

LEPHALALE LOCAL MUNICIPALITY

2019-20 ADJUSTED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN





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ACRONYMS AND ABBREVIATIONS

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

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



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



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



1. MAYOR'S FOREWORD

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

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

Eskom needs to increase electricity generation from 40,000 MW in 2008 to 80,000 MW in 2026 and that at least half of this will be from coal fired power stations. This implies that 20,000 MW is needed from coal. It is expected that the 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 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 2018-19 in terms of the IDP strategic intent and the vision of building a city by 2030. The focus of Lephalale Local Municipality is on shaping the future of a vibrant city and 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.

Lephalale municipality will use this implementation tool to the IDP to move towards its vision of a vibrant city and the energy hub, as well as the mission for affordable basic services to communities, rural development and socio- economic transformation to the previously disadvantaged communities.

APPROVED BY

MOŁOKO JACK MAEKO
The Mayor of Lephalale Municipality

Date:- 25 June 2019



INTRODUCTION

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

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

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

2. LEGISLATION

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

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

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



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

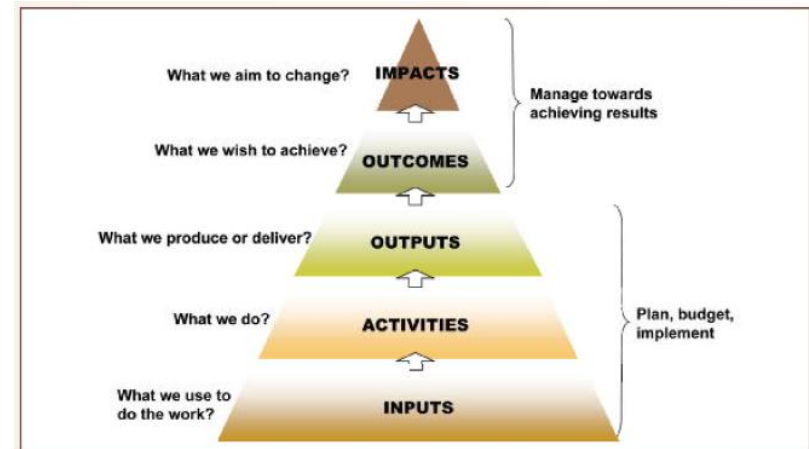
1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

3. METHODOLOGY AND CONTENT

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

The methodology followed by the municipality in the development of the SDBIP in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information²(FMPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPI is hereby indicated.

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



is

¹ 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

² The Framework for Managing Programme Performance Information is available at: www.treasury.gov.za



achieve the outcomes and associated output indicators and targets.

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

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

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

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

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.



4. VISION, MISSION AND VALUES

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

"A vibrant city and be the energy hub"



The Mission is:

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

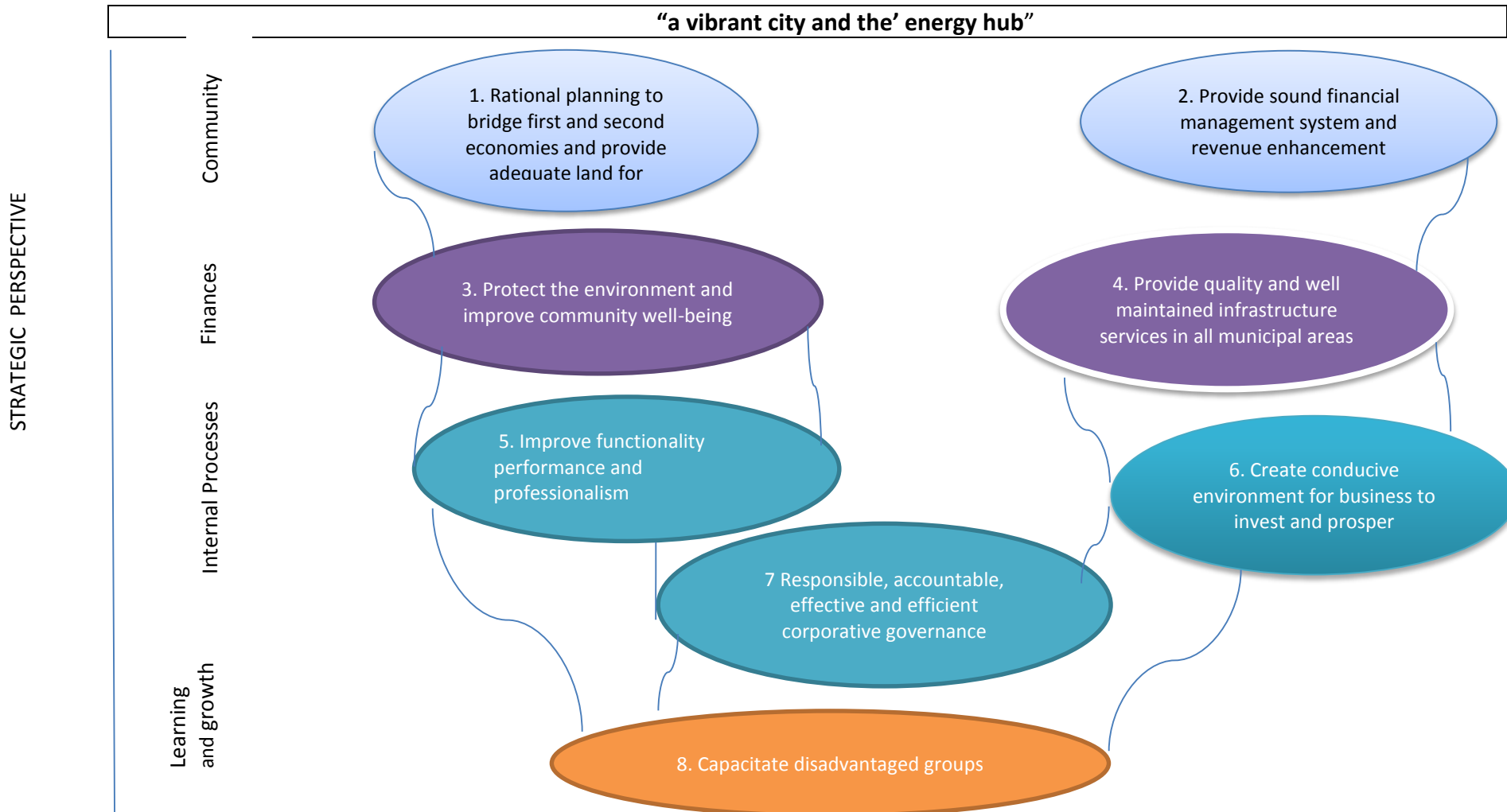
The **Values** of Lephalale Local Municipality underpin quality and they are:

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



5. 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:





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



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



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



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

6. STRATEGIC ALIGNMENT

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

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



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

The Strategic Objective as aligned to the Agenda 2063, SDGs, NDP, LDP and IDP priorities follow in the matrix below:

Convergence of Agenda 2063, SDGs, NDP, LDP and IDP

Agenda 2063 (2023 goals)	Sustainable Development Goals	National Development Plan	Limpopo Development Plan	Integrated Development Plan
Goal1: High standard of living, Quality of life and well-being for all	Goal1:End poverty in all its forms everywhere in the world Goal3: Ensure healthy lives and promote well-being for all at all ages	Quality health care for all Building safer communities An inclusive and integrated rural economy Reversing the spatial effect of apartheid Social protection	Long and healthy life All people in Limpopo feel safe Comprehensive rural development Human settlement development Inclusive social protection	Protect the environment and improve community well-being Rational planning to bridge first and second economies and provide adequate land for development Capacitate disadvantaged groups



Agenda 2063(2023 goals)	Sustainable Development Goals	National Development Plan	Limpopo Development Plan	Integrated Development Plan
Goal2:Well-educated citizens and skills revolution underpinned by science, technology and innovation	Goal4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Improving education, training and innovation	Quality basic education Skilled and capable workforce	Responsible, accountable, effective and efficient corporate governance
Goal3: Healthy and well-nourished citizens	Goal2:End hunger, achieve food security and improved nutrition and promote sustainable agriculture Goal3: Ensure healthy lives and promote well-being for all at all ages	Promoting health	Long and healthy life All people on Limpopo feel safe Comprehensive rural development Inclusive social protection system	Protect the environment and improve community well-being Rational planning to bridge first and second economies and provide adequate land for development
Goal4: Transformed economies and job creation	Goal8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Economy and employment	Decent employment through inclusive growth Comprehensive rural development	Create a conducive environment for businesses to invest and prosper
Goal5:Modern Agriculture for increased productivity and production	Goal2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture Goal12: Ensure sustainable consumption economy and production patterns	Integrated and inclusive rural economy	Long and healthy life Comprehensive rural development Environmental protection Inclusive social protection system	Rational planning to bridge first and second economies and provide adequate land for development Protect the environment and improve community well-being
Transformed economies	Goal6:Ensure availability and sustainable management of water and sanitation for all Goal9:Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Improving infrastructure	Sustainable and inclusive economic growth STI driven manufacturing, industrialization and value addition Economic diversification and resilience	Maintenance and upgrading of infrastructure in all municipal areas



Agenda 2063 (2023 goals)	Sustainable Development Goals	National Development Plan	Limpopo Development Plan	Integrated Development Plan
Goal2: Well-educated citizens and skills revolution underpinned by science, technology and innovation	Reforming the Public Service.	Demonstrating good governance and administration	Fighting corruption	Improve functionality, performance and professionalism

7. PROJECTED MONTHLY REVENUE AND EXPENDITURE

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect 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 also to show monthly projections of expenditure. The expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month). It is necessary to manage and monitor cash flow on a monthly basis to ensure that expenditure do not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

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



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

REVENUE:

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

LIM362 Lephalale - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	R e f	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source																
Property rates		3501579.66	3697882.91	3873725	4248253	3751281	3778682	2885244	4923596	4248253	4816186.9	4712309.82	12656316.9	57093310.27	60062162.41	63185394.85
Service charges - electricity revenue		12502058.8	11202018.3	13130423	13019128	15558749	15722471	14191721	15288293	16019128	15863758.	13666676	37892969.8	194057394.1	204536445.5	215581209.7
Service charges - water revenue		2383368.27	2667397.7	2600355	3252540	2441041	2454816	2234275	4514945	3252540	3417413.0	4085290.41	10929523.5	44233505	46622252.2	49139829.73
Service charges - sanitation revenue		1226118.88	851726.97	1875862	1372461	1347759	1357397	902047	1960286	1372461	2157516.9	1408274.56	4041946.68	19873857	20946318.46	22077532.14
Service charges - refuse revenue		801117.9	1285115.44	925229	1064549	907074	912547	843069	1120781	1064549	1211684.2	1432276.27	3942605.13	15510597	16347901.4	17231205.73
Rental of facilities and equipment		17208.48	20715	17120	19731	16682	31768	10164	13416	19731	22960.900	29204.5034	75035.116	293736	309598	326316
Interest earned - external investments		40870.3	163577	213411	162438	85825	74395	134584	89008	162438	218726.16	26575.8438	138651.688	1510500	1589044	1671672
Interest earned - outstanding debtors		1874976.9	1919536	1911431	2020232	2065128	2129079	2190385	2187741	2020232	2301064.8	1948169.34	8484197.51	31052172.62	32713549.55	34463837.94
Dividends received											0		0	0	0	0



LIM362 Lephalale - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	R e f	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Fines, penalties and forfeits		22878.82	50718	40118	34485	9084	7460	58104	73348	34485	43641.683	17618.417	60867.0796	452808	477260	503032
Licences and permits		1243383.21	1229531	127051	642857	654210	143025	929196	3314523	642857	94192.405	164000	593617.384	9778443	10306479	10863029
Agency services											0	0	0	0	0	0
Transfers and subsidies		45547493	304000	0	0	17107000	26561000	144710	371925	45438397.	0	0	17508624.5	152983150	167910750	18652099
Other revenue		1189838.4	2033370	1040729	1387378	1527927	2625963	413179	1020044	1387378	1099070.5	291707.688	-92584.625	13924000	14677000	15469000
Gains on disposal of PPE													0	0	0	0
Total Revenue (excluding capital transfers and contributions)		70350892.7	25425588.	25755454	27224052	45471760	55798603	24936678	34877906	75662449	31246216	27782102.8	96231770.7	540763473	576498760.5	617033057.1

Supporting Table SA25 Consolidated budgeted monthly revenue by source

b. The monthly projections for revenue by vote follows:

