



LEPHALALE LOCAL MUNICIPALITY SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018-19





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

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

The new coal mines, the power stations 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 be the energy hub of Africa. In doing so, the municipality is intent on aligning its objectives and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP priorities, that closely link to Lephalale, focus on: an economy that will create more jobs, improving infrastructure, transition to a low-carbon economy, an inclusive and integrated rural economy, reversing the spatial effects of apartheid, improving the quality of education, training and innovation, quality health care for all, social protection, building safer communities, reforming the public service, fighting corruption and transforming society and uniting the country.

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

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.

APPROVAL BY

MOLOKO JACK MAEKO
The Mayor of Lephalale Municipality

Date:



2. INTRODUCTION

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

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

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

3. LEGISLATION

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

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

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



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

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each 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

4. METHODOLOGY AND CONTENT

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

The methodology followed by the municipality in the development of the SDBIP in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance 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 prioritise projects, capital items to be acquired and the personnel budget.

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

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

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

The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of outputs per directorate and will be contained in the directorates' SDBIPs.



5. VISION, MISSION AND VALUES

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

"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".

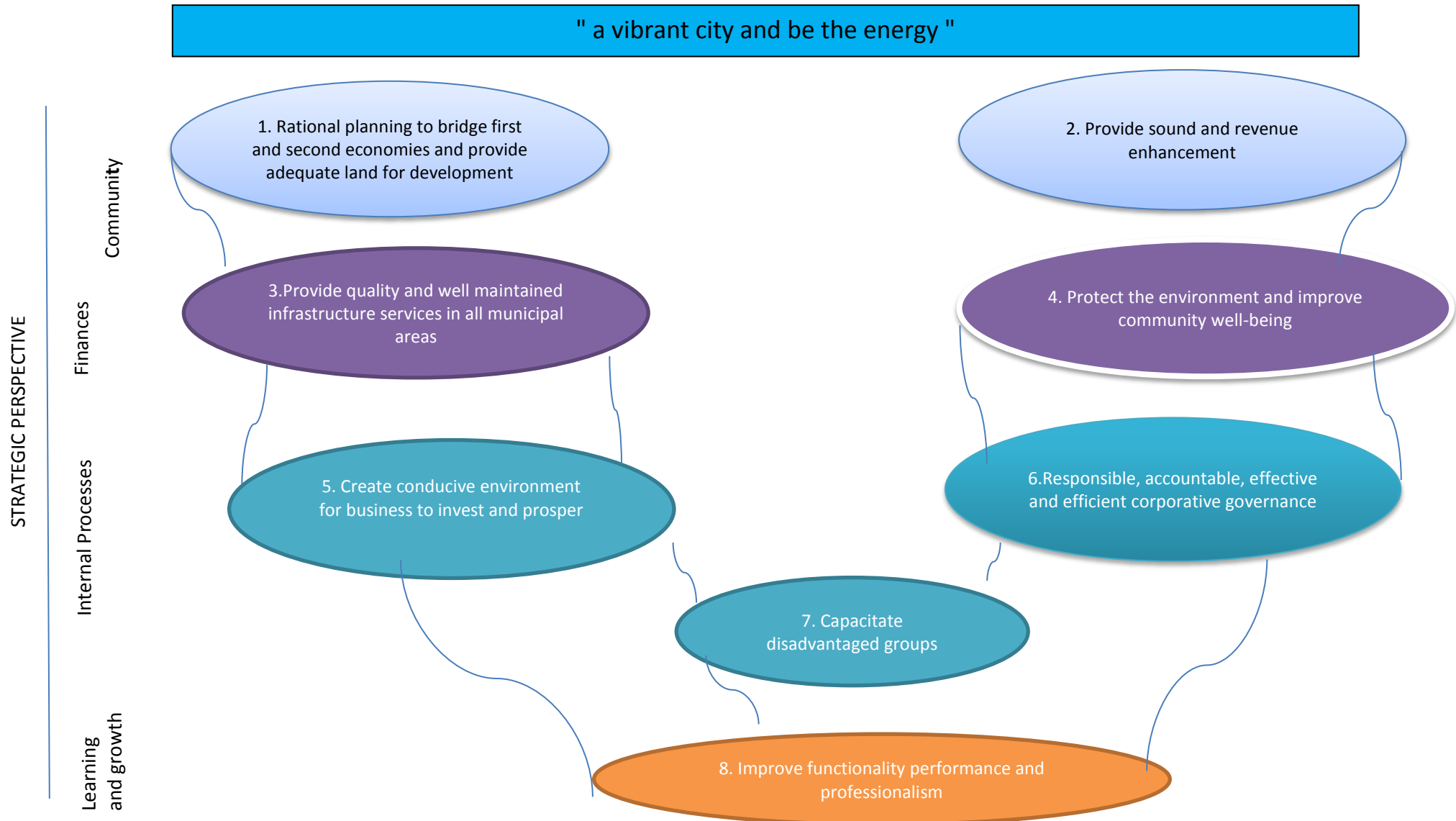
The **Values** of Lephalale Local Municipality underpin quality and they are:

