li> <li>Register other water sources and schemes</li> </ul> | <ul style="list-style-type: none"> <li>Development of safety plan for all merged water systems</li> <li>Increase the number and frequency of sampling points.</li> <li>Improving water quality in rural areas through the installation of more treatment systems</li> </ul>  | <ul style="list-style-type: none"> <li>Establishment of own accredited water testing laboratory for ensuring water quality</li> </ul>   |
| Water Supply              | Access to water supply to all | To ensure that all households have yard connections by 2030                 | <ul style="list-style-type: none"> <li>Implementation of regional water scheme projects (MIG)</li> <li>Ensure that MCWAP plans incorporate the rural water demand.</li> <li>Finalisation of Section 78(3) process with regards to determination of appropriate mechanisms for water provisioning.</li> <li>Linking Marapong supply with the Zealand treatment works.</li> <li>Review water master plan to be incorporated within the integrated rural development plan</li> <li>Conduct surveys and development of feasibility study for development of technical report and</li> </ul> | <ul style="list-style-type: none"> <li>Replace existing plastic Jo-Jo tanks with steel tanks and equipping of boreholes and linking these to the existing water reticulation and installing of new pipelines</li> <li>Implementation of all identified projects as per the Water master plan</li> </ul>                     | <ul style="list-style-type: none"> <li>Upgrade rural water networks (source, storage and reticulation) from RDP standards to yard connections and implement mechanisms for metering, billing and invoicing of services delivered</li> <li>Implement credit control mechanisms to create culture of payment for services</li> </ul> | <ul style="list-style-type: none"> <li>Upgrade rural water networks (source, storage and reticulation) from RDP standards to yard connections and implementation of mechanisms of metering, billing and invoicing of services delivered</li> <li>Implement credit control mechanisms to create culture of payment for services</li> </ul> |



| 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 Supply |  |   | realistic funding requirements  |                                 |                                   |                                 |
| PMU          | Develop quality and sustainable projects | To ensure that all Capital projects are implemented within specified period and budget. | <ul style="list-style-type: none"> <li>• Contract Management</li> <li>• Projects Registration</li> <li>• Three Year Service provider to reduce procurement delays and under-spending</li> <li>• Municipal Funded progress monitoring</li> </ul> |                                 |                                   |                                 |

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)            | Division    | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|--|-------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management | M_701 | Number of new parks constructed<br>Indicator cancelled because no budget | Count the Number of new parks constructed in rural areas YTD | PMU         | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA2: Service Delivery and Infrastructure   | M_710 | Number of urban transformers   | Count the Number of urban                                    | Electricity | #   | 3        | N/A           | N/A           | N/A           | 3             | 3                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR   | Instruction (method of calculating the indicator)   | Division    | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|---|-------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)   |       | upgraded YTD  | transformers upgraded YTD   |             |     |          |               |               |               |               |                       |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading) | M_340 | Percentage of Electrical losses                                 | The following formula should be used to compute benchmark<br>Electrical Losses = KWH billed/KWH purchased from Eskom x100 | Electricity | %   | 20       | 20            | 20            | 14            | 14            | 14                    |
| 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 %           | Electricity | %   | 87.50    | 87.50         | 88            | 90            | 90            | 90                    |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR  | Instruction (method of calculating the indicator)  | Division    | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|--|-------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| 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   | PMU         | #   | 0        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Energy Efficiency       | M_713 | Number of energy efficiency audits conducted   | Count the Number of energy efficiency audits conducted YTD   | Electricity | #   | 0        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Energy Efficiency       | M_714 | Number of by-laws pertaining to energy efficiency program reviewed and approved by Council | Count the Number of by-laws pertaining to energy efficiency program reviewed and approved by Council YTD | Electricity | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained  | M_715 | Number of fleet management policies reviewed and approved by Council                       | Count the Number of fleet management policies reviewed and approved by                                   | Electricity | #   | 1        | N/A           | N/A           | N/A           | 1             | 1                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR  | Instruction (method of calculating the indicator)                                 | Division     | UOM  | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|---|--------------|------|----------|---------------|---------------|---------------|---------------|-----------------------|
| infrastructural services in all municipal areas\ Fleet Management   |       |  | Council YTD   |              |      |          |               |               |               |               |                       |
| 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_218 | Number of villages in which access roads bladed          | Count the Number of villages in which access roads bladed during period of review | Public Works | #    | 40       | 7             | 14            | 29            | 38            | 38                    |
| 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_226 | Number of m2 roads resealed                              | Count the Number of m2 roads resealed YTD   | Public Works | # m2 | 6 395    | N/A           | N/A           | N/A           | 7 000         | 7 000                 |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained  | M_74  | Number of kilometres of gravel roads upgraded to tar YTD | Count the Number of kilometres of gravel roads upgraded to tar YTD                | Public Works | #    | 0        | N/A           | N/A           | N/A           | 7.5           | 7.5                   |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR  | Instruction (method of calculating the indicator)  | Division   | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|--|--|------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| infrastructural services in all municipal areas\<br>Roads and Storm water – Maintenance and Upgrading  |       |  |  |            |     |          |               |               |               |               |                       |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\<br>Sanitation - New Infrastructure | M_166 | Number of new VIPs constructed YTD                             | Count the Number of new VIPs constructed YTD   | Sanitation | #   | 46       | N/A           | N/A           | 200           | 300           | 612                   |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\<br>Sanitation - New Infrastructure | M_400 | Percentage households with access to basic level of sanitation | 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 % | Sanitation | %   | 94       | 94            | 94            | 95            | 95            | 95                    |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained   | M_758 | Green drop risk rating (only tested bi-annually)               | Green drop risk rating (only tested bi-annually) - for previous financial year   | Sanitation | %   | N/A      | N/A           | N/A           | N/A           | 50            | 50                    |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR   | Instruction (method of calculating the indicator)   | Division   | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|---|------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| infrastructural services in all municipal areas\ Waste Water Quality (Green Drop)  |       |   |   |            |     |          |               |               |               |               |                       |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Waste Water Quality (Green Drop) | M_725 | Number of general sampling of effluent conducted at waste water treatment plants                    | Count the Number of general sampling of effluent conducted at waste water treatment plants YTD  | Sanitation | #   | 12       | 3             | 6             | 9             | 12            | 12                    |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply                   | M_399 | Percentage households with access to basic level of water   | 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) | Water      | %   | 94       | 94            | 94            | 94            | 95            | 95                    |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\                                  | M_726 | Number of surveys and feasibility studies for development of technical report and realistic funding | Count the Number of surveys and feasibility studies for development of technical report and realistic funding requirements  | Water      | #   | 0        | N/A           | N/A           | N/A           | 4             | 4                     |





| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)   | ID    | INDICATOR                               | Instruction (method of calculating the indicator)  | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|--|-------|---|--|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| Water – Supply   |       | requirements conducted                  | conducted YTD  |          |     |          |               |               |               |               |                       |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water loss (unaccounted water) | M_81  | Percentage of water losses YTD          | (Closing Stock- Closing stock as per reading) ÷ (Total water for the month)<br>Closing stock = Total water - Billing<br>Total Water = Opening balance + purchases (Exxaro and Eskom) | Water    | #   | 14       | 14            | 14            | 14            | 14            | 14                    |
| KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)      | M_728 | Blue drop water quality standard rating | Blue drop water quality standard rating received from DWA  | Water    | %   | 92.80    | N/A           | N/A           | 92.80         | 92.80         | 92.80                 |