LIM362 Lephalale - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	R e f	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote	-															
Vote 1 - Vote 1 - MUNICIPAL MANAGER		547879.751	487004.223	499179.329	547879.751	553967.304	487004.223	547879.751	487004.223	547879.751	462654.012	426128.695	2081209.98	7675671	11239376	11412321
Vote 2 - Vote 2 - BUDGET AND TREASURY		6986905.43	6210582.6	6365847.17	6986905.43	7064537.71	6210582.6	6986905.43	6210582.6	6986905.43	590005.347	543425.978	19059171.4	90403239	95602322	101173362
Vote 3 - CORPORATE SERVICES		35844.6315	31861.8947	32658.4421	35844.6315	36242.9052	31861.8947	35844.6315	31861.8947	35844.6315	30268.8	27879.1579	53368.4846	419382	442029	465898
Vote 4 - SOCIAL SERVICES		4140972.13	3680864.11	3772885.72	4140972.13	4186982.93	3680864.11	4140972.13	3680864.11	4140972.13	349682.091	322075.61	8210804.51	50494731	52845280	56988493
Vote 5 - INFRASTRUCTURE SERVICES		39294715.2	34928635.7	35801851.6	39294715.2	39731323.2	34928635.7	39294715.2	34928635.7	39294715.2	331822.04	305625.563	71139108.9	472381812	496553570	538763017
Vote 6 - PLANNING AND DEVELOPMENT		94261.5021	83788.0019	85882.7019	94261.5021	95308.8522	83788.0019	94261.5021	83788.0019	94261.5021	79598.6018	73314.5017	-112116.672	850398	896319	944720
Vote 7 - OFFICE OF THE MAYOR													0	0	0	0
Total Revenue by Vote		51100578.	45422736	46558305	51100578	51668362.9	45422736.6	51100578.6	45422736.	51100578.	431515	397448	10043154	62222523	65757889	709747811



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Supporting Table SA26 Consolidated budgeted monthly revenue by vote

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

LIM362 Lephalale - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional																
Governance and administration		7570629.81	6729448.72	6897684.94	7570629.81	7654747.92	6729448.72	7570629.81	6729448.72	7570629.81	6392976.28	5888267.63	23376989.9	100681532	109582779	115517398
Executive and council		2461313.47	2187834.2	2242530.05	2461313.47	2488661.4	2187834.2	2461313.47	2187834.2	2461313.47	2078442.49	1914354.92	6433254.63	31566000	36958000	39156000
Finance and administration		5109316.33	4541614.52	4655154.88	5109316.33	5166086.51	4541614.52	5109316.33	4541614.52	5109316.33	4314533.79	3973912.7	16943735.2	69115532	72624779	76361398
Internal audit													0	0	0	0
Community and public safety		410725.408	365089.251	374216.483	410725.408	415289.023	365089.251	410725.408	365089.251	410725.408	346834.789	319453.095	6135382.22	10329345	10887128	11475032
Community and social services		14362.6785	12766.8253	13085.996	14362.6785	14522.2638	12766.8253	14362.6785	12766.8253	14362.6785	12128.4841	11170.9722	112547.906	34111	35953	37893
Sport and recreation		13781.7792	12250.4704	12556.7322	13781.7792	13934.9101	12250.4704	13781.7792	12250.4704	13781.7792	11637.9469	10719.1616	32407.7213	173135	182484	192338
Public safety		382580.95	340071.956	348573.755	382580.95	386831.85	340071.956	382580.95	340071.956	382580.95	323068.358	297562.961	6215522.41	10122099	10668691	11244801
Housing													0	0	0	0
Health													0	0	0	0
Economic and environmental services		5052976.87	4491535	4603823.37	5052976.87	5109121.06	4491535	5052976.87	4491535	5052976.87	4266958.25	3930093.12	8642300.29	42954208	45250249	48522495
Planning and development		293926.502	261268.002	267799.702	293926.502	297192.352	261268.002	293926.502	261268.002	293926.502	248204.602	228609.502	2150918.17	850398	896319	944720
Road transport		4759050.37	4230267	4336023.67	4759050.37	4811928.71	4230267	4759050.37	4230267	4759050.37	4018753.65	3701483.62	6491382.12	42103810	44353930	47577775
Environmental protection													0	0	0	0
Trading services		38066246.6	33836663.6	34682580.2	38066246.6	38489204.9	33836663.6	38066246.6	33836663.6	38066246.6	32144830.4	29607080.7	79562384.8	468261058	491858501	534232487
Energy sources		21080317.2	18738059.7	19206511.2	21080317.2	21314542.9	18738059.7	21080317.2	18738059.7	21080317.2	17801156.7	16395802.2	35235539.2	250489000	266231000	283229000



Water management	11051309	9823385.76	10068970.4	11051309	11174101.3	9823385.76	11051309	9823385.76	11051309	9332216.47	8595462.54	18388528	1312346.72	1336093.49	1513440.26
Waste water management	3120404.41	2773692.81	2843035.13	3120404.41	3155075.57	2773692.81	3120404.41	2773692.81	3120404.41	2635008.17	2426981.21	14509203.8	4637200.0	5006000.0	5414600.0
Waste management	2814215.99	2501525.33	2564063.46	2814215.99	2845485.06	2501525.33	2814215.99	2501525.33	2814215.99	2376449.06	2188834.66	11429113.8	4016538.6	4195815.2	4551346.1
Other												0	0	0	0
Total Revenue - Functional	51100578.6	45422736.6	46558305	51100578.6	51668362.9	45422736.6	51100578.6	45422736.6	51100578.6	43151599.7	39744894.5	10043245.7	6222261.43	6575786.57	7097474.12

Supporting Table SA27 Consolidated budgeted monthly revenue (standard classification)

EXPENDITURE:

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

LIM362 Lephalale - Supporting Table SA25 Budgeted monthly revenue and expenditure																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure By Type																
Employee related costs		13487193.4	1363343.7	1401212.6	1350215.1	13669683	13849803	13911521	13826821	13826821	13826821	13826821	48545023.6	199918222	21106980.6	223268575.5
Remuneration of councillors		755711.44	781635	756516	756516	756516	734617	756752	1257343	1257343	756752	650000	1170175.56	10389877	10971711	11586126
Debt impairment													7905000	7905000	8331870	8781791
Depreciation & asset impairment		6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	15627553	85534874	90153758	95022065
Finance charges		897815	0	996589	1776796	1359233	0	878735	2233318	2391253.9	2391253.99	2391253.99	2391254.03	17707502	18661186	19666236
Bulk purchases		1283396.56	1224004.3	1360470.3	1326465.5	10312807	12460132	10505295	15682229	13256321	17615147.7	13615147.7	19478501.2	153318378.1	16129093.3.7	169678062.3
Other materials										0	0	0	0	0	0	0
Contracted services		92704.21	1419955	2705347	2119065	1409061	778577	1381888	422758	653214	1279632	797203.038	12287942.8	25347347	26716104	28158773
Transfers and subsidies				214500			214500			214500			256500	900000	948600	888733
Other expenditure		4387000	4487000	4390191	5379007	5000000	3786231	4390191	5623145	9932163	11778674	12693214	3803184.03	75650000	77071427	3230055
Loss on disposal of PPE													0	0	0	0
Total Expenditure		27259031.6	3891728.1	4303518.3	4315340.1	38862511	38179071	38179593	45400825	47886827	54003491.6	50328850.7	111465134	576671200.1	60521539.5.7	560280416.8

Supporting Table SA25 Consolidated budgeted monthly expenditure by type



The monthly projections for overall expenditure by vote are included below:

LIM362 Lephalale - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure by Vote to be appropriated																
Vote 1 - MUNICIPAL MANAGER		3097954.7	2753737.51	2822580.95	3097954.7	3132376.42	2753737.51	3097954.7	2753737.51	3097954.7	2616050.64	2409520.32	11792454.3	43426014	45794887	48293035
Vote 2 - BUDGET AND TREASURY		3834655.14	3408582.34	3493796.9	3834655.14	3877262.42	3408582.34	3834655.14	3408582.34	3834655.14	3238153.23	2982509.55	10476045.3	49632135	52225429	55000398
Vote 3 - CORPORATE SERVICES		2746862.65	2441655.69	2502697.08	2746862.65	2777383.34	2441655.69	2746862.65	2441655.69	2746862.65	2319572.9	2136448.73	3717094.31	31765614	33525844	35383640
Vote 4 - SOCIAL SERVICES		6083458.96	5407519.08	5542707.05	6083458.96	6151052.95	5407519.08	6083458.96	5407519.08	6083458.96	5137143.12	4731579.19	14968854.6	77087730	79803246	84231190
Vote 5 - INFRASTRUCTURE SERVICES		37560750.2	33387333.5	34222016.8	37560750.2	37978091.9	33387333.5	37560750.2	33387333.5	37560750.2	31717966.8	29213916.8	40078862.7	343458131	361866970	381271678
Vote 6 - PLANNING AND DEVELOPMENT		1431301.32	1272267.84	1304074.54	1431301.32	1447204.67	1272267.84	1431301.32	1272267.84	1431301.32	1208654.45	1113234.36	590270.141	15205447	14998792	15836447
Vote 7 - OFFICE OF THE MAYOR		1108510.55	985342.718	1009976.28	1108510.55	1120827.33	985342.718	1108510.55	985342.718	1108510.55	936075.575	862174.871	4742125.62	16061250	16931233	17875487
Total Expenditure by Vote		55863493.5	49656438.7	50897849.6	55863493.5	56484199	49656438.7	55863493.5	49656438.7	55863493.5	47173616.7	43449383.8	6207981.64	576636321	605146401	637891875
Surplus/(Deficit) before assoc.		- 4762914.87	- 4233702.11	- 4339544.66	- 4762914.87	- 4815836.15	- 4233702.11	- 4762914.87	- 4233702.11	- 4762914.87	- 4022017	- 3704489.35	94223565	45588912	52432495	71855936
Taxation													0	0	0	0
Attributable to minorities													0	0	0	0
Share of surplus/ (deficit) of associate													0	0	0	0
Surplus/(Deficit)	1	- 4762914.87	- 4233702.11	- 4339544.66	- 4762914.87	- 4815836.15	- 4233702.11	- 4762914.87	- 4233702.11	- 4762914.87	- 4022017	- 3704489.35	94223565	45588912	52432495	71855936

Supporting Table SA26 Consolidated budgeted monthly expenditure (municipal vote)



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

LIM362 Lephalale - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)																
Description	Re f	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure - Functional																
Governance and administration		12222211.6	1086418.8.1	11135792.8	12222211.6	12358013.9	10864188.1	12222211.6	10864188.1	12222211.6	10320978.7	9506164.5	43252835.9	168055196.2	177054442.1	186685887.6
Executive and council		4766745.56	4237107.16	4343034.84	4766745.56	4819709.4	4237107.16	4766745.56	4237107.16	4766745.56	4025251.8	3707468.7	19919484.5	68593253	72330508	76271455
Finance and administration		7276379.6	6467893.03	6629590.35	7276379.66	7357228.32	6467893.03	7276379.66	6467893.03	7276379.66	6144498.38	5659406.4	22984289	97284210.2	102424915.1	107987372.6
Internal audit		179086.346	159187.863	163167.56	179086.346	181076.194	159187.863	179086.346	159187.863	179086.346	151228.47	139289.38	349062.424	2177733	2299019	2427060
Community and public safety		3720510.1	3307120.09	3389798.09	3720510.1	3761849.1	3307120.09	3720510.1	3307120.09	3720510.1	3141764.09	2893730.08	6733898.83	44724440.87	47224247.6	49863115.69
Community and social services		511213.117	454411.66	465771.951	511213.117	516893.263	454411.66	511213.117	454411.66	511213.117	431691.077	397610.202	15965364.9	21185418.87	22368949.6	23617932.69
Sport and recreation		1007529.85	895582.089	917971.641	1007529.85	1018724.63	895582.089	1007529.85	895582.089	1007529.85	850802.984	783634.327	10287999.2	0	0	0
Public safety		1945008.21	1728896.19	1772118.59	1945008.21	1966619.41	1728896.19	1945008.21	1728896.19	1945008.21	1642451.38	1512784.16	262309.056	20123004	21248309	22436546
Housing		256758.925	228230.156	233935.91	256758.925	259611.802	228230.156	256758.925	228230.156	256758.925	216818.648	199701.386	794224.087	3416018	3606989	3808637
Health													0	0	0	0
Economic and environmental services		9661978.93	8588425.72	8803136.36	9661978.93	9769334.25	8588425.72	9661978.93	8588425.72	9661978.93	8159004.43	7514872.5	32731636.4	65927904	69153833	72978084
Planning and development		1275039.24	1133368.22	1161702.42	1275039.24	1289206.35	1133368.22	1275039.24	1133368.22	1275039.24	1076699.81	991697.189	1460336.62	14479904	14226833	15060084
Road transport		8386939.69	7455057.5	7641433.94	8386939.69	8480127.91	7455057.5	8386939.69	7455057.5	8386939.69	7082304.62	6523175.31	34191973	51448000	54927000	57918000
Environmental protection													0	0	0	0
Trading services		30258792.9	26896704.8	27569122.4	30258792.9	30595001.7	26896704.8	30258792.9	26896704.8	30258792.9	25551869.6	23534616.7	11047896.6	297928000	311715000	328365000
Energy sources		15934883.3	14164340.7	14518449.2	15934883.3	16111937.5	14164340.7	15934883.3	14164340.7	15934883.3	13456123.7	12393798.1	14657136.3	177370000	186060000	195850000
Water management		10895322.8	9684731.4	9926849.69	10895322.8	11016382	9684731.4	10895322.8	9684731.4	10895322.8	9200494.83	8474139.98	34581352	76672000	80826000	85205000
Waste water management		2013812.6	1790055	1834807	2013812.6	2036188.33	1790055.67	2013812.6	1790055.67	2013812.6	1700552.89	1566298.7	429073	24854000	2622400	27670000