## 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.+)  |
|--|--|--|--|--|--|--|
| Building plans administration and inspectorate | Safe structures                              | Continuously implement an effective administrative/regulatory framework for building plan approval | <ul style="list-style-type: none"> <li>• Develop a punitive strategy for dealing with building regulation transgressors (e.g. deprivation of electrical services of transgressors)</li> <li>• Streamline and monitor the building plan approval process</li> <li>• Fast track the contravention process</li> <li>• Review the fines for building contraventions</li> </ul> | <ul style="list-style-type: none"> <li>• Review building plan application fees</li> </ul>  | <ul style="list-style-type: none"> <li>• Implement building regulations and by-laws</li> </ul>   | <ul style="list-style-type: none"> <li>• Implement building regulations and by-laws</li> </ul>   |
| Building plans administration and inspectorate | Formalised structures and revenue generation | Improve on law enforcement as per the NBR and land use management requirements                     | Continuously apply and enforce compliance on NBR regulation  | Co-ordinate information sessions with CIDB and NHBRC for builders in Lephalale.  | Continuously enforce the building regulations  | Continuously enforce the building regulations.   |
| GIS  | Informed spatial planning                    | To have a sustainable and integrated GIS System by June 2016                                       | <ul style="list-style-type: none"> <li>• Acquisition of relevant software and on-going migration and maintenance</li> </ul>  | <ul style="list-style-type: none"> <li>• To have all cadastral and infrastructure datasets converted into shape files (ArcGIS File format) by June 2016</li> </ul> | <ul style="list-style-type: none"> <li>• Complete Migration to ArcGis; To have operational and fully functional GIS intranet/internet website</li> </ul> | <ul style="list-style-type: none"> <li>• Complete in-house system which is compatible to ESRI GIS Platform</li> <li>• To integrate GIS with other systems including Billing, Deeds registry</li> </ul> |



| 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.+)   |
|--|---|--|---|---|---|---|
| Land Use                                     | Orderly use of land                                   | To develop and implement all land use policies according to land use principles by 2016      | <ul style="list-style-type: none"> <li>• Compilation and promulgation of LUMS</li> </ul>  | <ul style="list-style-type: none"> <li>• Compilation of land use policies to complement the implementation of the LUMS and SDF</li> </ul> | <ul style="list-style-type: none"> <li>• Develop Spatial Development Strategy in line with Vision 2030 (NDP)</li> </ul>                   | <ul style="list-style-type: none"> <li>• Implementation of Spatial Planning Land Use Management Act</li> </ul>                            |
| Sustainable and integrated rural development | Sustainable rural settlements                         | To facilitate sustainable rural settlements by 2030  | <ul style="list-style-type: none"> <li>• Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans</li> </ul>   | <ul style="list-style-type: none"> <li>• Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans</li> </ul> | <ul style="list-style-type: none"> <li>• Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans</li> </ul> | <ul style="list-style-type: none"> <li>• Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans</li> </ul> |
| Outdoor advertising                          | Revenue generation and controlled outdoor advertising | To ensure compliance to the legislated application procedures by 2015 for revenue generation | <ul style="list-style-type: none"> <li>• Promulgate Municipal Outdoor Advertising By-laws</li> <li>• Removal of illegal advertising structures</li> <li>• To conclude interdepartmental MOU with RAL for the co-ordination and management of outdoor advertising</li> <li>Formulate data base / register of outdoor advertisements</li> </ul> | <ul style="list-style-type: none"> <li>• Maintain data base / register of outdoor advertisements</li> </ul>                               | <ul style="list-style-type: none"> <li>• Establish comprehensive outdoor advertising component</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Enforce outdoor by-laws</li> </ul>   |



| 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.+)   |
|-----------------------------|----------------------------|--|---|--|--|---|
| Job creation                | Employment opportunities   | To reduce unemployment rate (27%) by 5% within the municipality by 2020 (To be in line with MGs & NDP) | <ul style="list-style-type: none"> <li>• Collaborate with local stakeholders and strategic partners that deal with developmental programmes that provide job creation opportunities, focusing on local job creation</li> <li>• Review LED Strategy</li> <li>• Implementation of LED strategy through development and supporting emerging farmers</li> </ul> | <ul style="list-style-type: none"> <li>• Collaborate with local stakeholders and strategic partners that deal with developmental programmes that provide job creation opportunities, focusing on local job creation</li> </ul> | <ul style="list-style-type: none"> <li>• Identification and utilisation of local resources to create opportunities for economic growth and employment</li> </ul> | <ul style="list-style-type: none"> <li>• To have a fully-fledged LED unit that is able to do proper research related to all economic sectors and facilitate local job creation and beneficiation</li> </ul> |
| Public Private Partnerships | Good Stakeholder Relations | To identify and attract potential strategic partners for investment by 2022                            | <ul style="list-style-type: none"> <li>• Foster IGR relationships</li> <li>• Develop Collaboration agreements with both public and private entities on programme implementation</li> <li>• Maintain good relationships with strategic partners</li> </ul>   | <ul style="list-style-type: none"> <li>• Maintain LDF structure and LED working group</li> <li>• Maintain good relationships with strategic partners</li> </ul>  | <ul style="list-style-type: none"> <li>• Maintain good relationships with strategic partners</li> </ul>  | <ul style="list-style-type: none"> <li>• Maintain good relationships with strategic partners</li> </ul>   |
| SMMEs                       | Enterprise Development     | To continuous link and refer SMMEs to economic opportunities   | <ul style="list-style-type: none"> <li>• Co-ordinate municipal licensing for small traders</li> <li>• Ensure compliance by regulating and formalizing the street traders in accordance with the Street trading by-law</li> <li>• Develop Rooigoud emerging farmers into a viable and sustainable business.</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Facilitate SMME development in identified sectors</li> </ul>  | <ul style="list-style-type: none"> <li>• Facilitate SMME development in identified sectors</li> </ul>  | <ul style="list-style-type: none"> <li>• Establish LED offices at each major programme to monitor SMME</li> </ul>   |