	3	.67	06	63			3	7	2.63		1	5.46		0	
Waste management	1414774.18	1257577.05	1289016.48	1414774.18	1430493.9	1257577.05	1414774.18	1257577.05	1414774.18	1194698.2	1100379.92	4585583.61	19032000	18605000	19640000
Other												0	0	0	0
Total Expenditure - Functional	55863493.5	49656438.7	50897849.6	55863493.5	56484199	49656438.7	55863493.5	49656438.7	55863493.5	47173616.7	43449383.8	6207201.71	576635541.1	605147522.7	637892087.3
Surplus/(Deficit) before assoc.	-4762914.87	-4233702.11	-4339544.66	-4762914.87	-4815836.15	-4233702.11	-4762914.87	-4233702.11	-4762914.87	-4022017	-3704489.35	94225254.9	45590601.93	52431134.27	71855324.71
Share of surplus/ (deficit) of associate												0	0	0	0
Surplus/(Deficit)	1 -4762914.87	-4233702.11	-4339544.66	-4762914.87	-4815836.15	-4233702.11	-4762914.87	-4233702.11	-4762914.87	-4022017	-3704489.35	94225254.9	45590601.93	52431134.27	71855324.71

Supporting Table SA27 Consolidated budgeted monthly expenditure (standard classification)

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

LIM362 Lephalale - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Multi-year expenditure to be appropriated	1															
Vote 1 - Vote 1 - MUNICIPAL MANAGER														-	-	-
Vote 2 - Vote 2 - BUDGET AND TREASURY														-	-	-
Vote 3 - CORPORATE SERVICES													0	0	0	0
Vote 4 - SOCIAL SERVICES													0	0	0	0
Vote 5 - INFRASTRUCTURE SERVICES													81460850	81460850	78876000	91863000
Vote 6 - PLANNING AND DEVELOPMENT													0	0	0	0
Vote 7 - OFFICE OF THE MAYOR													0	0	0	0
Capital multi-year expenditure sub-total	2	-	-	0	0	0	0	0	0	0	0	0	81460850	81460850	78876000	91863000
Single-year expenditure to be appropriated																
Vote 1 - Vote 1 - MUNICIPAL MANAGER													0	0	0	0
Vote 2 - Vote 2 - BUDGET AND TREASURY													0	0	0	0
Vote 3 - CORPORATE SERVICES													11145100	11145100	0	0
Vote 4 - SOCIAL SERVICES													894000	894000	0	0
Vote 5 - INFRASTRUCTURE SERVICES													4068000	4068000	0	0
Vote 6 - PLANNING AND DEVELOPMENT													0	0	0	0
Vote 7 - OFFICE OF THE MAYOR													0	0	0	0
Capital single-year expenditure sub-total	2	-	-	0	0	0	0	0	0	0	0	0	16107100	16107100	0	0



Total Capital Expenditure	2	-	-	0	0	0	0	0	0	0	0	0	0	97567950	97567950	78876000	91863000
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Supporting Table SA28 Consolidated budget monthly capital expenditure (municipal vote)

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

LIM362 Lephalale - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)																	
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework			
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
Capital Expenditure - Functional	1																
Governance and administration		-	-	0	0	0	0	0	0	0	0	0	11145100	11145100	2750000	2000000	
Executive and council													0	0	0	0	
Finance and administration													11145100	11145100	2750000	2000000	
Internal audit													0	0	0	0	
Community and public safety		-	-	0	0	0	0	0	0	0	0	0	194000	194000	0	0	
Community and social services													194000	194000	0	0	
Sport and recreation													0	0	0	0	
Public safety													0	0	0	0	
Housing													0	0	0	0	
Health													0	0	0	0	
Economic and environmental services		-	-	0	0	0	0	0	0	0	0	0	5500000	5500000	0	0	
Planning and development													0	0	0	0	
Road transport													5500000	5500000	0	0	
Environmental protection													0	0	0	0	
Trading services		-	-	0	5476786.5	5452120	6383635	5452120	6383635	5079514	4520605	0	41980434.5	80728850	78876000	91863000	
Energy sources													0	0	0	0	
Water management					5476786.5	5452120	6383635	5452120	6383635	5079514	4520605		9121913.5	47870329	35200000	45000000	
Waste water management													32158521	32158521	43676000	46863000	
Waste management													700000	700000	0	0	
Other													0	0	0	0	
Total Capital Expenditure - Functional	2	-	-	0	5476786.5	5452120	6383635	5452120	6383635	5079514	4520605	0	58819534.5	97567950	81626000	93863000	
Funded by:																	
National Government					5476786.5	5452120	6383635	5452120	6383635	5079514	4520605		42711233.5	81459649	81626000	93863000	
Provincial Government													0	0	0	0	
District Municipality													0	0	0	0	
Other transfers and grants													0	0	0	0	
Transfers recognised - capital		-	-	0	5476786.5	5452120	6383635	5452120	6383635	5079514	4520605	0	42711233.5	81459649	81626000	93863000	
Borrowing													0	0	0	0	
Internally generated funds													16107100	16107100	0	0	



Total Capital Funding		-	-	0	5476786.5	5452120	6383635	5452120	6383635	5079514	4520605	0	58818333.5	97566749	81626000	93863000
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Supporting Table SA29 Consolidated budget monthly capital expenditure (standard classification)

CASH FLOWS:

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

LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow																
MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework			
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
Cash Receipts By Source													1			
Property rates	4170715.99	3707303.1	3799985.68	4170715.99	4217057.28	3707303.1	4170715.99	3707303.1	4170715.99	3521937.95	3243890.22	8796334.84	51383979.25	54107330.15	56975018.64	
Service charges - electricity revenue	1464389.07	1301679.18	1334221.6	1464389.07	1480660.6	1301679.18	1464389.07	1301679.18	1464389.07	1236595.22	1138969.28	24014482.5	17354487.8	18256921.2	19206281.1	
Service charges - water revenue	2978125.77	2647222.91	2713403.48	2978125.77	3011216.06	2647222.91	2978125.77	2647222.91	2978125.77	2514861.76	2316320.04	9156758.84	39566732.37	41624202.37	43788661.37	
Service charges - sanitation revenue	1447549.71	1286710.86	1318878.63	1447549.71	1463633.6	1286710.86	1447549.71	1286710.86	1447549.71	1222375.31	1125872.34	3104939.34	17886030.31	18816103.31	19794541.31	
Service charges - refuse revenue	966582.207	859184.184	880663.789	966582.207	977322.009	859184.184	966582.207	859184.184	966582.207	816224.975	751786.161	4089569.05	13959447.37	14685337.37	15448974.37	
Rental of facilities and equipment	25054.5163	22270.6811	22827.4482	25054.5163	25332.8998	22270.6811	25054.5163	22270.6811	25054.5163	21157.1471	19486.846	23215.2105	279049.66	294118.3416	310000.732	
Interest earned - external investments	0	339769.204	348263.434	282240.355					282240.355			257986.652	1510500	1590554.5	1674851.995	
Interest earned - outstanding debtors	0	0	0	0	0	0	0	0	0	0	0	10000000	10000000	10000000	10000000	
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0				
Fines, penalties and forfeits	32743.0188	29104.9056	29832.5282	32743.0188	33106.8301	29104.9056	32743.0188	29104.9056	32743.0188	27649.6603	25466.7924	118465.816	452808.4195	477260.0742	503032.1182	
Licences and permits	837425.832	744378.517	762987.98	837425.832	846730.564	744378.517	837425.832	744378.517	837425.832	707159.592	651331.203	1227395.28	9778443.501	10306479.45	10863029.34	
Agency services	0	0	0	0	0	0	0	0	0	0	0	0				
Transfer receipts - operational	1029433.5	9150520	9379283	1029433.5	1040871.65	9150520	1029433.5	9150520	1029433.5	8692994	8006705	47866551.5	152983150	167910750	186520498	
Other revenue	1147559.81	1575608.72	1689998.94	1147559.81	1204754.92	1575608.72	1147559.81	1575608.72	1147559.81	1346828.28	1003657.63	2672484.83	15234790	16057364	16924460	
Cash Receipts by Source	36543982.6	33378864.9	34288336.5	36826223	36994471.3	32039095.7	35543982.6	33039095.7	36826223	31237140.9	28534208.7	111328184	486579808.5	518438710.5	554865877.8	
Other Cash Flows by Source																
Transfer receipts - capital	9463635	8412120	8622423	9463635	9568786.5	8412120	9463635	8412120	9463635	7991514	7360605	-15173378	81460850.18	81626250.18	93863500.48	



LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Novemb er	Decemb er	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
												.3			
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)												0			
Proceeds on disposal of PPE												0			
Short term loans												0			
Borrowing long term/refinancing												0			
Increase (decrease) in consumer deposits												0			
Decrease (Increase) in non-current debtors												26000000	26000000	20000000	20000000
Decrease (increase) other non-current receivables												0			
Decrease (increase) in non-current investments												0			
Total Cash Receipts by Source	4600761 7.6	4179098 4.9	4291075 9.5	4628985 8	4656325 7.8	4045121 5.7	4500761 7.6	4145121 5.7	4628985 8	3922865 4.9	3589481 3.7	12215480 6	59404065 8.7	62006496 0.7	66872937 8.3
Cash Payments by Type															
Employee related costs	1598889 2.6	1421234 8.9	1456765 7.7	1598889 2.6	1616654 6.9	1421234 8.9	1598889 2.6	1421234 8.9	1598889 2.6	1350173 1.5	1243580 5.3	36653296 .5	19991765 5	21106956 8	22289309 4
Remuneration of councillors	876555.8 13	779160.7 23	798639.7 41	876555.8 13	886295.3 22	779160.7 23	876555.8 13	779160.7 23	876555.8 13	740202.6 87	681765.6 33	1439268. 57	10389877. 37	10971710. 5	11586126. 29
Finance charges	1020756. 15	907338.8 7	930022.2 7	1020756. 15	1032097. 89	907338.8 7	1020756. 15	907338.8 7	1020756. 15	861971.8 6	793921.4 5	7284447. 49	17707501. 96	18661186. 41	19666236. 22
Bulk purchases - Electricity	1194950 1.2	1062177 8.8	1088732 3.3	1194950 1.2	1208227 3.4	1062177 8.8	1194950 1.2	1062177 8.8	1194950 1.2	1009068 9.9	9294056. 46	19675257 .1	14169294 1.2	14920266 7.1	15711040 8.5
Bulk purchases - Water & Sewer	1012571. 59	900063.6 39	922565.2 3	1012571. 59	1023822. 39	900063.6 39	1012571. 59	900063.6 39	1012571. 59	855060.4 57	787555.6 84	1297006. 59	11636487. 64	12253221. 49	12902642. 23
Other materials	0	0	0	0	0	0	0	0	0	0	0	0			
Contracted services	1228045. 4	1091595. 91	1118885. 81	1228045. 4	1241690. 35	1091595. 91	1228045. 4	1091595. 91	1228045. 4	1037016. 11	955146.4 22	6248291. 98	18788000	19803000	20872000
Transfers and grants - other municipalities	0	0	0	0	0	0	0	0	0	0	0	0			
Transfers and grants - other	135574.2 22	120510.4 19	123523.1 8	135574.2 22	137080.6 02	120510.4 19	135574.2 22	120510.4 19	135574.2 22	114484.8 98	105446.6 17	- 584363.4	800000	843000	889000



LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
												42			
Other expenditure	7381296.29	6561152.26	6725181.06	7381296.29	7463310.69	6561152.26	7381296.29	6561152.26	7381296.29	6233094.64	5741008.23	6855846.44	82227083	83976686	88457768
Cash Payments by Type	39593193.2	35193949.5	36073798.2	39593193.2	40033117.6	35193949.5	39593193.2	35193949.5	39593193.2	33434252	30794705.8	78869051.3	483159546.2	506781039.5	534377275.2
Other Cash Flows/Payments by Type															
Capital assets												97567950	97567950	81626250.18	93863500.48
Repayment of borrowing			240516						5940010			474	6181000	5481000	4581000
Other Cash Flows/Payments												0			
Total Cash Payments by Type	39593193.2	35193949.5	36314314.2	39593193.2	40033117.6	35193949.5	39593193.2	35193949.5	45533203.2	33434252	30794705.8	176437475	586908496.2	593888289.7	632821775.7
NET INCREASE/(DECREASE) IN CASH HELD	6414424.42	6597035.36	6596445.24	6696664.77	6530140.25	5257266.15	5414424.42	6257266.15	756654.74	5794402.84	5100107.88	-54282669.8	7132162.489	26176671.01	35907602.62
Cash/cash equivalents at the month/year begin:	10385000	16799424.4	23396459.8	29992905	36689569.8	43219710	48476976.2	53891400.6	60148666.8	60905321.5	66699724.4	71799832.3	10385000	17517162.49	43693833.49
Cash/cash equivalents at the month/year end:	16799424.4	23396459.8	29992905	36689569.8	43219710	48476976.2	53891400.6	60148666.8	60905321.5	66699724.4	71799832.3	17517162.5	17517162.49	43693833.49	79601436.12

Supporting Table SA30 Consolidated budget monthly cash flow

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

8. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals.



9.1. OFFICE OF THE MUNICIPAL MANAGER – VOTE 1

The Objectives and Strategies for the Office of the Municipal Manager identified in the IDP per programme / focus area are highlighted below:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Anti-corruption	Responsible, accountable, effective and efficient corporate governance.	Zero tolerance of corruption and fraud.	Create awareness on the fraud prevention plan and anti-corruption policy and hotline. Ensure that all allegations received on the Fraud hotline are fully investigated and corrective measures are taken.	To curb corrupt behavior through deterrence, prevention and education. Strengthen internal control system (policies) by implementation of policies.	Strengthen internal control system (policies) by implementation of policies Enforcement of corrective measures against all corrupt activities occurred.	Review fraud prevention plan and anti-corruption policy Conduct lifestyle audit Enforcement of corrective measures against all corrupt activities occurred
Audit Committee	Responsible, accountable, effective and efficient corporate governance	Functional Audit Committee	Advise management and council on issues of corporate governance, Risk Management and Internal controls. Respond to all issues raised by AG and give recommendations to council.	AC to meet as often as possible (no less that quarterly) to render required support.	Respond to all issues raised by AG and give recommendations to council AC to meet as often as possible (no less that quarterly) to render required support	Respond to all issues raised by AG and give recommendations to council. AC to meet as often as possible (no less that quarterly) to render required support
Auditor General	Improve functionality, performance and professionalism	Ensure clean audit results from 2016 onwards.	Address all queries raised by the AG and compliance to legislation. Implement internal control system.	Address all queries raised by the AG and compliance to legislation. Implement internal control system.	Address all queries raised by the AG and compliance to legislation.	Streamline internal audit procedures to reduce AG fees in future.



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+)
Risk Management Committee	Improve functionality, performance and professionalism	Functional Risk Management Committee.	To advise management on issues of Risk Management. RMC to meet as often as possible (no less that quarterly) to render required support.	RMC to meet as often as possible (no less that quarterly) to render required support. Provide training to the Risk Committee members (Exec Management) on Risk Management matters.	Continuous provision of training to the Risk Committee members (Exec Management) on Risk Management matters.	
Internal Audit	Improve functionality, performance and professionalism.	Clean audit	To assist management to comply with all relevant legislations and maintain sound internal control systems. Assist Management in addressing all queries raised by the AG and compliance to legislation. Assist Management in implementing sound internal control system.	Develop risk based strategic and operational audit plan. Assist Management in addressing all queries raised by the AG and compliance to legislation. Assist Management in implementing sound internal control system.	Develop risk based strategic and operational audit plan. Appoint IT Audit specialist Streamline internal audit procedures to reduce AG fees in future. Streamline internal audit procedures to get reliance by AG on the work of Internal Audit.	Allocate auditors specific for each directorate to deal with compliance matters in each directorate.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Strategies (3-5 Yrs)	Medium Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Risk Management	Improve functionality, performance and professionalism	Risk conscious and responsive environment	Improve risk management processes by ensuring that all identified risks are mitigated. Conducting risk assessments, updating risk registers, monitoring of implementation of risk register.	Establish functional risk management unit. Conduct risk assessments, updating risk registers, monitoring of implementation of risk register.	Improve on the functionality of the risk committee by offering the members training on the roles and responsibilities of the RMC.	Risk assessments conducted quarterly. Integration of risk management system with IDP, budget and PMS Improve on the functionality of the risk committee by offering the members an advanced training on effective RMC.



The high level indicators and targets for the Office of Municipal Manager are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Anti-corruption	M – 2 4	Number of fraud and corruption cases investigated YTD*	Count number of fraud and corruption cases attended YTD*	#	Lep_ MRisk	2	0	0	0	0	0	0	0	Investigation Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 0 0 0 1	Number of fraud and corruption awareness conducted YTD*	Count number of fraud and corruption cases attended YTD*	#	Lep_ MRisk	2	1	0	1	0	2	2	2	Invitation, Attendance register & Presentation
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 0 0 0 2	Number of Risk registers developed and monitored per quarter YTD	Count number of risk registers developed and monitored quarterly YTD	#	Lep_ MRisk	5	5	5	5	5	5	5	5	Risk registers (Strategic, Operational, Fraud, Project, ICT)
KPA6: Good Governance and Public Participation\ Responsible,	M – 0	Number of Risk Committee Meeting	Count number of Risk Committee Meetings facilitated and	#	Lep_ MRisk	4	1	2	3	4	4	4	4	Invitation, Minutes& attendance register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
accountable, effective and efficient corporate governance\ Risk Management	003	facilitated and held per quarter YTD	held per quarter YTD											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 648	Number of Audit committee meetings held YTD*	Count the Number of Audit committee meetings held YTD*	#	Lep_ MIA	4	1	2	3	4	4	4	4	Invitation, Minutes and attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 004	Number of Audit committee Report served to Council YTD*	Count the Number of Audit committee Report served to Council YTD*	#	Lep_ MIA	4	1	2	3	4	4	4	4	Audit Committee Report submitted to Council
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 005	Number of AG Action Plan developed and monitored YTD	Number of AG Action Plan developed and monitored YTD	#	Lep_ MIA	1	1	1	1	1	1	1	1	AG Action Plan



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 6 5 2	Number of audit reviews conducted per quarter YTD	Count the Number of audit reviews conducted per quarter YTD	#	Lep_ MIA	0	1	1	1	1	4	0	0	Internal Audit Reports served to Audit Committee in the quarter
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Internal Audit	M – 0 0 6	Number of internal audit Action Plan developed and monitored YTD	Count the Number of internal audit Action Plan developed and monitored YTD resolved YTD	#	Lep_ MIA	1	1	1	1	1	1	1	1	Internal Audit Action Plan/Query Register served at Audit Committee during the quarter
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 6 5 1	Number of Unqualified Performance Opinion per annum YTD*	Count the Number of Unqualified Performance Opinion for a Financial Year YTD*	#	Lep_ MIA	1	N/A	1	1	1	1	1	1	AG Audit Report
KPA2: Service Delivery	M	Number of	Count the	#	Lep-MM	3	1	1	1	1	1	1	1	Invitations



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	706	safety and security forum meetings held per quarter YTD	Number of functional safety and security meeting held per quarter YTD		security									, agenda, attendance register, minutes

9.2. STRATEGIC SUPPORT SERVICES - VOTE 7

The objectives and strategies for the office of the Strategic Services Directorate 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+)
Communication	Responsible, accountable, effective and efficient corporate governance.	Informed and engaged stakeholders.	Prompt, agile and accurate communication to the community through making use of variety of communication platforms.	Develop database of all household that receive municipal services in our jurisdiction. Ensure that all communities have easy access to broadband.	Development and implementation of communication policy. Annually review communication strategy and policy. Update website on monthly basis	Annually review communication strategy and policy Building capacity in communication unit. Update website on monthly basis
Integrated Development Planning.	MEC IDP credibility rating.	Integrated and credible IDP that drives budget process.	Credible IDP aligned with the NDP, LDP and driving the budget processes. Attendance of sector planning and involving sector departments in municipal planning. Coordination of local IDP stakeholder meetings.	Capacitate IDP unit with research and innovative thinking. Development of strategic plans with long term vision in mind. Project prioritization based upon NDP, innovative strategic planning – IDP to inform the budget.	Building capacity through staff compliment in IDP division. Development of strategic plans with the long term vision in mind. Regular public participation, keeping community members informed and involved in planning.	Development of strategic plans with the long term vision in mind. Regular public participation, keeping community members informed and involved in planning decisions. Proper project prioritization based upon NDP, strategic plan and innovation – IDP to inform the budget Plan beyond 30 years.
Performance Management	Improve functionality, performance and professionalism.	Empowered workforce that is more efficient and effective.	Ensure accountability through the implementation of integrated performance management. Provide timely, accurate and validated data for reporting and obtaining unqualified audit opinion.	Implement the Performance Management System Framework and policy. Cascade Employee Performance Management to divisional managers and lower levels. Expand the PMS unit.	Sustain performance management and cascade EPM to level 8. Comply with PM legislation. Building PM unit with PM specialists.	Sustain the performance management system. Investigate and implement cascading to all levels if viable. Building PM unit with PM specialists. Decentralize PMS support to all directorates.



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



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+)
			functionality of ward committees by the speakers' office.			
LED	Employment opportunities	Job creation	Reduce unemployment rate (27%) by 5% within the municipality. Create employment opportunities through Municipal LED and Capital projects and strategic partners.	To reduce unemployment rate (27%) by 5% within the municipality by 2020 <i>(To be in line with MGs & NDP)</i>	Collaborate with local stakeholders and strategic partners that deals with developmental programmes that provides job creation opportunities	Have fully-fledged LED unit that is able to do proper research related to all economic sectors and facilitate local job creation and beneficiation
LED	Create a conducive environment for business to invest and prosper	Marketing and branding	Increased investment (all sectors) opportunities.	To continuously promote investment in Lephalale area	Facilitation of investment in the municipality for purpose of economic growth	Facilitation of LED for integration of markets and establishment of partnerships
LED	Create a conducive environment for business to invest and prosper.	Good Stakeholder Relations.	Facilitate establishment Public Private Partnerships. Develop Collaboration agreements with both public and private entities on programme implementation	To identify and attract potential strategic partners for investment by 2022. Maintain good relationships with strategic partners.	Foster IGR relationships. Develop Collaboration agreements with both public and private entities on programme implementation. Maintain good relationships with strategic partners	Maintain good relationships with strategic partners.



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+)
LED	Create a conducive environment for business to invest and prosper.	SMMEs	Enterprise Development. Co-ordinate municipal licensing for small traders. Capacitate emerging farmers.	To continuous link and refer SMMEs to economic opportunities Co-ordinate municipal licensing for small traders. Develop Rooigoud emerging farmers into a viable and sustainable business.	Ensure compliance by regulating and formalizing the street traders in accordance with the Street trading by-law. Coordinate economic development programmes and formulate policies and by-laws that encourage entrepreneurship.	Establish LED offices at each major programme to monitor SMME.
LED	Increasing tourists visiting Lephalale	Tourism Development	Attend business and enterprise exhibitions. Capacitate tourism office. Display hand craft merchandise from small business during the expo.	To continuously promote the tourism office, tourism establishments and attraction facilities	Promoting tourism and attractions through the Lephalale Tourism Association and exhibitions. Capacitating tourism office.	Support Community Tourism Association(CTA) operations with office accommodation
LED	Create a conducive environment for business to invest and prosper	Mining Development/ Energy generation and Agriculture development.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities.	Collaborate with local stakeholders and strategic partners that deal with developmental programmes.	Continuous marketing.

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



The high level indicators and targets for the Strategic Support Services Directorate are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M – 3 2 2	Number of HIV/Aids campaigns held YTD*	Count the Number of HIV/Aids campaigns held YTD*	#	Lep_ MPP	5	1	2	3	4	4	5	5	Adverts/Notices/ Invitations Presentations Attendance Registers
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M – 6 4 1	Number of special programmes awareness campaigns held YTD*	Count the Number of special programmes awareness campaigns held YTD*	#	Lep_ MPP	18	3	6	9	12	12	12	12	Invitations, attendance registers , delivery receipts (where applicable)
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M – 3 3 5	Number of media releases published YTD*	Count the Number of media releases published YTD*	#	Lep_ Com	30	5	10	15	20	20	20	20	Copy of publication



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M – 6 5 4	Percentage of Legislated Publications published on Municipal website YTD	Divide the number of legislated documents placed on the Municipal website within the prescribed time against the number received from directorates YTD	#	Lep_ MCom	0	100%	100%	100%	100%	100%	100%	100%	A register/list/calendar of legislated publications Screenshots of the website published within the prescribed time Copies of published legislations/publications
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 2 6 2	Number of IDP Rep forums meetings successfully held YTD*	Count the Number of IDP Rep forums meetings successfully held YTD*	#	Lep_ MIDP	4	1	2	3	4	4	4	4	Invitations Minutes Attendance Registers