| 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.+)                                       |
|------------------------|--|--|---|--|---|---|
| SMMEs                  |  |  | <ul style="list-style-type: none"> <li>• Coordinate economic development programmes and formulate policies and by-laws that encourage entrepreneurship development</li> </ul>   |  |   |   |
| Marketing and Branding | Increased investment (all sectors) opportunities | To continuously promote investment in Lephalale area   | <ul style="list-style-type: none"> <li>• Appoint Tourism Officer to deal with marketing and branding</li> <li>• Building Control to continuously communicate all approved tourism building plans to LED Division.</li> <li>• Developing marketing materials</li> <li>• Attend external exhibitions and hold local exhibitions to promote Lephalale</li> </ul> | <ul style="list-style-type: none"> <li>• Implement and enforce compliance of CBD plan</li> <li>• Revise marketing materials.</li> <li>• Attend external exhibitions and hold local exhibitions to promote Lephalale</li> </ul> | <ul style="list-style-type: none"> <li>• Revise marketing materials</li> <li>• Attend external exhibitions and hold local exhibitions to promote Lephalale</li> </ul> | Continuous marketing and branding of Lephalale                        |
| Tourism Development    | Increasing tourist visiting Lephalale            | To develop and promote the tourism office, tourism establishments and attraction facilities by 2017            | <ul style="list-style-type: none"> <li>• Promoting tourism and attractions through the Lephalale Tourism Association and exhibitions</li> <li>• Capacitating tourism office</li> </ul>  | <ul style="list-style-type: none"> <li>• Support Community Tourism Association(CTA) operations with office accommodation</li> </ul>  | <ul style="list-style-type: none"> <li>• Development of tourism policies, strategies, procedures and processes</li> </ul>   | <ul style="list-style-type: none"> <li>• Tourism marketing</li> </ul> |
| Stakeholder Relations  | Good Stakeholder Relations                       | 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  | Collaborate with local stakeholders and strategic that deal with developmental programmes  | 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\<br>STRATEGIC OBJECTIVE \<br>Programme)   | ID    | INDICATOR  | Instruction (method<br>of calculating the<br>indicator)  | Division            | UOM | Baseline | Qtr. 1<br>Target | Qtr. 2<br>Target | Qtr. 3<br>Target | Qtr. 4<br>Target | Annual<br>Target<br>2015/16 |
|--|-------|--|--|---------------------|-----|----------|------------------|------------------|------------------|------------------|-----------------------------|
| KPA1: Spatial Rationale\<br>Rational planning to<br>bridge first and second<br>economies and provide<br>adequate land for<br>development\ Building<br>Plans Administration<br>and Inspectorate | M_114 | Percentage of building<br>contraventions<br>attended (submitted<br>for legal action) within<br>6 weeks from<br>detection | Number of building<br>contraventions<br>attended to within 6<br>weeks from<br>detection YTD<br>divided by Number<br>of building<br>contraventions<br>detected YTD *100 | Building<br>Control | %   | 100      | 100              | 100              | 100              | 100              | 100                         |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID     | INDICATOR  | Instruction (method of calculating the indicator)  | Division         | UOM            | Baseline        | Qtr. 1 Target   | Qtr. 2 Target   | Qtr. 3 Target   | Qtr. 4 Target   | Annual Target 2015/16 |
|---|--------|--|--|------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------------|
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate | M_759  | Average turnaround time (6weeks) 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 | Building Control | # working days | 30 working days | 30 working days | 30 working days | 30 working days | 30 working days | 30 working days       |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use                                       | M_760A | Average turnaround time (weeks) related to applications for special consent for other uses) from time of receipt until consideration by EXCO YTD             | Average turnaround time related to applications for special consent for other uses from time of receipt until consideration by EXCO                            | Land Use         | # weeks        | 14 weeks        | N/A             | N/A             | 14 weeks        | 14 weeks        | 14 weeks              |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use                                       | M_760B | Average turnaround time (weeks) related to applications for subdivision and consolidations- other land use zones (Ordinance 15 of 1986) from time of receipt | Average turnaround time related to applications for division(Ordinance 15 of 1986 ) from time of receipt until consideration by EXCO                           | Land Use         | # weeks        | 14 weeks        | N/A             | N/A             | 14 weeks        | 14 weeks        | 14 weeks              |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID     | INDICATOR   | Instruction (method of calculating the indicator)  | Division | UOM     | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|--------|---|--|----------|---------|----------|---------------|---------------|---------------|---------------|-----------------------|
|   |        | until consideration by EXCO YTD   |  |          |         |          |               |               |               |               |                       |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use | M_760C | Average turnaround time (weeks) related to applications for division(Ordinance 20 of 1986) from time of receipt until consideration by EXCO YTD     | Average turnaround time related to applications for division(Ordinance 20 of 1986 ) from time of receipt until consideration by EXCO                   | Land Use | # weeks | 14 weeks | N/A           | N/A           | 14 weeks      | 14 weeks      | 14 weeks              |
| 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 of land use (rezoning, for other uses) from time of receipt until consideration by EXCO YTD | Average turnaround time related to applications of land use (rezoning, special consent or other uses) from time of receipt until consideration by EXCO | Land Use | # weeks | 14 weeks | 14 weeks      | 14 weeks      | 14 weeks      | 14 weeks      | 14 weeks              |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use | M_755  | Average turnaround time (weeks) related to applications of land use (township establishment) from time of receipt until consideration by EXCO YTD   | Count the number of weeks from receipt of township establishment application received until consideration by Exco took place, for each application     | Land Use | # 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)  | Division          | UOM     | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|---|--|-------------------|---------|----------|---------------|---------------|---------------|---------------|-----------------------|
|   |       |   | and calculate the average weeks  |                   |         |          |               |               |               |               |                       |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use | M_761 | Average turnaround time (weeks) related to attend land use contraventions YTD (notices/directives issued) | 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 | Land Use          | # 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_733 | Number of LUMS compiled, approved by Council and promulgated  | Count the Number of LUMS compiled, approved by Council and promulgated YTD   | Land Use          | #       | 0        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use | M_734 | Number of SDF Reviewed and approved by Council  | Count the Number of the SDF Reviewed and approved by Council YTD   | Land Use          | #       | 0        | N/A           | N/A           | N/A           | 1             | 1                     |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\          | M_707 | Number of human settlement development plans(housing Chapter) reviewed and approved by Council            | Count the number of human settlement development plans reviewed and approved by Council  | Human Settlements |         | 0        | N/A           | N/A           | N/A           | 1             | 1                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR  | Instruction (method of calculating the indicator)   | Division          | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|--|---|-------------------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| Sustainable and Integrated Rural Development  |       |  |   |                   |     |          |               |               |               |               |                       |
| KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Sustainable and Integrated Rural Development | M_707 | Number of human settlement development plans( Informal settlement Upgrading Plan) reviewed and approved by Council 16/17 | Count the number of human settlement development plans reviewed and approved by Council                                     | Human Settlements | #   | 0        | N/A           | N/A           | N/A           | 1             | 1                     |
| 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 | LED               | #   | 8785     | 213           | 425           | 1 000         | 1 500         | 1 500                 |
| 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                     | LED               | #   | 1 280    | 320           | 640           | 960           | 1 000         | 1 500                 |
| KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding   | M_695 | Number of Public Private Partnerships established YTD  | Count the Number of Public Private Partnerships established YTD   | LED               | #   | 1        | N/A           | 1             | 1             | 2             | 2                     |



| Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)  | ID    | INDICATOR   | Instruction (method of calculating the indicator)             | Division | UOM | Baseline | Qtr. 1 Target | Qtr. 2 Target | Qtr. 3 Target | Qtr. 4 Target | Annual Target 2015/16 |
|---|-------|---|---|----------|-----|----------|---------------|---------------|---------------|---------------|-----------------------|
| KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding | M_696 | Number of meetings held with strategic partners YTD | Count the Number of meetings held with strategic partners YTD | LED      | #   | 2        | N/A           | 1             | 1             | 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 2015-2016 | Source of funding |
|------------------|--|--|--|--|-------------|-------------|-------------------------|-------------------|
| Planning-6       | KPA1 Spatial Rational                                | Rational planning to bridge first and second economies and provide adequate land for development | GIS  | GIS system   | P_01        | All         | 1000000                 | LLM               |
| Social-4         | KPA1 Spatial Rational                                | Rational planning to bridge first and second economies and provide adequate land for development | Sustainable and Integrated Rural Development | Management of Informal Settlements over three years  | P_02        | 1,2,3,&4    | 2000000                 | LLM               |
| Social-4         | KPA1 Spatial Rational                                | Rational planning to bridge first and second economies and provide adequate land for development | Sustainable and Integrated Rural Development | Concrete Palisade Wall at leased land(Exarro lease agreement) for management of Informal Settlements | P_03        | 1&2         | 2000000                 | LLM               |
| Social-4         | KPA2 Service Delivery and Infrastructure Development | Protect the environment and improve community well being   | Environmental Management                     | Lawn mower   | P_04        | 11,5        | 60000                   | LLM               |
| Social-4         | KPA2 Service Delivery and Infrastructure Development | Protect the environment and improve community well being   | Road Safety / Law Enforcement                | 15x bullet vests   | P_05        | All         | 80000                   | LLM               |



| Department<br>-vote | KPA  | Strategic Objective   | Programme   | Project Name   | Project<br>No. | Ward<br>Number | Annual<br>Budget 2015-<br>2016 | Source of<br>funding |
|---------------------|--|---|---|--|----------------|----------------|--------------------------------|----------------------|
| Social-4            | KPA2 Service Delivery and Infrastructure Development | Protect the environment and improve community well being                            | Road Safety / Law Enforcement                               | Purchasing of 35 cones for traffic officers                                | P_06           | All            | 5000                           | LLM                  |
| Social-4            | KPA2 Service Delivery and Infrastructure Development | Protect the environment and improve community well being                            | Thusong Centre  | 2X Silver line for four seated   | P_07           | 3              | 10000                          | LLM                  |
| Social-4            | KPA2 Service Delivery and Infrastructure Development | Protect the environment and improve community well being                            | Waste Management  | 1. Development of a new landfill site in town                              | P_08           | 4              | 5000000                        | LLM                  |
| Infra-5             | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Community Facilities  | Refurbishment of Shogoane stadium & construction of access road to stadium | P_09           | 8              | 6425600                        | MIG                  |
| Infra-5             | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Electrical Network (Electricity – Maintenance and Upgrading | Truck base cherry picker   | P_10           | 2,4& 5         | 570000                         | LLM                  |
| Infra-5             | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Electrical Network (Electricity – Maintenance and Upgrading | Testing equipment  | P_11           | 2,4& 5         | 150000                         | LLM                  |
| Infra-5             | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Electrical Network (Electricity – Maintenance and Upgrading | Testing equipment MvLv   | P_12           | 2,4& 5         | 170000                         | LLM                  |
| Infra-5             | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Electrical Network (New Infrastructure                      | Over Head Line   | P_13           | 2,4& 5         | 2000000                        | LLM                  |



| Department -vote | KPA  | Strategic Objective   | Programme   | Project Name   | Project No. | Ward Number | Annual Budget 2015-2016 | Source of funding |
|------------------|--|---|---|--|-------------|-------------|-------------------------|-------------------|
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Electrical Network (New Infrastructure            | Gazebo   | P_14        | 2,4& 5      | 3000                    | LLM               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Infrastructure Planning and Project Management    | Infrastructure Master plan   | P_15        | All         | 1500000                 | LLM               |
| Social-4         | KPA2 Service Delivery and Infrastructure Development | Protect the environment and improve community well being                            | Registry  | 2. Upgrading/ Replacement of vehicle Testing Equipment at the Testing ground | P_16        | All         | 1500000                 | LLM               |
| 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        | Kauletsi access road   | P_17        | 10          | 8418045                 | MIG               |
| 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        | Ditloung Access road   | P_18        |             | 7793600                 | MIG               |
| 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_19        | 8           | 2140200                 | MIG               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Roads and Storm water – Maintenance and Upgrading | Phase 5 of Onverwacht channel  | P_20        | 4&5         | 1200000                 | LLM               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Roads and Storm water – Maintenance and Upgrading | Construction of an asphalt road to groothoek dumping                         | P_21        | 2,4& 5      | 3000000                 | LLM               |



| Department -vote | KPA  | Strategic Objective   | Programme                              | Project Name  | Project No. | Ward Number       | Annual Budget 2015-2016 | Source of funding |
|------------------|--|---|--|---|-------------|-------------------|-------------------------|-------------------|
| 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_22        | 9                 | 1275230                 | MIG               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Sanitation - Maintenance and upgrading | To replace the two pipelines from Pump Station no: 1 to Paarl WWTW. | P_23        | 3                 | 2000000                 | LLM               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Water Maintenance and Upgrading        | Upgrading of Marapong Water Supply System                           | P_24        | 1&2               | 2000000                 | LLM               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Water supply                           | Mokuruanyane RWS Shongoane water Scheme                             | P_25        | 6,7,8             | 4265775                 | MIG               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Water supply                           | Witpoort RWS Seleka water Scheme                                    | P_26        | 9,10,11,&12       | 3291100                 | 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_27        | 9                 | 1615500                 | MIG               |
| Infra-5          | KPA2 Service Delivery and Infrastructure Development | Provide quality and well maintained infrastructural services in all municipal areas | Water supply                           | WATER INFRASTRUCTURE GRANTS   | P_28        | 6,7,8,9,10,11 &12 | 12000000                | DWAS              |
| Planning-6       | KPA4 Local Economic Development                      | Create a conducive environment for businesses to invest and prosper                 | Job Creation                           | Hawker Stalls at Albert Street, Phase 1- paving of sites            | P_29        | 5                 | 1200000                 | LLM               |



| Department -vote | KPA   | Strategic Objective  | Programme                      | Project Name  | Project No. | Ward Number | Annual Budget 2015-2016 | Source of funding |
|------------------|---|--|--------------------------------|---|-------------|-------------|-------------------------|-------------------|
| BTO-2            | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Bar fridges for Managers  | P_30        | All         | 100000                  | LLM               |
| Corp-3           | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | MSIG  | P_31        | All         | 930000                  | MSIG              |
| Corp-3           | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Safe continual – Construction phase – Furniture   | P_32        | 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 2 – (Items, Agenda, Minutes Resolutions) etc. | P_33        | All         | 998000                  | LLM               |
| Corp-3           | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Furniture and Equipment( Items listed individually in the Budget and IDP)                 | P_34        | All         | 85610                   | LLM               |
| Infra-5          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Office furniture  | P_35        | All         | 15000                   | LLM               |
| Planning-6       | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Furniture and Equipment( Items listed individually in the Budget and IDP)                 | P_36        | All         | 75000                   |                   |
| Social-4         | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Refrigerator and Microwave  | P_37        | All         | 8000                    | LLM               |
| Social-4         | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Office furniture  | P_38        | All         | 40000                   | LLM               |
| Strat-7          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Furniture   | P_39        | All         | 30000                   | LLM               |





| Department -vote | KPA   | Strategic Objective  | Programme                      | Project Name  | Project No. | Ward Number | Annual Budget 2015-2016 | Source of funding |
|------------------|---|--|--------------------------------|---|-------------|-------------|-------------------------|-------------------|
| Strat-7          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | Video Camera  | P_40        | All         | 25000                   | LLM               |
| Strat-7          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | 1 High back chair   | P_41        | All         | 5000                    | LLM               |
| Strat-7          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | 10 Hot air balloons   | P_42        | All         | 500000                  | LLM               |
| Strat-7          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | New furniture for Public Participation Manager                      | P_43        | All         | 60000                   | LLM               |
| Strat-7          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | New furniture for Public Participation Manager                      | P_44        | All         | 100000                  | LLM               |
| Strat-7          | KPA6 Good Governance and Public participation | Responsible, Accountable, Effective and Efficient Corporate governance | Office equipment and Furniture | New furniture for Community Liaison Officer & Logistics coordinator | P_45        | All         | 60000                   | LLM               |