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 3 2 5	Number of IDP road shows successfully held YTD*	Count the Number of IDP road shows successfully held YTD*	#	Lep_ MIDP	3	N/A	N/A	N/A	3	3	3	3	Invitations Attendance Register Resolutions/ Minutes
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 6 5 7	Percentage of IDP credibility rating by MEC in Financial Year YTD*	Percentage of MEC IDP credibility rating(30% = low credibility, 50% = medium credibility, 80% = credible, 100% = highly credible) YTD*	%	Lep_ MIDP	100%	N/A	N/A	N/A	100%	100%	100%	100%	MECs report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 6 5 8	Final IDP approved by Council by end May YTD*	Final IDP approved by Council by end May YTD*	#	Lep_ MIDP	1	N/A	N/A	N/A	1	1	1	1	Process Plan Copy of Council resolution Copy of approved IDP Proof that it was published within prescribed timeframe
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 0 6	Final Annual Report approved by Council by end of March 2017 YTD*	Final Annual Report of previous financial year approved by Council YTD	#	Lep_ PMS	1	N/A	N/A	1	N/A	1	1	1	Council resolution, process plan , scheduled timelines
KPA6: Good Governance and Public Participation\	M – 0 9	Draft Annual Reports tabled to Council by	Draft Annual Reports tabled to Council by	#	Lep_ PMS	1	N/A	N/A	1	N/A	1	1	1	Council resolution, process plan, scheduled



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Performance Management		31 st of January YTD*	31 st January YTD*											timelines
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 4 3	SDBIP signed by the Mayor within 28 days after the approval of budget and the IDP YTD	SDBIP signed by the Mayor within 28 days after the approval of budget and the IDP YTD	#	Lep_ PMS	1	N/A	N/A	N/A	1	1	1	1	Process plan Copy of Final SDBIP Proof that it was approved/sign ed within the prescribed time
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance	M – 4 8	Annual Performance Report submitted to auditor general by August 30th YTD	Annual Performance Report submitted to auditor general by August 30th YTD	#	Lep_ PMS	1	1	1	1	1	1	1	1	Process plan Copy of AR Proof of submission to AG/Stakehold ers Proof that it was published within



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Management														prescribed time
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 3 1 5	Number of quarterly performance assessments performed YTD*	Count the Number of performance assessments performed YTD*	#	Lep_ PMS	4	1	2	3	4	4	4	4	Schedule for assessments Proof that Performance agreements were published in July on the website Assessment Reports
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 4 0	Number of Quarterly Performance Reports submitted to Audit Committee YTD*	Count the Number of Quarterly Performance Reports submitted to Audit Committee YTD*	#	Lep_ PMS	4	1	2	3	4	4	4	4	Signed quarterly reports submitted to Audit Committee
KPA6: Good Governance and Public Participation\ Responsible,	M – 4 4	Number of Section 72 (mid-year performance reports)	Count the Number of Section 72 (mid-year performance	#	Lep_ PMS	1	N/A	N/A	1	N/A	1	1	1	Council resolution, Mid-Year Report.



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
accountable, effective and efficient corporate governance\ Performance Management		submitted to MM by 25th of January and to council by 31st January YTD*	reports) submitted to MM by 25th of January and to Council by 31st January YTD*											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Public Participation	M – 6 6 4	Number of public participation policies/strategy reviewed and approved by Council YTD*	Count the Number of public participation policies reviewed and approved by Council YTD*	#	Lep_ MPP	1	N/A	N/A	N/A	1	1	1	1	Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Ward	M – 2 0 8	Number of ward committees that are functional and having meetings at least once per quarter	Count the Number of ward committees that are functional and having meetings at least once	#	Lep_ MPP	13	13	13	13	13	13	13	13	Minutes of the meetings held, attendance register, schedule of meetings



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Committees		and submit reports of such meetings YTD	per quarter and submit reports of such meetings YTD											
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 6 8 8	Number of jobs created through municipal LED initiatives and capital projects (from municipal budget) YTD*	Count the Number of jobs created through municipal LED and capital projects (from municipal budget) YTD	#	Lep- MLED	1200	320	640	840	1040	1040	1200	1200	List of beneficiaries Contracts/ID Numbers
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 5 1	Number of jobs created through strategic partners (energy generation, new mines and other business	Count the Number of jobs created through strategic partners (energy generation, new mines and other	#	MLED	1207	213	425	658	850	850	900	1 000	Numbers as reported from employing companies. List of beneficiaries Contracts/ID Numbers



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
		proposals) YTD*	business proposals) YTD											
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 5	Number of Public Private Partnerships established YTD*	Count the Number of Public Private Partnerships established YTD	#	Lep- MLED	2	1	1	2	2	2	2	2	MOA Minutes
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 6	Number of meetings held with strategic partners YTD*	Count the Number of meetings held with strategic partners YTD	#	Lep-MLED	4	N/A	1	1	2	2	4	4	Invitations Minutes Agenda & Attendance registers

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



9.3. DEVELOPMENT PLANNING – VOTE 6

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development	Safe and formalised housing structures.	Assessment of building plans submitted for approval. Enforce compliance of municipal building regulation and NBR policies. Streamline and monitor the building plan approval process.	Continuously implement an effective administrative/regulatory framework for building plan approval. Improve on law enforcement as per the NBR and land use management requirements. Continuously apply and enforce compliance on NBR regulation.	Develop a punitive strategy for dealing with building regulation transgressors (e.g. deprivation of electrical services of transgressors).. Fast track the contravention process.	Continuously enforce the building regulations. Continuously apply and enforce compliance on NBR regulation.
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development	Outdoor advertising.	Revenue generation and controlled outdoor advertising. Promulgate Municipal Outdoor Advertising By-laws. Removal of illegal advertising structures.	To ensure compliance to the legislated application procedures by 2017 for revenue generation.	To conclude interdepartmental MOU with RAL for the co-ordination and management of outdoor advertising. Formulate data base / register of outdoor advertisements.	Establish comprehensive outdoor advertising component.
Development Planning. HS	Sustainable integrated urban development	Land availability for development.	Hold meetings with HDA and CoGHSTA with the intention to acquire land for development. Identify land for development based on audit report.	Approach COGHSTA (HDA) for acquiring developmental land. Increase access to decent housing needs.	Land acquisition and budget.	Avail land for development.
Development Planning. HS	Rational planning to bridge first and second economies and provide adequate land for	Sustainable integrated rural development.	Formalise new extension in rural settlements. Conduct housing needs registration.	To facilitate sustainable rural settlements by 2022. Verify data on housing needs. Increase access to decent	Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans.	Formalize rural settlements by COGHSTA and develop comprehensive



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
	development		Provide consumer education.	housing needs.		infrastructure plans.
Development Planning	Sustainable and integrated GIS System.	Informed spatial planning.	Migration to ArcGis. Have a sustainable and integrated GIS System by June 2016. Technical data preparation for capturing, storage, maintenance and presentation.	Have operational and fully functional GIS intranet/internet website.	Acquisition of relevant software and on-going migration and maintenance.	Complete Migration to ArcGis;
Development Planning	Rational planning to bridge first and second economies and provide adequate land for development	Orderly land use	Consolidate and asses land-use applications. Assess special consent, township rezoning and subdivision.	Develop SDF in line with SPLUMA. To develop and implement all land use policies according to land use principles by 2020.	Ensure responsible land use and sustainable integrated human settlement	Coordination of spatial planning and responsible land use
Development Planning	Sustainable human settlements.	Socio-Economic survey.	Increase access to decent housing.	To verify data on housing needs.	Collection of housing needs and provide the information to CoGHSTA. Managing social housing programmes.	Acquiring accreditation as housing service provider. Managing social housing programmes.

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 Development Planning Directorate are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	M – 1 8 6	Percentage of enquiries captured and attended on a monthly basis, YTD.	Count the Number of enquiries captured and attended on a monthly basis, YTD. Divide the attended queries by the total available and multiply by 100.	#	MHS	0	100%	100%	100%	100%	100%	100%	100%	Query register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Sustainable and Integrated Rural Development	M – 7 0 7	Number of human settlement development plans reviewed and approved by Council	Count the number of human settlement development plans reviewed and approved by Council	#	MHS	0	N/A	N/A	N/A	1	1	1	1	Council Resolution Development Plans
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans	M – 1 1 4	Average turnaround time of building contraventions detected and attended to, within 30 working	Count the Number of weeks of building contraventions attended to within 30 working from detection	% #	MBC	6 weeks	6 weeks	6 weeks	30 working days	30 working days	30 working days	30 working days	30 working days	A register indicated when contraventions were detected, notices were issued and



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Administration and Inspectorate		days, YTD.*	YTD											attended to
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 for assessment of building plans within 30 working days 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	# working days	MBC	28 working days	30 working days	30 working days	30 working days	30 working days	30 working days	30 working days	30 working days	A register indicating the date in which Building plans were received to assessment conclusion
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) for assessment and finalization of land use and development applications from the date of receipt as delegated to the Executive Manager	Count the number of weeks from applications of land use and development from time of receipt until consideration by the delegated official	# weeks	MLU	13 weeks	14 weeks	14 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	Assessment Register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 5 5	Average turnaround time (weeks) for assessment and finalization of land use and development applications from date of receipt as delegated to the Municipal Planning Tribunal	Count the number of weeks from receipt of applications for land development and land use received until consideration by the Municipal Planning Tribunal.	# w e e k s	MLU	16 weeks	16 weeks	16 weeks	26 weeks	26 weeks	26 weeks	26 weeks	26 weeks	Assessment Register Tribunal Meeting Minutes
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 6 1	Average turnaround time of land use contraventions detected and attended to within 30 working days.	Count the number of detection from detection of land use contraventions until notices or directives have been issued, for each contravention and calculate the average days	# w e e k s	MLU	1 week	6 weeks	6 weeks	30 working days,	30 working days,	30 working days,	30 working days,	30 working days,	Notices issued A register of recording all land contraventions date of detection/reported to date of notice issued
KPA1: Spatial Rationale\ Rational planning to bridge first	M – 7	Number of Land Use Scheme compiled,	Count the Number of Land Use Scheme	#	MLU	0	N/A	N/A	N/A	1	1	1	1	Council Resolution and the



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
and second economies and provide adequate land for development\ Land use	3 3	approved by Council YTD	compiled, approved by Council YTD											Approved Land use scheme
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M _ 7 3 4	Number of the SDF compiled and approved by Council YTD	Count the Number of the SDF compiled and approved by Council YTD	#	MLU	0	N/A	N/A	N/A	1	1	N/A	N/A	Council resolution SDF document

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.



9.4. CORPORATE AND SUPPORT SERVICES – VOTE 3

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

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



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



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+)
			conduct disciplinary code and HR related issues. Arrange annual labour relations workshop for officials on management positions. Hold regular LLF meetings.	Ensure that grievances are resolved speedily. Managers, divisional heads and supervisors to undergo Management Development Programme which includes training on how to handle Disciplinary and grievance procedures.	Application of disciplinary procedures and actions.	are resolved speedily Enforcing discipline. Application of disciplinary procedures and actions. Annual team building sessions.
Employee Assistance Programme (EAP)	Responsible, Accountable, Effective and Efficient Corporate Governance.	Productive and well balanced workforce.	Calculate the overall employee satisfaction rating obtained from all completed survey forms. Develop and review EAP policies and submit for council approval. Arrange annual team building sessions. Implement wellness programme.	Implementation of EAP Policy Implementation of EAP Policy. Arrange annual team building sessions. Development and implement change management strategy.	Review and implementation of EAP Policy. Arrange annual team building sessions.	Implementation of EAP Policy.
Occupation Health and Safety	Responsible, Accountable, Effective and Efficient Corporate Governance.	Safe working environment	Ensure compliance to the Occupational Health and Safety Act. Conduct Occupational Health and Safety audit. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control. Establishment of a pest control unit.



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

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



The high level indicators and targets for the Corporate Support Services Directorate are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Human Resource Management	M – 4 0 4	Number of people from employment equity groups employed in the three highest levels of management YTD*	Count the Number of people from employment equity groups (the groups as identified in the approved employment equity plan) employed in the three highest levels of the municipal organizational structure YTD	#	Lep_ MHR	27	26	28	28	28	28	31	31	Appointment letter, org structure, advert ; council resolution(sec, 57) minutes of panel,,,shortlisting minutes/report
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations	M – 6 7 2	Percentage of Employee Satisfaction rating YTD	Percentage of overall employee satisfaction rating obtained from all completed employee satisfaction surveys received from employees	%	Lep_ MHR	52%	N/A	N/A	N/A	55%	55%	65%	65%	Questionnaire , calculated scores, participation list, rating report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
and EAP			YTD											
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M 6 7 3	Number of EAP policies Developed/ Reviewed and approved by Council YTD	Count the Number of EAP policies Developed/ Reviewed and approved by Council YTD	#	Lep_ MHR	4	N/A	N/A	N/A	4	4	4	4	Year plan, power point presentation, attendance registers, Council resolution
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M 6 7 8	Number of LLF meetings held YTD*	Count the Number of LLF meetings held YTD	#	Lep_ MHR	7	3	5	5	6	6	10	10	Invite, attendance register, minutes, year schedule, resolution register



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA5: Transformation and Organisational Development \ Improve functionality, performance and professionalism \ Occupational health and Safety	M – 6 8 0	Number of OHS audits conducted quarterly YTD	Count the Number of OHS audits conducted Quarterly YTD	#	Lep_ MHR	4	N/A	N/A	N/A	1	1	1	4	Quarterly audit reports (observation sheets and contractors inspection checklists) signed off by EMCSSS,
KPA5: Transformation and Organisational Development \ Improve functionality, performance and professionalism \ Training and Development	M – 2 1 2	Percentage of total municipality's budget actually spent on implementing its workplace skills plan YTD*	Percentage of R-value municipality's (salary bill) budget actually spent YTD on implementing its workplace skills plan / R-value municipality's (salary bill) budget actually spent YTD as %	%	Lep_ MHR	1%	N/A	0.50%	0.75%	1%	1%	1%	1%	Quarterly training register, budget statement Approved WSP training Register Budget Statement Expenditure Report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M – 1 8	Percentage of municipal new personnel appointed and enrolled to meet the financial minimum competency requirements YTD*	Divide the number of staff enrolled by number of staff appointed YTD	#	Lep_ MHR	100%	100%	100%	100%	100%	100%	100%	100%	MFMP proof of enrolment
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M – 1 9	Number of municipal personnel with technical skills/ capacity (engineering technicians and technicians) YTD*	Count the number of personnel with technical skills against the positions on organisational structure. YTD	#	Lep_ MHR	14	15	15	15	15	15	16	18	Org structure indicating vacant and filled positions
KPA5: Transformation and Organisational	M - 0 0	Percentage of vacancy rate YTD	Number of vacant positions divide by total number of	%	Lep - MHR	10%	N/A	8%	7%	6%	6%	6%	6%	Adverts, appointment letters, updated



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Development \ Improve functionality, performance and professionalism \ Training and Development	32		positions budgeted on the organisational structure YTD											organisational structure Organogram Recruitment Plan Adverts Appointment letters Calculation Summary of the vacancy Rate percentage
KPA5: Transformation and Organisational Development \ Improve functionality, performance and professionalism \ Training and Development	M – 21	Percentage of municipal personnel budget spent YTD*	Divide the actual value spent on personnel remunerations by Total Budget for the Year YTD	%	Lep_MHR	97%	23%	46%	72%	97%	97%	100%	100%	Report from BTO Percentage of municipal personnel budget spent (signed off by BTO and EMCSSS)



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Transformation and Organisational Development \ Improve functionality, performance and professionalism \ Training and Development	M - H R 1	Percentage of newly appointed managers who have gone through the competency assessment YTD*	Divide the number of newly appointed managers by the number of competency assessment conducted YTD	%	Lep-MHR	100%	100%	100%	100%	100%	100%	100%	100%	Appointment letter , competency results
KPA6: Good Governance and Public Participation \ Responsible, accountable, effective and efficient corporate governance \ By-laws	M - 6 5 3	Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by Council YTD*	Count the Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by Council YTD	#	Lep-MLegal	2	N/A	N/A	N/A	2	2	2	2	Council resolution, copy of the By-law, advert
KPA6: Good Governance and Public Participation \ Responsible, accountable,	M - 1 3 6	Percentage of Service Level Agreements (SLAs) drafted/or reviewed	Number of Service Level Agreements (SLAs) drafted /or reviewed within 7 working	%	Lep-MLegal	100%	90%	90%	90%	90%	90%	100%	100%	Contract register, Register indicating the date of appointment



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
effective and efficient corporate governance \ Legal Services		within 7 working days of receipt of notice of appointment from Municipal Manager YTD*	days of receipt of notice of appointment from Municipal Manager YTD divided by Number of notice of appointment received from Municipal manager YTD											letter receipt to date of SLA completion Copies of Signed SLAs
KPA6: Good Governance and Public Participation \ Responsible, accountable, effective and efficient corporate governance \ Legal Services	M _ 6 5 3 A	Number of By-laws Gazette by end of Financial Year. YTD	Count the number of By-laws Gazette in the State paper. YTD	#	Lep- MLegal	2	N/A	N/A	N/A	2 Target deferred to next financial year	2	2	2	Copy of a gazetted by-law
KPA6: Good Governance and Public Participation \ Responsible, accountable,	M _ 6 5 5	Number of Council meetings held YTD*	Count the Number of Council meetings held YTD	#	Lep- Madmin	9	1	2	5	8	8	8	8	Invitations. Attendance register, Meeting Schedule/Cale



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
effective and efficient corporate governance\ Governance and Administration														ndar Invitations Minutes/Resol ution Register Attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M - 1 3 5	Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD*	Count the Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD	#	Lep- MIT	13	N/A	N/A	13	13	13	13	13	Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT	M - 0 0 3 4	Number of ICT Steering committee meetings held YTD	Count the number of ICT Steering committee meetings held YTD	#	Lep- MIT	0	1	2	3	4	4	4	4	Invitations, minutes, attendance registers, resolution register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
and Support														
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M _ 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care unit YTD*	Divide the number of complaints attended to by the number of complaints received YTD	%	Lep-Mad-min	96%	80%	80%	85%	85%	85%	90%	100%	System generated quarterly Report signed off by EMCSSS

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.



9.5. BUDGET AND TREASURY OFFICE – VOTE 2

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

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



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



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

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 Budget and Treasury Directorate are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
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	#	Lep-MB&R	1	N/A	N/A	N/A	1	1	1	1	SLA of Appointed Service Provider Updated Asset Registers
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M – 630	Percentage Liquidity ratio (R-value current assets / R-value current liabilities as percentage) YTD	R-value current assets / R-value current liabilities as percentage YTD	%	Lep-MB&R	282%	200%	200%	200%	200%	200%	200%	200%	Financial report
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*	#	Lep-MB&R	4	1	1	1	1	4	4	4	Financial report, Quarterly reports to Council Council resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 756	Number of Interim financial statements prepared and submitted to Audit Committee YTD	Count the Number of Interim financial statements prepared and submitted to Audit Committee YTD	#	Lep-MB&R	1	N/A	N/A	1	N/A	1	1	1	Interim Financial Statements



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
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) YTD	Count the Number of Annual Financial Statements submitted to the Auditor General on time (by end August) YTD	#	Lep-MB&R	1	1	N/A	N/A	N/A	1	1	1	Set of Financial Statements (AFS)', Proof of submission
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) YTD	R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure YTD	%	Lep-MB&R	134%	200%	200%	200%	200%	200%	200%	200%	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M – 111	Percentage of municipal Financial Management Grant spent YTD*	Divide the Actual FMG R/ value spent by Total FMG grant allocation for the Year YTD	%	Lep-MExp	100%	20%	50%	75%	100%	100%	100%	100%	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance	M – 20	Percentage Debt coverage (total R-value operating	Total R-value operating revenue received minus R-value Operating	%	Lep-MExp	1299%	200%	200%	200%	200%	200%	200%	200%	Financial Report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
revenue and financial management\ Expenditure Management	5	revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) YTD	grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year YTD											
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management	MSCM1	Number of tender reports submitted to council per quarter YTD	Count the Number of tender reports submitted to council per quarter YTD	#	Lep- MSCM	4	1	1	1	1	4	4	4	Tender reports
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management	MSCM2	Number of Deviation reports submitted to council per quarter YTD	Count the Number of deviation reports submitted to council per quarter YTD	#	Lep- MSCM	4	1	1	1	1	4	4	4	Deviation report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial	MSCM	Number of stock count done per annum	Count the Number of stock count done per annum	#	Lep- MSCM	1	N/A	N/A	N/A	1	1	1	1	Stock taking report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
management\Supply Chain management	m3													
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 33	Percentage debt collected YTD	R-value debt collected YTD / R-value debt owed to the municipality YTD as % (in terms of current financial year billings)	%	Lep-MRev	90%	90%	95%	95%	95%	95%	95%	95%	Revenue collection report
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) YTD	R-value total outstanding service debtors divided by R-value annual revenue actually received for services YTD	%	Lep-MRev	10%	10%	5%	5%	5%	5%	5%	5%	Revenue collection report
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 YTD*	Count the Number of credit control policies reviewed and approved by Council YTD	#	Lep-MRev	1	N/A	N/A	N/A	1	1	1	1	Council resolution



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updat er	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M _ 6 3 6	Number of awareness campaign on payment of services and registration of indigent consumers YTD	Count the Number of awareness campaigns on payment of services and registration of indigent consumers YTD	#	Lep- MRev	3	N/A	1	1	1	3	3	3	Attendance registers
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M _ 6 3 8	Number of updated and credible indigents register in place YTD	Count the Number of updated and credible indigents register in place YTD	#	Lep- MRev	1	N/A	1	N/A	N/A	1	1	1	Indigent register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M _ 6 5 0	Number of Unqualified Audit Opinion received from AG YTD	Count the Number of Unqualified Audit Opinion received from AG YTD	#	Lep- CFO	1	N/A	1	N/A	N/A	1	1	1	Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective	M _ 7 4 0	Number of material audit findings against the municipality regarding	Count the Number of material audit findings against the municipality regarding financial	#	Lep- CFO	3	N/A	3	N/A	N/A	0	0	0	Audit report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
and efficient corporate governance\ Auditor General		financial statements YTD	statements YTD											

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.



9.6. SOCIAL SERVICES – VOTE 4

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Public Transport Coordination.	Efficient Transport System.	Coordinate public transport.	Coordinate regular meetings with stakeholders in the public transport sector. Monitoring the suitability of public transport facilities. Conduct feasibility study for the air strip. Review ITP with the assistance of the National Department of Transport.	Implement the integrated Transport Management Plan. Negotiate with dept. PW to take over the airfield function in order to develop an airport. Develop by-laws in metered taxis and public transport.	Develop the airfield into a municipal airport. Monitor and evaluate the impact of the integrated Transport Management Plan. Development of railway infrastructure	Monitor and evaluate the impact of the integrated Transport Management Plan. Establish rapid transport system.
Environmental Management	Safe, clean and sustainable green environment.	Promote sustainable environment system and improve community awareness.	Provide waste management services. Educate and empower communities on waste management. Establish transfer and drop off centers. Promote waste recycling and reuse. Liaise with Waterberg District Municipality regarding air quality monitoring.	Construction of landfill site. Implementation of the Green Plan (parks). Liaise with Waterberg District Municipality regarding air quality monitoring. Review Integrated Waste Management Plan.	Implement formal environmental education programmes. Liaise with Waterberg District Municipality regarding air quality monitoring.	Implement formal environmental education programmes. Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements). Implement the Green plan. Eradicate of invasive alien plants to be in line with CARA legislation. Liaise with Waterberg District Municipality regarding air quality monitoring.



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+)
Fire Protection and disaster management	Reduced loss of both property and human life due to fires.	Prevent and manage outbreak of fire and emergency incidence.	Arrive within 60 minutes for every 40 kilometers travelled at incidents after vehicles dispatched. Fire prevention measures through regular inspections on buildings and fire hydrants. Ensure sufficient staff and equipment that are in good working order at all times. Conduct fire prevention awareness campaign and programmes.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures. Ensure sufficient staff and equipment that are in good working order at all times.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures.	Implementation of fire prevention measures through regular inspections on buildings and fire hydrants. Respond to emergency incidents promptly. Continuous capacity building to ensure efficient and effective rescue measures.
Library and Information Services	Literate and numerate community.	Free access to information sources and resources.	Run literacy campaigns to 50% of schools within the municipality. Introduce free WI-FI and internet access to all the community. Introduce Read for Fun in conjunction with indigenous games earmarked to 80% of the kids around the municipality.	Provide library and information services at Thusong Centres and Shongoane. Provide access to effective library services by visiting schools (awareness on library services). To support 60% of schools with periodicals by 2022. Promoting library services through printed media.	Review SLA to include funding by the provincial department. Provide access to effective library services by visiting schools. Provide alternative learning mechanism through cyber space.	Establish mobile library facilities Provide library and information services at all Thusong Service Centres. Provide alternative learning mechanism through cyber space. Facilitation of regular library programmes. Promoting library services through media.
Registry	Safety of all road users.	Competent drivers and roadworthy vehicles on public roads.	Testing applications for learners and drivers. Establishment of learners licence test centre at Mokuruanyane.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses. Development of transport policies.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses Accessibility of	Accessibility of testing facilities at radius of 50 KM inclusive of rural areas.



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+)
					testing facilities at radius of 50 KM inclusive of rural areas.	
Traffic Road Safety and Security.	Changed driver behaviors.	Reduction of fatal and road traffic accidents.	Conduct joint law enforcement operations with other law enforcement agencies. Enforcement of traffic laws and regulations. Conduct vehicular registration and speed checks.	Increase the appointment of Traffic Officers and Traffic Engineers. To decrease the road traffic accidents by 2022.	Secure appointment of Traffic Engineers Conduct joint law enforcement operations with other law enforcement agencies. Install traffic violation measuring cameras.	Enforce compliance to Road Traffic Act 93/96 and AARTO. Secure appointment of Traffic Engineers Undertake Road traffic safety education.
Safety and Security	Safe and secured communities.	Protect the environment and improve community well-being.	Protection of Municipal assets and its employees. Coordination of safety and security programmes.	Continuously coordinate safety and security in communities. Implement Municipal security system.	Coordination of safety and security programmes.	Coordination of safety and security programmes.
Parks recreation facilities and cemetery.	Provide clean and healthy environment.	Improved mental and physical well-being.	Establish tree planting programme and implement it. Maintain Municipal terrain ,grounds, open space, amenities and existing parks and stadia Eradicate invasive alien plants.	Establishment of regional/Local cemeteries. Establish new parks in rural areas. Upgrading of sports facilities. Eradication of invasive alien plants to be in line with CARA legislation.	Maintain existing parks and stadia. Eradicate invasive alien plants to be in line with CARA legislation.	Implementation of the Green Plan (parks). Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements).