## 10.2. PROJECTED MONTHLY EXPENDITURE ON CAPITAL PROJECTS

The monthly projected expenditure of capital projects follows:

| Department<br>-vote | Project Name   | Project<br>No. | July | Aug | Sep    | Oct     | Nov     | Dec     | Jan     | Feb     | March   | April   | May     | June    | Annual<br>Budget 2015-<br>2016 |
|---------------------|--|----------------|------|-----|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------------------|
| Planning-6          | GIS system   | P_01           | 0    | 0   | 0      | 0       | 0       | 1000000 | 1000000 | 1000000 | 1000000 | 1000000 | 1000000 | 1000000 | 1000000                        |
| Social-4            | Management of Informal Settlements over three years  | P_02           |      |     | 500000 | 500000  | 500000  | 1000000 | 1000000 | 1000000 | 1500000 | 1500000 | 1500000 | 2000000 | 2000000                        |
| Social-4            | Concrete Palisade Wall at leased land(Exarro lease agreement) for management of Informal Settlements | P_03           | 0    | 0   | 0      | 0       | 0       | 0       | 1000000 | 1000000 | 1500000 | 1500000 | 1500000 | 2000000 | 2000000                        |
| Social-4            | Lawn mower   | P_04           |      |     |        |         |         |         |         |         |         | 60000   | 60000   | 60000   | 60000                          |
| Social-4            | 15x bullet vests   | P_05           |      |     | 80000  | 80000   | 80000   | 80000   | 80000   | 80000   | 80000   | 80000   | 80000   | 80000   | 80000                          |
| Social-4            | Purchasing of 35 cones for traffic officers  | P_06           |      |     | 5000   | 5000    | 5000    | 5000    | 5000    | 5000    | 5000    | 5000    | 5000    | 5000    | 5000                           |
| Social-4            | 2X Silver line for four seats  | P_07           |      |     | 10000  | 10000   | 10000   | 10000   | 10000   | 10000   | 10000   | 10000   | 10000   | 10000   | 10000                          |
| Social-4            | 1. Development of a new landfill site in town  | P_08           | 0    | 0   | 0      | 500000  | 1000000 | 2000000 | 2000000 | 2000000 | 2000000 | 3500000 | 3500000 | 5000000 | 5000000                        |
| Infra-5             | Refurbishment of Shogoane stadium & construction of access road to stadium                           | P_09           | 0    | 0   | 0      | 1000000 | 1500000 | 2300000 | 3000000 | 3000000 | 4819200 | 4819200 | 4819200 | 6425600 | 6425600                        |
| Infra-5             | Truck base cherry picker   | P_10           | 0    | 0   |        |         |         | 570000  | 570000  | 570000  | 570000  | 570000  | 570000  | 570000  | 570000                         |
| Infra-5             | Testing equipment  | P_11           |      |     | 150000 | 150000  | 150000  | 150000  | 150000  | 150000  | 150000  | 150000  | 150000  | 150000  | 150000                         |



| Department<br>-vote | Project Name   | Proje<br>ct No. | July | Aug | Sep    | Oct         | Nov         | Dec     | Jan     | Feb     | March   | April   | May     | June    | Annual<br>Budget 2015-<br>2016 |
|---------------------|--|-----------------|------|-----|--------|-------------|-------------|---------|---------|---------|---------|---------|---------|---------|--------------------------------|
| Infra-5             | Testing equipment<br>MvLv  | P_12            |      |     | 170000 | 170000      | 170000      | 170000  | 170000  | 170000  | 170000  | 170000  | 170000  | 170000  | 170000                         |
| Infra-5             | Over Head Line   | P_13            |      |     | 300000 | 100000<br>0 | 100000<br>0 | 1000000 | 1500000 | 1500000 | 2000000 | 2000000 | 2000000 | 2000000 | 2000000                        |
| Infra-5             | Gazebo   | P_14            |      |     | 3000   | 3000        | 3000        | 3000    | 3000    | 3000    | 3000    | 3000    | 3000    | 3000    | 3000                           |
| Infra-5             | Infrastructure<br>Master plan  | P_15            |      |     | 10000  | 0           | 0           | 1500000 | 1500000 | 1500000 | 1500000 | 1500000 | 1500000 | 1500000 | 1500000                        |
| Social-4            | 2. Upgrading/<br>Replacement of<br>vehicle Testing<br>Equipment at the<br>Testing ground | P_16            | 0    | 0   | 0      | 0           | 0           | 1500000 | 1500000 | 1500000 | 1500000 | 1500000 | 1500000 | 1500000 | 1500000                        |
| Infra-5             | Kauletsi access road   | P_17            | 0    | 0   | 0      | 0           | 200000<br>0 | 3000000 | 3000000 | 3000000 | 4000000 | 5500000 | 7000000 | 8418045 | 8418045                        |
| Infra-5             | Ditlounge Access road  | P_18            | 0    | 0   | 0      | 0           | 150000<br>0 | 2600000 | 2600000 | 2600000 | 3800000 | 5000000 | 6500000 | 7793600 | 7793600                        |
| Infra-5             | Ga-monyeki Access<br>road  | P_19            | 0    | 0   | 0      | 0           | 500000      | 800000  | 800000  | 800000  | 800000  | 1000000 | 1600000 | 2140200 | 2140200                        |
| Infra-5             | Phase 5 of<br>Onverwacht<br>channel  | P_20            |      |     | 80000  |             | 0           | 720000  | 720000  | 720000  | 1200000 | 1200000 | 1200000 | 1200000 | 1200000                        |
| Infra-5             | Construction of an<br>asphalt road to<br>groothoek<br>dumping                            | P_21            |      |     | 5000   |             |             | 1200000 | 1300000 | 1300000 | 1500000 | 1500000 | 2400000 | 3000000 | 3000000                        |
| Infra-5             | Thabo Mbeki sewer<br>network sanitation  | P_22            | 0    | 0   | 0      | 0           | 0           | 800000  | 1000000 | 1000000 | 1000000 | 1275230 | 1275230 | 1275230 | 1275230                        |
| Infra-5             | To replace the two<br>pipelines from<br>Pump Station no: 1<br>to Paarl WWTW.             | P_23            |      |     | 75000  |             |             | 500000  | 500000  | 1000000 | 1000000 | 1000000 | 1000000 | 2000000 | 2000000                        |
| Infra-5             | Upgrading of<br>Marapong Water   | P_24            |      |     | 85610  |             |             | 500000  | 500000  | 1000000 | 1000000 | 1000000 | 1000000 | 2000000 | 2000000                        |



| Department<br>-vote | Project Name  | Project No. | July | Aug | Sep    | Oct    | Nov         | Dec     | Jan     | Feb     | March   | April   | May          | June         | Annual<br>Budget 2015-<br>2016 |
|---------------------|---|-------------|------|-----|--------|--------|-------------|---------|---------|---------|---------|---------|--------------|--------------|--------------------------------|
|                     | Supply System   |             |      |     |        |        |             |         |         |         |         |         |              |              |                                |
| Infra-5             | Mokuruanyane RWS Shongoane water Scheme   | P_25        | 0    | 0   | 0      | 350000 | 950000      | 1800000 | 1800000 | 1800000 | 3000000 | 3000000 | 3500000      | 4265775      | 4265775                        |
| Infra-5             | Witpoort RWS Seleka water Scheme  | P_26        | 0    | 0   | 0      | 400000 | 120000<br>0 | 2000000 | 2000000 | 2600000 | 2600000 | 2600000 | 2600000      | 3291100      | 3291100                        |
| Infra-5             | Thabo Mbeki water network   | P_27        | 0    | 0   | 0      | 800000 | 800000      | 1000000 | 1000000 | 1000000 | 1200000 | 1200000 | 1200000      | 1615500      | 1615500                        |
| Infra-5             | WATER INFRASTRUCTURE GRANTS   | P_28        | 0    | 0   | 0      | 0      | 500000<br>0 | 6000000 | 600000  | 8000000 | 1000000 | 1100000 | 1100000<br>0 | 1200000<br>0 | 12000000                       |
| Planning-6          | Hawker Stalls at Albert Street, Phase 1- paving of sites                                  | P_29        |      | 0   | 0      | 0      | 0           | 600000  | 600000  | 600000  | 600000  | 600000  | 960000       | 1200000      | 1200000                        |
| BTO-2               | Bar fridges for Managers  | P_30        |      |     | 100000 | 100000 | 100000      | 100000  | 100000  | 100000  | 100000  | 100000  | 100000       | 100000       | 100000                         |
| Corp-3              | MSIG  | P_31        | 0    | 0   | 400000 | 500000 | 700000      | 700000  | 700000  | 800000  | 800000  | 800000  | 9000000      | 930000       | 930000                         |
| Corp-3              | Safe continual – Construction phase – Furniture   | P_32        | 0    | 0   | 0      | 0      | 0           | 200000  | 200000  | 200000  | 200000  | 200000  | 200000       | 200000       | 200000                         |
| Corp-3              | Electronic Record Management System - Phase 2 – (Items, Agenda, Minutes Resolutions) etc. | P_33        | 0    | 0   | 0      | 0      | 0           | 0       | 998000  | 998000  | 998000  | 998000  | 998000       | 998000       | 998000                         |
| Corp-3              | Furniture and Equipment( Items listed individually in the Budget and IDP)                 | P_34        | 0    | 0   | 85610  | 85610  | 85610       | 85610   | 85610   | 85610   | 85610   | 85610   | 85610        | 85610        | 85610                          |
| Infra-5             | Office furniture  | P_35        |      |     | 15000  | 15000  | 15000       | 15000   | 15000   | 15000   | 15000   | 15000   | 15000        | 15000        | 15000                          |