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+)
Thusong Centres	Access to Governmental information service.	Bring Government services closer to communities.	<p>Manage the rental of space for essential services at Thusong centre.</p> <p>Marketing of the Thusong Centre.</p> <p>Renting space at the Thusong Centre to external stakeholder.</p> <p>Have formal lease agreement with services providers and the Centre.</p> <p>Compile monthly reports and submit to Office of the Premier and the Municipality.</p>	<p>To ensure that ten service providers render essential services at the Thusong Centres.</p> <p>Making office space available for essential services to be provided.</p> <p>Monitor services provided.</p> <p>Maintaining the Thusong premises.</p>	<p>Manage the rental of space for essential services.</p> <p>Monitor services provided</p> <p>Maintaining the Thusong premises.</p>	<p>Manage the rental of space for essential services.</p> <p>Monitor services provided.</p> <p>Maintaining Thusong premises.</p> <p>Extend the services provided at the Thusong Centre.</p>

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 Social Services Directorate are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Up-dater	Baseline 2019/20 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M – 170	Number of trees planted per quarter, year to date (operational budget)*YTD	Count the Number of trees planted per quarter, year to date (operational budget)YTD	#	Lep-MParks	509	0	200	350	500	500	500	500	Official order, delivery note ,invoice, beneficiary list Purchase Order/Letter for request of donation Delivery Note Invoice Nursery Inventory Register Beneficiary list
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M – 702	Number of waste awareness campaigns implemented quarterly per year. YTD	Count the Number of waste awareness campaigns implemented per quarter and aggregate them per year.YTD	#	Lep-MWaste	48	12	24	36	48	48	48	48	Notice/Letter presentations, Attendance register Activity Plan Notice/letter to stakeholders Presentations Attendance register Pictures



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	M - 172	Number of library campaigns held quarterly per year. YTD	Count the Number of library campaigns held per quarter and aggregate them per year.YTD	#	Lep-MLib	4	1	2	3	4	4	4	8	Notices /Letter, themes/presentations, att register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	M - LIB 1	Number of Thusong Centre services campaigns held quarterly per year.YTD	Count the Number of Thusong Centre services campaigns held per quarter and aggregate them per year.YTD	#	Lep-MLib	4	1	2	3	4	4	4	4	Notices /Letter, themes/presentations, att register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-	M - LIB 2	Number of reports on education activities per quarter, YTD.	Count the Number of reports on education activities per quarter sent to Council and aggregate them per year. YTD	#	Lep-MLib	4	1	2	3	4	4	4	4	Invitations, agenda, att register, minutes, program Reports served at Council Resolution of Council



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Up-dater	Baseline 2019/20 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
being\ Library Services														
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M _ 3 9 5	Average turnaround time between application and testing of applicants for for license YTD	Count number of weeks between application for learner license test until actually being tested for each application YTD	# w e e k s	Lep-MReg	1 week	3 weeks	3 weeks	2 weeks	2 weeks	2weeks	3weeks	3weeks	Weekly print out from NATIS, register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M _ R G 1	Average turnaround time between application for driver's license YTD	Count number of weeks between application for driver's license test until actually being tested for each application YTD	# w e e k s	Lep-MReg	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2weeks	2weeks	2weeks	Print outs from NATIS, registers.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve	M _ R G 2	Number of stakeholders engagement meetings on public transport activities YTD.	Count the Number of stakeholders engagement meetings on public transport activities per	#	Lep-MReg	4	1	2	3	4	4	4	4	Invitations, agenda, att register, minutes, year program , stakeholder data base



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Up-dater	Baseline 2019/20 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
community well-being\ Registry			quarter and aggregate them per year											
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M 7 0 3	Number of speed checks held YTD	Count the Number of speed checks held per Quarter and aggregate them per year. YTD	#	Lep-MTraf	112	36	72	98	134	134	134	134	Speed checks register Activity Plan/Schedule Speed checks register Register/list of Fines/tickets issued
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M 7 0 4	Number of joint law enforcement operations with other law enforcement agencies undertaken held YTD.	Count the Number of joint law enforcement operations with other law enforcement agencies undertaken held per Quarter and aggregate them per year.YTD	#	Lep-MTraf	4	1	2	3	4	4	4	4	Invitations, stop& check register, attendance register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
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, YTD	Count the Number of urban household provided with weekly refuse removal YTD	#	Lep-MWaste	8800	8800	8800	8231	8231	8231	8231	9100	Billing list
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, YTD	Count Number of households with access to basic level (weekly kerbside collection) of solid waste removal against Number of household in the municipal area as % YTD	%	Lep-MWaste	55%	55%	55%	55%	55%	55%	65%	100%	Calculation sheet, list of urban, rural HH and Informal settlements.
KPA2: Service Delivery and Infrastructure Development\ Protect the	M – 708	Number of rural villages with access to weekly refuse removal	Count the Number of rural villages provided with weekly refuse removal	#	Lep-MWaste	13	13	13	17	17	17	17	20	Log sheets, list of villages Weekly Activity Plan



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Up-dater	Baseline 2019/20 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
environment and improve community well-being\ Waste Management		services through roll-on, roll-off system	services through roll-on, roll-off system and community contractors											List of Villages Bin Numbers Coordinates List of Households/Be neficiaries Log sheets

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.



9.7. INFRASTRUCTURE SERVICES – VOTE 5

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

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



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



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



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
	future development			line with national targets by 2030		
Electricity	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Energy Efficiency.	Reduce carbon footprint.	To continuously implement energy efficiency measures	Control systems and capacitate banks in main substations Conduct an energy efficiency audit To exchange energy consuming lights with energy saving lights (High masts and street lights). Installation of ripple	Promote and enforce consumer compliance to energy saving initiatives (solar geysers, solar lights, inverter air conditioners and energy relay controls)
Mechanical infrastructure and Fleet Management.	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Mechanical fleet maintenance plans.	To maintain and grow the municipal fleet as Lephalale grows.	Implement fleet management system and enforce proper control mechanisms. Review fleet management policy	Implement fleet management system and enforce proper control mechanisms. Build capacity in fleet management unit	Implement fleet management system and enforce proper control mechanisms.
Municipal buildings and Infrastructure	Provide quality, sustainable and well maintained municipal buildings.	Sustainable infrastructure.	To attend to all maintenance aspects within 24 hours. Attend to maintenance program scheduled for municipal buildings.	To continuously upgrade municipal buildings to keep abreast of growth and development.	Appointment of long-term service provider to attend to maintenance of air-conditioning within municipal buildings. Expand maintenance team to be suitably staffed to attend to maintenance program scheduled for municipal buildings.	Maintain municipal buildings to increase the lifespan of the buildings



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



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

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



The high level indicators and targets for the Infrastructure Directorate are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M – 3 4 0	Percentage of Electrical losses YTD*	The following formula should be used to compute benchmark Electrical Losses = KWH billed/KWH purchased from Eskom x100 YTD	%	Lep- MElec	8,65%	12%	12%	10%	10%	10%	8%	5%	Electrical loss report Loss report should indicate all factors that are a contribution to the loss
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	M – 4 0 1 A	Percentage households with access to basic level of electricity connected by Eskom*YTD	Number of households with access to basic level of electricity against Number of household serviced by Eskom in the municipal area as %YTD	%	Lep- MElec	0%	56%	56%	56%	57%	57%	57%	58%	List of serviced households List and summary of calculation for the reported percentage



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	M – 401B	Percentage households with access to basic level of electricity connected by Municipality *(Urban households) YTD	Number of households with access to basic level of electricity against Number of household serviced by the Municipality in the municipal area as % YTD	%	Lep- MElec	0%	17%	17%	17%	17%	17%	17.5%	17.5%	List of serviced households List and summary of calculation for the reported percentage
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Free Basic Services	M – 753	Percentage households without access to basic level of Electricity YTD*(Backlog)	Number of household without access to basic level of Electricity in the municipal area against Number of household serviced by the Municipality in the municipal area YTD	%	Lep- MElec	0%	26.5%	26%	26%	25%	25%	24%	23%	List of households not serviced



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Infrastructure Planning	M – 7 5 7	Number of infrastructure master plans reviewed YTD	Count the Number of infrastructure master plans reviewed YTD	#	Lep-PMU/ EMIS	0	N/A	N/A	N/A	± N/A Completion Deferred to next financial year	N/A	1	1	Approved Integrated Infrastructure Master Plan
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M – 2 1 8	Number of villages in which access roads are bladed YTD*	Count the Number of villages in which access roads bladed during period of review YTD	#	Lep-MPW	39	7	14	29	39	39	39	39	1,Grader Log sheet Road;
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and	M – 7 4	Total length of kilometers upgraded from gravel road to surfaced road YTD*	Measure the Length of kilometers of gravel roads upgraded to Surfaced road YTD	# k m	Lep-MPW	7km	N/A	N/A	N/A	3 km	3km	3.0km	4.0km	Progress Minutes Approved Budget Spec report SLA Progress reports & Minutes



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Upgrading														Completion Certificate upon completion of the Road
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	N M - 0 0 1	Total Percentage of maintenance budget spent on infrastructure maintenance by Public works unit YTD*	Divide the amount of money spent on maintenance by the total allocated maintenance budget YTD	%	Lep- MPW	0%	15%	45%	70%	90%	90%	90%	100%	Expenditure report Maintenance Plan Logbook/register recording maintained activities Expenditure Report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M - 4 0 0	Percentage households with access to basic level of sanitation YTD*	Count Number of household with access to basic level of sanitation (VIP and waterborne sewerage connections in working condition) against Number of household in the municipal area as	%	Lep- MSanit	49.25%	50%	50%	55%	55%	55%	60%	80%	List of serviced households Calculation Summary of the percentage



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
			Percentage											
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Waste Water Quality (Green Drop)	M – 7 5 8	Number of Green drop assessment report submitted conducted by DWS for green drop risk rating YTD	Count the Number of Green drop assessment report submitted conducted by DWS for green drop risk rating YTD	#	Lep-MSanit	1	N/A	N/A	N/A	1	1	1	1	Sewerage analysis report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation \ Free Basic Services	M – 7 5 2	Percentage households without access to basic level of Sanitation YTD*(Backlog)	Count Number of household without access to basic level of Sanitation in the municipal area against number of household serviced by the Municipality in the municipal area as % YTD(backlog)	%	Lep-MSanit	0%	50%	50%	45%	45%	45%	55%	35%	List of households not serviced
KPA2: Service Delivery and Infrastructure Development\ Provide	M – 3	Percentage households with access to	Count Number of household with access to	%	Lep-MWater	25%	25%	25%	74%	75%	75%	27%	27%	List of billed consumers/ Households



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
quality and well maintained infrastructural services in all municipal areas\ Water – Supply	99A	basic level of Water YTD	basic level of water (within 200m from dwelling) against Number of household in the municipal area as % YTD											
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M – 399B	Percentage households without access to basic level of Water YTD* (Backlog)	Number of household without access to basic level of Water (within 200m from dwelling) /against Number of household in the municipal area as % YTD	%	Lep-MWater	27%	27%	26%	26%	25%	25%	25%	22%	List of households not serviced
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained	M – 81	Percentage of water losses YTD*	(Closing Stock- Closing stock as per reading) ÷ (Total water for the month) Closing stock =	%	Lep-MWater	10%	14%	14%	14%	14%	14%	12%	10%	Water Loss Report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
infrastructural services in all municipal areas\ Water loss (unaccounted water)			Total water - Billing Total Water = Opening balance + purchases (Exxaro and Eskom)											
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	M – 7 2 8	Number of Blue drop assessment reports conducted per quarter,	Count the Number of Water analysis reports loaded on IRIS.	#	Lep-MWater	12	2	3	3	2	10	10	10	Water analysis Report

10.CAPITAL WORKS PLANS

10.1 CAPITAL PROJECTS

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.