| Department<br>-vote | Project Name  | Proje<br>ct No. | July | Aug | Sep   | Oct   | Nov   | Dec    | Jan    | Feb    | March  | April  | May    | June   | Annual<br>Budget 2015-<br>2016 |
|---------------------|---|-----------------|------|-----|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------------------------------|
| Planning-6          | Furniture and Equipment( Items listed individually in the Budget and IDP) | P_36            |      |     | 75000 | 75000 | 75000 | 75000  | 75000  | 75000  | 75000  | 75000  | 75000  | 75000  | 75000                          |
| Social-4            | Refrigerator and Microwave  | P_37            |      |     | 8000  | 8000  | 8000  | 8000   | 8000   | 8000   | 8000   | 8000   | 8000   | 8000   | 8000                           |
| Social-4            | Office furniture  | P_38            |      |     |       |       |       |        |        |        |        | 40000  | 40000  | 40000  | 40000                          |
| Strat-7             | Furniture   | P_39            | 0    | 0   | 0     | 0     | 0     | 30000  | 30000  | 30000  | 30000  | 30000  | 30000  | 30000  | 30000                          |
| Strat-7             | Video Camera  | P_40            | 0    | 0   | 0     | 0     | 0     | 0      | 0      | 0      | 0      | 25000  | 25000  | 25000  | 25000                          |
| Strat-7             | 1 High back chair   | P_41            | 0    | 0   | 0     |       | 0     | 5000   | 5000   | 5000   | 5000   | 5000   | 5000   | 5000   | 5000                           |
| Strat-7             | 10 Hot air balloons   | P_42            | 0    | 0   | 0     | 0     | 0     | 500000 | 500000 | 500000 | 500000 | 500000 | 500000 | 500000 | 500000                         |
| Strat-7             | New furniture for Public Participation Manager                            | P_43            | 0    | 0   | 0     | 0     | 0     | 60000  | 60000  | 60000  | 60000  | 60000  | 60000  | 60000  | 60000                          |
| Strat-7             | New furniture for Public Participation Manager                            | P_44            | 0    | 0   | 0     | 0     | 0     | 100000 | 100000 | 100000 | 100000 | 100000 | 100000 | 100000 | 100000                         |
| Strat-7             | New furniture for Community Liaison Officer & Logistics coordinator       | P_45            | 0    | 0   | 0     | 0     | 0     | 60000  | 60000  | 60000  | 60000  | 60000  | 60000  | 60000  | 60000                          |



### 10.3. 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 2015-2016 | Source of funding |
|------------|--|------|--|------------|-----------------|-----------|---|-----------|---|-----------|---|-----------|---|-------------------------|-------------------|
|            |  |      |  |            |                 | % Prog    | Activity /Milestone   | % Prog    | Activity /Milestone   | % Prog    | Activity /Milestone   | % Prog    | Activity /Milestone   |                         |                   |
| Planning-6 | GIS system   | P-01 | Integrated system to include support services as well as building plan management system.  | 18/08/2015 | 22/09/2015      | 30        | Procurement process.  | 100       | System acquisition and installation                                 | 100       | completed   | 100       | completed   | 1000000                 | LLM               |
| Social-4   | Management of Informal Settlements over three years  | P-02 | Active monitoring of delivery of basic services in informal settlement                     | 07/09/2015 | 08/11/2015      | 25        | Active Monitoring of event and developments in informal settlements | 50        | Active Monitoring of event and developments in informal settlements | 75        | Active Monitoring of event and developments in informal settlements | 100       | Active Monitoring of event and developments in informal settlements | 2000000                 | LLM               |
| Social-4   | Concrete Palisade Wall at leased land(Exarro lease agreement) for management of Informal Settlements | P-03 | Erection of a palisade wall around the informal to prevent further illegal land occupation | 14/01/2016 | 24/03/2016      | 0         | N/A   | 30        | Procurement process.  | 60        | Construction phase  | 100       | completion  | 2000000                 | LLM               |
| Social-4   | Lawn mower   | P-04 | To be relocated to rural facilities for lawn mowing.                                       | 04/02/2016 | 26/02/2016      | 0         | N/A   | 0         | N/A   | 100       | Source quotations and purchase the equipment.                       | 100       | purchased   | 60000                   | LLM               |
| Social-4   | 15x bullet vests   | P-05 | For the safety of patrol traffic officer   | 01/06/2015 | 01/09/2015      | 100       | Source quotations and purchase the equipment.                       | 100       | purchased   | 100       | purchased   | 100       | purchased   | 80000                   | LLM               |
| Social-4   | Purchasing of 35 cones for   | P-   | To secure the accident area and  | 01/06/2015 | 01/09/2015      | 100       | Source quotations   | 100       | purchased   | 100       | purchased   | 100       | purchased   | 5000                    | LLM               |



| Dept-vote | Project Name   | No. | Description of deliverables  | Start date | Completion date | Quarter 1 |   | Quarter 2 |  | Quarter 3 |  | Quarter 4 |                       | Annual Budget 2015-2016 | Source of funding |
|-----------|--|-----|--|------------|-----------------|-----------|---|-----------|--|-----------|--|-----------|-----------------------|-------------------------|-------------------|
|           |  |     |  |            |                 | % Prog    | Activity /Milestone                                     | % Prog    | Activity /Milestone  | % Prog    | Activity /Milestone  | % Prog    | Activity /Milestone   |                         |                   |
|           | traffic officers   | 06  | used during the special operations   |            |                 |           | and purchase the equipment.                             |           |  |           |  |           |                       |                         |                   |
| Social-4  | 2X Silver line for four seated   | P07 | The waiting area does not have chairs. Community members can be able to rest while waiting to be assisted. | 01/06/2015 | 01/09/2015      | 100       | Source quotations and purchase the equipment.           | 100       | purchased  | 100       | purchased  | 100       | purchased             | 10000                   | LLM               |
| Social-4  | 1. Development of a new landfill site in town                              | P08 | Provision of safe waste disposal facility in line with minimum requirements for waste disposal             | 18/08/2015 | 22/09/2015      | 30        | Procurement process.                                    | 50        | Development commences  | 70        | development continues  | 100       | completion            | 5000000                 | LLM               |
| Infra-5   | Refurbishment of Shogoane stadium & construction of access road to stadium | P09 | Refurbishment of dilapidated stadium and upgrade of access road to the stadium                             | 01/07/2015 | 30/06/2016      | 20        | Construction commences( Earth Moving material delivery) | 50        | Building of road and refurbishment of the dilapidated materials on the stadium | 75        | Building of road and refurbishment of the dilapidated materials on the stadium | 100       | Projection completion | 6425600                 | MIG               |
| Infra-5   | Truck base cherry picker   | P10 | Electrical line servicing truck  | 18/08/2015 | 22/12/2015      | 30        | Procurement process finalised.                          | 100       | Purchasing and delivery of the truck   | 100       | completed  | 100       | completed             | 570000                  | LLM               |
| Infra-5   | Testing equipment  | P11 | Advanced electric testing device for easy fault finding  | 06/10/2015 | 08/11/2015      | 100       | Source quotations and purchase the equipment.           | 100       | completed  | 100       | completed  | 100       | completed             | 150000                  | LLM               |
| Infra-5   | Testing equipment Mel  | P12 | Advanced electric testing device for easy fault finding  | 04/02/2016 | 26/02/2016      | 100       | Source quotations and purchase the                      | 100       | purchased  | 100       | purchased  | 100       | purchased             | 170000                  | LLM               |



| Dept-vote | Project Name   | No.              | Description of deliverables                                    | Start date | Completion date | Quarter 1 |   | Quarter 2 |   | Quarter 3 |   | Quarter 4 |                       | Annual Budget 2015-2016 | Source of funding |
|-----------|--|------------------|--|------------|-----------------|-----------|---|-----------|---|-----------|---|-----------|-----------------------|-------------------------|-------------------|
|           |  |                  |  |            |                 | % Prog    | Activity /Milestone                                     | % Prog    | Activity /Milestone                         | % Prog    | Activity /Milestone                         | % Prog    | Activity /Milestone   |                         |                   |
|           |  |                  |  |            |                 |           | equipment.  |           |   |           |   |           |                       |                         |                   |
| Infra-5   | Over Head Line   | P<br>—<br>1<br>3 | New overhead power lines                                       | 18/08/2015 | 22/04/2016      | 30        | Procurement process finalised.                          | 70        | construction of overhead lines              | 100       | completion of construction and handing over | 100       | completed             | 2000000                 | LLM               |
| Infra-5   | Gazebo   | P<br>—<br>1<br>4 | Municipal logo branded gazebo                                  | 01/08/2015 | 31/09/2015      | 100       | Source quotations and purchase the equipment.           | 100       | purchased                                   | 100       | purchased                                   | 100       | purchased             | 3000                    | LLM               |
| Infra-5   | Infrastructure Master plan   | P<br>—<br>1<br>5 | Planning document for all municipal infrastructure             | 10/11/2015 | 11/12/2015      | 30        | Procurement process finalised.                          | 100       | Document produced                           | 100       | completed                                   | 100       | completed             | 1500000                 | LLM               |
| Social-4  | 2. Upgrading/ Replacement of vehicle Testing Equipment at the Testing ground | P<br>—<br>1<br>6 | Replacement of vehicle Testing Equipment at the Testing ground | 10/11/2015 | 11/12/2015      | 20        | Procurement process.                                    | 100       | Installation of equipment for upgrading     | 100       | Upgrade completed                           | 100       | Upgrade completed     | 1500000                 | LLM               |
| Infra-5   | Kauletsi access road   | P<br>—<br>1<br>7 | Upgrade of access roads from gravel to asphalt road            | 01/07/2015 | 30/062016       | 20        | Construction commences( Earth Moving material delivery) | 50        | Actual building of the roads stage by stage | 80        | Asphalt laying                              | 100       | Projection completion | 8418045                 | MIG               |
| Infra-5   | Ditloug Access road  | P<br>—<br>1<br>8 | Upgrade of access roads from gravel to asphalt road            | 01/07/2015 | 30/062016       | 20        | Construction commences( Earth Moving material delivery) | 50        | Actual building of the roads stage by stage | 80        | Asphalt laying                              | 100       | Projection completion | 7793600                 | MIG               |
| Infra-5   | Ga-monyeki Access road   | P<br>—<br>1<br>9 | Upgrade of access roads from gravel to asphalt road            | 01/07/2015 | 30/062016       | 20        | Construction commences( Earth Moving material delivery) | 50        | Actual building of the roads stage by stage | 80        | Asphalt laying                              | 100       | Projection completion | 2140200                 | MIG               |
| Infra-5   | Phase 5 of Onverwacht  | P<br>—           | Extension from phase 1 to the                                  | 07/09/2015 | 08/04/2016      | 30        | Procurement process                                     | 60        | construction of the channel                 | 100       | completion of construction                  | 100       | completed             | 1200000                 | LLM               |





| Dept-vote | Project Name  | No.    | Description of deliverables   | Start date | Completion date | Quarter 1 |  | Quarter 2 |  | Quarter 3 |  | Quarter 4 |                                   | Annual Budget 2015-2016 | Source of funding |
|-----------|---|--------|---|------------|-----------------|-----------|--|-----------|--|-----------|--|-----------|-----------------------------------|-------------------------|-------------------|
|           |   |        |   |            |                 | % Prog    | Activity /Milestone  | % Prog    | Activity /Milestone  | % Prog    | Activity /Milestone  | % Prog    | Activity /Milestone               |                         |                   |
|           | channel   | 20     | culverts on the R510  |            |                 |           | finalised.   |           |  |           |  |           |                                   |                         |                   |
| Infra-5   | Construction of an asphalt road to groothoek dumping                | P – 21 | To accommodate most of vehicle movement going to landfill   | 01/08/2015 | 30/06/2016      | 20        | Procurement process.   | 50        | construction commences   | 80        | construction continues   | 100       | Project completion                | 3000000                 | LLM               |
| Infra-5   | Thabo Mbeki sewer network sanitation                                | P – 22 | upgrade and maintain the sewer network at Thabo Mbeki township  | 14/01/2016 | 31/06/2016      | 20        | Procurement process  | 50        | Construction commences   | 80        | construction continues   | 100       | Project completion                | 1275230                 | MIG               |
| Infra-5   | To replace the two pipelines from Pump Station no: 1 to Paarl WWTW. | P – 23 | These two pipelines need to be replaced as they burst repeatedly.   | 01/08/2015 | 08/04/2016      | 30        | Procurement process.   | 50        | installation of pipes  | 100       | completion of project  | 100       | completed                         | 2000000                 | LLM               |
| Infra-5   | Upgrading of Marapong Water Supply System                           | P – 24 | The link between Zeeland Water Supply and Marapong is critical as the current water services provider is no longer interested in the water business | 18/08/2015 | 22/12/2015      | 20        | Procurement process.   | 50        | installation of pipes  | 100       | completion of project  | 100       | completed                         | 2000000                 | LLM               |
| Infra-5   | Mokuruanyane RWS Shongoane water Scheme                             | P – 25 | Provision of clean drinking water to communities  | 01/07/2015 | 30/06/2016      | 20        | Construction commences( Earthworks done, Digging and preparation | 50        | Construction continues( Installation of pipe and erection of tanks | 70        | Construction continues( Installation of pipe and erection of tanks | 100       | Projection completion and testing | 4265775                 | MIG               |
| Infra-5   | Witpoort RWS Seleka water Scheme                                    | P – 26 | Provision of clean drinking water to communities  | 01/07/2015 | 30/06/2016      | 20        | Construction commences( Earthworks done, Digging and preparation | 50        | Construction continues( Installation of pipe and erection of tanks | 70        | Construction continues( Installation of pipe and erection of tanks | 100       | Projection completion and testing | 3291100                 | MIG               |