Capital Projects for 2019/20 by Departments

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
SOCIAL SERVICES								
1	2 X Purchase of ride on mowers	R 90,000	90,000	1 year	Capex	Parks	Environment	LLM
2	2 x Purchase of pole chain pruners	R 24 000	24,000	1 year	Capex	Parks	Environment	LLM
3	1 X Purchase of trailer for transportation of lawnmowers	R 45,000	45,000	1 year	Capex	Parks	Environment	LLM
4	Fencing of parks and open spaces	15% of MIG		1 year	Capex	Parks	Environment	MIG
5	100 X Repair of cubic skip bins	R 200,000	200,000	1 year	Opex	Waste	Environment	LLM
6	1 XLDV bakkie	R 300,000		1 year	Capex	Waste	Environment	LLM
7	Repair of Weighbridge	R 500,000	500,000	1 year	Capex	Waste	Environment	LLM
CORPORATE SUPPORT SERVICES								
8	Camera for use the vehicle testing station	R 35,000	35,000	yrs	opex	Licensing	Governance	LLM
9	Fencing of cemeteries	R3m	0	1		Parks	Security	LLM
10	IT Hardware (Desktops and laptops)	R 1,900,000	1,900,000	1 year	Capex	IT	Functionality, performance	LLM



Capital Projects for 2019/20 by Departments

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
11	10 X Office chairs for council	R 20,000	20,000	1 year	Capex	Admin	Governance	LLM
12	3 X Heavy duty staplers	R 3,600	0	1 year	Capex	Admin	Governance	LLM
13	1 x Vacuum cleaner(heavy duty)	R 6,600	6,600	1 year	Capex	Admin	Governance	LLM
14	4 Pressure trolleys	R 6,500	6,500	1 year	Capex	Admin	Governance	LLM
15	Munadmin & Munor licence for 2019/20 plus munadmin module	R 500,000	500,000	1 year	Capex	Admin	Governance	LLM
16	Recording system with microphone	R 200,000	200,000	1 year	Capex	Admin	Governance	LLM
17	11 Office chairs	R 22,000	22,000	1 year	Capex	Admin	Governance	LLM
18	Trelly doors (kitchen & recording areas)	R 40,000	40,000	1 year	Capex	Admin	Governance	LLM
19	Change guardian	R 350,000		1 year	Opex	IT	Functionality, performance	LLM
20	Microsoft Office License	R 750,000	750,000	1 year	Opex	IT	Functionality, performance	LLM
21	Wireless and wired network devices	R 2,000,000	0	1 year	Capex	IT	Functionality, performance	LLM
22	Development of Standard Operating Procedures	R 200,000	0	1 year	Opex	Corporate	Governance	LLM/CoGHTA



Capital Projects for 2019/20 by Departments

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
23	Change and team building exercise	R 400,000	0	1 year	Opex	Corporate	Governance	LLM
DEVELOPMENT PLANNING								
24	GIS integration (Linking of FMS to GIS)	R2m per year	0	3 years	Operational	SPLUM	Revenue enhancement	LLM
25	Maintenance of GIS Licences	R1m		3 years	Operational	SPLUM	RationPlanning	LLM
26	Urban design framework	R 500 000.00		10 months	Operational	SPLUM	Rational Planning	LLM/PPP
27	Formalization of Steve Biko	R 500 000.00		12 months	Opex	SPLUM	Rational Planning	LLM/PPP
28	Mid-term HSDG	R 606,971	R 606,971	3 years	Capex	Housing	Rational Planning	HDA
INFRASTRUCTURE CAPITAL PROJECTS								
29	10 x 10 000L JOJO Tanks	R 68,000	68,000	1 year	Capex	Water	Infrastructure	LLM/OP
30	Drilling, Electrification and Equipping of Boreholes	R 300,000	300,000	1 year	Capex	Water	Infrastructure	LLM/OP
31	Water conservation and Water Demand management	R 150,000	150,000	1 year	Opex	Water	Governance	LLM/OP



Capital Projects for 2019/20 by Departments

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
32	Supply and Delivery of Standby Lockers and Beds	R 50,000	50,000	1 year	Capex	Water	Governance	LLM/OP
33	2 X LDV PickUp	R 800,000		1 year	Capex	Roads		LLM
34	Lephalale Integrated Infrastructure Master plan	R 5,000,000	3,500,000	1 year	Capex	IS	Governance	LLM/OP
35	Vehicles	R 5000000	5,000,000					
36	Thabo Mbeki Sewer Network Sanitation Phase2	R 10,182,550	R 10,182,550	Multy year	Capex	Sanitation	Infrastructure	MIG
37	Thabo Mbeki Sewer Network Sanitation	R 9,175,971	R 9,175,971	Multy year	Capex	Sanitation	Infrastructure	MIG
38	Ga-Seleka and Witpoort RWS phase 4	R 1,529,120	R 1,529,120	Multy year	Capex	Water	Infrastructure	MIG
39	Ga-Seleka and Witpoort RWS Phase 5	R 13,193,855	R 13,193,855	Multy year	Capex	Water	Infrastructure	MIG
40	Mokuruanyane and Shongoane RWS	R 5,378,153	R 5,378,153	Multy year	Capex	Water	Infrastructure	MIG
41	Steve Biko Access road	R 2,000,000	R 2,000,000	Multy year	Capex	Roads	Infrastructure	MIG
	Melvell Access Road	R 19 210 133	R 19 210 133	Multy year	Capex	Roads	Infrastructure	MIG
42	Steve Biko Water Source and Connetor Pipe lines development.	R 11 400 000	R 11 400 000	Multy year	Capex	Water	Infrastructure	DWS
43	Mokuruanyane water scheme bulk pipeline phase 1	R 15,000,000	R 15,000,000	1 year	Capex	Water	Infrastructure	DWS



Capital Projects for 2019/20 by Departments

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
44	Mokuruanyane Water Scheme Bulk Connector Line (Project 2)	R 800,000	R 800,000	1 year	Capex	Water	Infrastructure	DWS
45	Construction of VIP'S:Sanitation projects in various villages, shongoane scheme	R 12,800,000	R 12,800,000	1 year	Capex	Sanitation	Infrastructure	DWS



11. PROJECTED MONTHLY EXPENDITURE ON CAPITAL PROJECTS

The monthly projected expenditure of capital projects follows:

Project Name	Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2019-20
10 x 10 000L JOJO Tanks	P_01	R 68,000	000 000.00	R 68,000	R -									R 68,000
Drilling, Electrification and Equiping of Boreholes	P_02	R 300,000	000 000.00	R 300,000										R 300,000
Water conservation and Water Demand management	P_03	R 150,000	000 000.00	R 150,000										R 150,000
Supply and Delivery of Standby Lockers and Beds	P_04	R 50,000	000 000.00	R 50,000										R 50,000
2 X LDV PickUp	P_05		R -	R -	R -								R200,000	
Lephalale Integrated Infrastructure Master plan	P_20	R 3,500,000	R -	R 500000	R 1000000	R 1000000	R 1000000							R 3,500,000
Vehicles	P_21	R 5,000,000	R -	R 500 000	R 4500 000-									R 5,000,000
Thabo Mbeki Sewer Network Sanitation Phase2	P_06	R 10,182,550	R 1 000 000		R -									R 10,182,550
Thabo Mbeki Sewer Network	P_08	R 9,175,971		R1 400 000	R2100 000	R2000 000		R20000 0		R1675971				R 9,175,971



Project Name	Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2019-20
Sanitation														
Ga-Seleka and Witpoort RWS phase 4	P_07	R 1,529,120		R 250 000	800000	279 120		200000						R 1,529,120
Ga-Seleka and Witpoort RWS Phase 5	P_09	R 13,193,855			2000000	1193 855		200000 0	2000 000	2000000	2000000 0	2000000		R 13,193,855
Mokuruanyane and Shongoane RWS	P_10	R 5,378,153			1378 000	1000153		150000 0	1500 000	1000000	1000000			R 5,378,153
Steve Biko Access road	P_11	R 2,000,000			R 500000	700 000	800000							R 2,000,000
Melville access road	P_12	R 19 210 133			1600000	2000000	200000	150000 0	2000 000	3000000	2000000	200000	2000000	R 19 210 133
Steve Biko Water Source and Connetor Pipe lines development.		R 11 400 000			2000000	1400 000	100000 0	200000 0	2000 000	2000000	1000000			R 11 400 000
Mokuruanyane water scheme bulk pipeline phase 1		R 15,000,000			2000000	2400 000	100000 0	200000 0	2000 000	2000000	1000000	1600000 0		R 15,000,000
Mokuruanyane Water Scheme Bulk Connector Line (Project 2)		R 800,000		R800000										R 800,000
Construction of VIP'S:Sanitation projects in various		R 12,800,000			2000000	2400 000	100000 0	200000 0	2000 000	2000000	1400000			R 12,800,000



Project Name	Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2019-20
villages, Shongoane scheme														

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 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
Infra-5	10 x 10 000L JOJO Tanks	P-01	10 JOJO tanks with the Capacity of 10 000 liters hoisted up.	JULY 2019	Dec 2019	30	Procurement Process done	100	Project completed	100	Project completed	100	Project completed	R 68,000	LLM
Infra-5	Drilling, Electrification and Equipping of Boreholes	P-02	Drilled boreholes with Pumps and pipes connected to power line and functional	JULY 2019	Dec 2019	35%	Procurement Process done	100	Project completed	100	Project completed	100	Project completed	R 300,000	LLM
Infra-5	Water conservation and Water Demand management	P-03	A reviewed Water Conservation and Water	JULY 2019	Nov 2019	35%	Procurement Process done	75	Consultation and Compilation	100	Project Practically completed	100	Project completed	R 150,000	LLM



Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
	t		Demand Management Plan												
Infra-5	Supply and Delivery of Standby Lockers and Beds	P-04	Purchase Lockers and Beds for Infrastructure Standby staff	JULY 2019	Nov 2019	30	Procurement Process done	100	Project completed	100	Project completed	100	Project completed	R 50,000	LLM
Infra-5	Lephalale Integrated Infrastructure Master plan		A reviewed Integrated Infrastructure Master Plan	JULY 2019	March 2020	30	Procurement Process	60	Consultation and Compilation	80	Project Practically on progress	80	Project 80% complete	R 3,500,000	LLM
Infra-5	Vehicles	P-21	Purchase Pool Vehicles for the Department	JULY 2019	June 2019	30	Procurement Process	60	Procurement Process	100	Project completed	100	Project completed	R 5,000,000	LLM
Infra-5	Thabo Mbeki Sewer Network Sanitation Phase2	P-06	Completion of Phase 2 of the Thabo Mbeki Sewer Network Sanitation	JULY 2019	June 2019	15	Construction in progress	35	Construction in progress	60	Construction in progress	100	Project Completion	R 10,182,550	MIG
Infra-5	Thabo Mbeki Sewer Network Sanitation	P-08	Completion of Thabo Mbeki Sewer Network Phase	JULY 2019	March 2019	15	Construction in progress	35	Construction in progress	60	Construction in progress	100	Project Completion	R 9,175,971	MIG



Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
Infra-5	Ga-Seleka and Witpoort RWS phase 4	2017	Completion Ga-Seleka and Witpoort RWS phase 4	JULY 2019	June 2019	10	Advertisement and appointment of PSP	20	Construction in progress	00	Construction in progress	00	Project review on progress	R 1,529,120	MIG
Infra-5	Ga-Seleka and Witpoort RWS Phase 5	2019	Completion Ga-Seleka and Witpoort RWS phase 5	JULY 2019	March 2019	10	Advertisement and appointment of PSP	20	Construction in progress	00	Construction in progress	00	Project review on progress	R 13,193,855	MIG
Infra-5	Mokuruanyane and Shongoane RWS	2018	Completion Mokuruanyane and Shongoane RWS	JULY 2019	Jan 2019	10	Advertisement and appointment of PSP	20	Construction in progress	00	Construction in progress	00	Project review on progress	R 5,378,153	MIG
Infra-5	Steve Biko Access road		Completion of Steve Biko Access road Phase 1	JULY 2019	June 2020	15	Advertisement and appointment	35	Construction in progress	35	Construction in progress	40	Project on Progress	R 2,000,000	MIG



Dept-vote	Project Name	No of deliverables	Description	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
Infra-5	Melvell Access Road	P 1 2	Completion of Mel- vel Access road at Shongoane 1	30 Sep 2019	30 August 2020	15 %	Advertiseme nt and appointment	35%	Construction in progress	75%	Constructio n in progress	100%	Project completed	R 27 589,781	MIG
Infra-5	Steve Biko Water Source and Connector Pipe lines developmen t.		Connection of Steve Biko Water reticulation network to Water tanker and connecting pipelines	JULY 2019	June 2020	15	Advertiseme nt and appointment	35	Construction in progress	70	Constructio n in progress	100	Project Completed	R 11 400 000	WSIG
Infra-5	Mokuruanya ne water scheme bulk pipeline phase 1 and Phase 2 design		Design pipe line on the mokuruenyan e water reticulation network Phase 1&2	JULY 2019	June 2020	15	Advertiseme nt and appointment	35	Design on progress	70	Design on progress	100	Project Designs Completed	R 2500,000	WSIG
Infra-5	Mokuruanya ne water scheme bulk pipeline phase 1 and Phase 2 (construction		Connect a bulk pipe line on the mokuruenyan e water reticulation	JULY 2019	June 2020	15	Advertiseme nt and appointment	35	Advertisemen t and appointment	20%	Constructio n in progress	35%	Project on Progress	R 20 000,000	WSIG



Dept- vote	Project Name	No of deliverables	Description	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
)		network Phase1& 2												
Infra-5	Constructio n of VIP'S:Sanitat ion projects in various villages, shongoane scheme		Completion of VIP toilets at various villages at shongoane	JULY 2019	June 2020	15	Advertiseme nt and appointment	35	Construction in progress	70	Constructio n in progress	100	Project Completed	R 12,800,000	DWS

12.CONCLUSION

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.

Notes