| Dept-vote  | Project Name   | No.              | Description of deliverables  | Start date | Completion date | Quarter 1 |   | Quarter 2 |   | Quarter 3 |   | Quarter 4 |  | Annual Budget 2015-2016 | Source of funding |
|------------|--|------------------|--|------------|-----------------|-----------|---|-----------|---|-----------|---|-----------|--|-------------------------|-------------------|
|            |  |                  |  |            |                 | % Prog    | Activity /Milestone                           | % Prog    | Activity /Milestone                           | % Prog    | Activity /Milestone   | % Prog    | Activity /Milestone                            |                         |                   |
| Infra-5    | Thabo Mbeki water network                                | P<br>—<br>2<br>7 | Upgrade the water infrastructure at Thabo Mbeki  | 14/01/2016 | 31/06/2016      | 20        | Procurement process                           | 50        | Construction commences                        | 80        | Construction continues( Installation of pipe and erection of tanks  | 100       | completion of project                          | 1615500                 | MIG               |
| Infra-5    | WATER INFRASTRUCTURE GRANTS                              | P<br>—<br>2<br>8 | Upgrade and Maintenance of the existing water infrastructure in Lephalale villages                 | 01/07/2015 | 30/062016       | 20        | Procurement process                           | 50        | Construction commences                        | 75        | Construction continues ( Installation of pipe and erection of tanks | 100       | completion of project                          | 12000000                | DWAS              |
| Planning-6 | Hawker Stalls at Albert Street, Phase 1- paving of sites | P<br>—<br>2<br>9 | We need to create conducive environment for our businesses to proper, proper formalisation of SME. | 10/11/2015 | 11/12/2015      | 0         | N/A   | 30        | Procurement process.                          | 50        | construction commences  | 100       | completion of project                          | 1200000                 | LLM               |
| BTO-2      | Bar fridges for Managers                                 | P<br>—<br>3<br>0 | Office furniture   | 01/06/2015 | 01/092015       | 100       | Source quotations and purchase the equipment. | 100       | purchased                                     | 100       | purchased   | 100       | purchased                                      | 100000                  | LLM               |
| Corp-3     | MSIG   | P<br>—<br>3<br>1 | Acquisition of office software and hardware for operational systems                                | 01/07/2015 | 30/062016       | 20        | Source quotations and purchase the equipment. | 50        | Source quotations and purchase the equipment. | 75        | Source quotations and purchase the equipment.                       | 100       | <b>completion of project</b>                   | 930000                  | MSIG              |
| Corp-3     | Safe continual – Construction phase – Furniture          | P<br>—<br>3<br>2 | Office furniture and equipment safe keeping of documents   | 01/06/2015 | 01/092015       | 30        | Procurement process.                          | 50        | construction commences                        | 70        | Construction  | 100       | <b>completion of project</b>                   | 200000                  | LLM               |
| Corp-3     | Electronic Record Management System - Phase 2 – (Items,  | P<br>—<br>3<br>3 | Stationary and Office Furniture  | 10/11/2015 | 11/12/2015      | 0         | N/A   | 30        | Procurement process.                          | 60        | Acquisition and installation of the electronic record management    | 100       | Phase 2 of electronic record management system | 998000                  | LLM               |



| Dept-vote  | Project Name  | No.  | Description of deliverables  | Start date | Completion date | Quarter 1 |   | Quarter 2 |                       | Quarter 3 |   | Quarter 4 |                     | Annual Budget 2015-2016 | Source of funding |
|------------|---|------|--|------------|-----------------|-----------|---|-----------|-----------------------|-----------|---|-----------|---------------------|-------------------------|-------------------|
|            |   |      |  |            |                 | % Prog    | Activity /Milestone                           | % Prog    | Activity /Milestone   | % Prog    | Activity /Milestone                           | % Prog    | Activity /Milestone |                         |                   |
|            | Agenda, Minutes Resolutions) etc.   |      |  |            |                 |           |   |           |                       |           | system phase 2                                |           |                     |                         |                   |
| Corp-3     | Furniture and Equipment( Items listed individually in the Budget and IDP) | P-34 | Stationary and Office Furniture  | 01/06/2015 | 01/09/2015      | 100       | Source quotations and purchase the equipment. | 100       | purchased             | 100       | purchased                                     | 100       | purchased           | 85610                   | LLM               |
| Infra-5    | Office furniture  | P-35 | Office furniture   | 01/08/2015 | 31/09/2015      | 100       | Source quotations and purchase the equipment. | 100       | purchased             | 100       | purchased                                     | 100       | purchased           | 15000                   | LLM               |
| Planning-6 | Furniture and Equipment( Items listed individually in the Budget and IDP) | P-36 | Office furniture   | 01/06/2015 | 01/09/2015      | 100       | Source quotations and purchase the equipment. | 100       | purchased             | 100       | purchased                                     | 100       | purchased           | 75000                   |                   |
| Social-4   | Refrigerator and Microwave  | P-37 | There is a need for a refrigerator and microwave at the Testing ground for use by Examiners.                         | 01/06/2015 | 01/09/2015      | 100       | Source quotations and purchase the equipment. | 100       | purchased             | 100       | purchased                                     | 100       | purchased           | 8000                    | LLM               |
| Social-4   | Office furniture  | P-38 | To be used by the divisional manager, establishment of rural office and other special works man using old furniture. | 04/02/2016 | 26/02/2016      | 0         | N/A   | 0         | N/A                   | 100       | Source quotations and purchase the equipment. | 100       | purchased           | 40000                   | LLM               |
| OMM        | Furniture   | P-   | Office furniture   | 06/10/2015 | 08/11/2015      | 0         | N/A   | 100       | Source quotations and | 100       | purchased                                     | 100       | purchased           | 30000                   | LLM               |



| Dept-vote | Project Name  | No.  | Description of deliverables  | Start date | Completion date | Quarter 1 |                     | Quarter 2 |   | Quarter 3 |   | Quarter 4 |                     | Annual Budget 2015-2016 | Source of funding |
|-----------|---|------|--|------------|-----------------|-----------|---------------------|-----------|---|-----------|---|-----------|---------------------|-------------------------|-------------------|
|           |   |      |  |            |                 | % Prog    | Activity /Milestone | % Prog    | Activity /Milestone                           | % Prog    | Activity /Milestone                           | % Prog    | Activity /Milestone |                         |                   |
|           |   | 39   |  |            |                 |           |                     |           | purchase the equipment.                       |           |   |           |                     |                         |                   |
| OMM       | Video Camera  | P-40 | Office furniture   | 29/01/2016 | 28/02/2016      | 0         | N/A                 | 0         | N/A   | 100       | Source quotations and purchase the equipment. | 100       | purchased           | 25000                   | LLM               |
| OMM       | 1 High back chair   | P-41 | 1 High back chair  | 01/08/2015 | 07/09/2015      | 0         | N/A                 | 100       | purchased                                     | 100       | purchased                                     | 100       | purchased           | 5000                    | LLM               |
| OMM       | 10 Hot air balloons   | P-42 | Hot air balloons for distribution of municipal event messages to communities | 07/09/2015 | 08/10/2015      | 0         | N/A                 | 100       | Source quotations and purchase the equipment. | 100       | purchased                                     | 100       | purchased           | 500000                  | LLM               |
| OMM       | New furniture for Public Participation Manager                      | P-43 | Office furniture   | 06/10/2015 | 08/11/2015      | 0         | N/A                 | 100       | Source quotations and purchase the equipment. | 100       | purchased                                     | 100       | purchased           | 60000                   | LLM               |
| OMM       | New furniture for Public Participation Manager                      | P-44 | Office furniture   | 04/02/2016 | 26/02/2016      | 0         | N/A                 | 100       | Source quotations and purchase the equipment. | 100       | purchased                                     | 100       | purchased           | 100000                  | LLM               |
| OMM       | New furniture for Community Liaison Officer & Logistics coordinator | P-45 | Office furniture   | 06/10/2015 | 08/11/2015      | 0         | N/A                 | 100       | Source quotations and purchase the equipment. | 100       | purchased                                     | 100       | purchased           | 60000                   | LLM               |
|           |   |      |  |            |                 |           |                     |           |   |           |   |           |                     |                         |                   |



## 11. CONCLUSION

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

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