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.



6. STRATEGIC OBJECTIVES.

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





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</p>



STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
	<p>mechanisms will therefore entail the establishment of a proper credit control unit to handle credit collection processes. Hence, the improvement on billing accuracy will need to be optimised. These efforts need to be well communicated to communities in order to secure buy-in and thereby enhancing democratic governance. Given the complexity of the situation the municipality will need to review its credit control policy and eliminate possible gaps in the process. It is therefore critical for the Budget and Treasury department to develop business plans for projects that need funding and submit to WDM donor funder to lobby for funding. This will afford the municipality with an opportunity to build the city and realise its vision for the next 20 years and beyond.</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 focussed on establishment of partnerships and networks that will enhance and expand the SMME value chain. The spatial positioning and related possibilities to link with and benefit from other growing economies around the municipal area should be exploited through extensive marketing and branding of the municipality as a vibrant city.</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 maximise organisational excellence and provide accountability to the community of Lephalale. Hence, the complexities of becoming a city comes with responsibility and accountability, the development of strategic plans with the long term vision in mind will be of critical importance. The municipality should plan beyond 2030 to realise its vision of becoming a City. These will also involve the attendance of sector planning and involving sector departments in municipal planning.</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:

7. STRATEGIC ALIGNMENT

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

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



BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	LEPHALALE STRATEGIC OBJECTIVES	LEPHALALE IMPACTS
and accounting			
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, SGD's, 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
Goal2:Well-educated citizens and skills	Goal4: Ensure inclusive and equitable quality	Improving education, training and innovation	Quality basic education Skilled and capable	Responsible, accountable, effective and efficient corporate



revolution underpinned by science, technology and innovation	education and promote lifelong learning opportunities for all		workforce	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
Agenda 2063(2023 goals)	Sustainable Development Goals	National Development Plan	Limpopo Development Plan	Integrated Development Plan
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	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



	industrialization, and foster innovation			
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 performance and functionality, and professionalism

8. PROJECTED MONTHLY REVENUE AND EXPENDITURE

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality MUST ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should reconcile to the cash flow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

It is necessary to also should show monthly projections of expenditure. The expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month) It is necessary to manage and monitor cash flow on a monthly basis to ensure that expenditure do not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

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

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



REVENUE:

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

LIM362 Lephalale - Supporting Table SA25 Budgeted monthly revenue and expenditure																
Description	Budget Year 2018/19													Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source	-															
Property rates		3501579.66	3697882.91	3873725	4248253	3751281	3778682	2885244	4923596	4248253	4816186.96	4712309.822	9424619.644	53861613	56716278	72259
Service charges - electricity revenue		12502058.83	11202018.31	13130423	13019128	15558749	15722471	14191721	15288293	16019128	15863758.1	13666675.96	24333351.91	180497776.2	190064158.3	200138
Service charges - water revenue		2383368.27	2667397.7	2600355	3252540	2441041	2454816	2234275	4514945	3252540	3417413.08	4085290.414	8170580.827	41474562.29	43672714.1	45987
Service charges - sanitation revenue		1226118.88	851726.97	1875862	1372461	1347759	1357397	902047	1960286	1372461	2157516.91	1408274.561	2816549.123	18648459.45	19636827.8	20678
Service charges - refuse revenue		801117.9	1285115.44	925229	1064549	907074	912547	843069	1120781	1064549	1211684.25	1432276.272	2864552.543	14432544.41	15197469.26	16003
Service charges - other											0	0	0	0	0	–
Rental of facilities and equipment		17208.48	20715	17120	19731	16682	31768	10164	13416	19731	22960.9006	29204.50335	58409.00671	277109.8907	292073.8248	308
Interest earned - external investments		40870.3	163577	213411	162438	85825	74395	134584	89008	162438	218726.168	26575.84375	53151.6875	1425000	1500525	5801
Interest earned - outstanding debtors		1874976.9	1919536	1911431	2020232	2065128	2129079	2190385	2187741	2020232	2301064.86	1948169.342	3896338.683	26464313.79	27886103.54	29384
Dividends received											0	0	0	0	0	–
Fines, penalties and forfeits		22878.82	50718	40118	34485	9084	7460	58104	73348	34485	43641.68339	17618.41696	35236.83393	427177.7543	450245.353	475
Licences and permits		1243383.21	1229531	127051	642857	654210	143025	929196	3314523	642857	94192.4055	164000	40121.08334	9224946.699	9723093.821	10248
Agency services											0	0	0	0	0	–
Transfers and subsidies		45547493	304000	0	0	17107000	26561000	144710	371925	45438397.5	0	0	905474.5	136380000	150499000	168497
Other revenue		1189838.4	2033370	1040729	1387378	1527927	2625963	413179	1020044	1387378	1099070.53	291707.6875	583415.375	14600000	15389000	16219
Gains on disposal of PPE													0	0	0	–
Total Revenue (excluding capital transfers and contributions)		70350892.65	25425588.33	25755454	27224052	45471760	55798603	24936678	34877906	75662449.5	31246215.97	27782102.82	53181801.22	497713503.5	531027489	569239

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	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote															
Vote 1 - MUNICIPAL MANAGER	547879.7513	487004.2233	499179.3289	547879.7513	553967.304	487004.2233	547879.7513	487004.2233	547879.7513	462654.0122	426128.6954	1078622.984	6673084	7471401	11107437
Vote 2 - BUDGET AND TREASURY	6986905.425	6210582.6	6365847.165	6986905.425	7064537.708	6210582.6	6986905.425	6210582.6	6986905.425	5900053.47	5434259.775	13897299.38	85241367	90352392	95803563
Vote 3 - CORPORATE SERVICES	35844.63154	31861.8947	32658.44207	35844.63154	36242.90523	31861.8947	35844.63154	31861.8947	35844.63154	30268.79997	27879.15787	53368.48458	419382	442029	465898
Vote 4 - SOCIAL SERVICES	4140972.126	3680864.112	3772885.715	4140972.126	4186982.928	3680864.112	4140972.126	3680864.112	4140972.126	3496820.907	3220756.098	4639939.509	46923866	48551829	52515109
Vote 5 - INFRASTRUCTURE SERVICES	39294715.21	34928635.74	35801851.63	39294715.21	39731323.15	34928635.74	39294715.21	34928635.74	39294715.21	33182203.95	30562556.27	7084561.93	408327265	494425418	539882485
Vote 6 - PLANNING AND DEVELOPMENT	94261.50213	83788.00189	85882.70194	94261.50213	95308.85215	83788.00189	94261.50213	83788.00189	94261.50213	79598.6018	73314.50166	-	802262	845584	891246
Vote 7 - OFFICE OF THE MAYOR												0	0	0	0
Vote 8 - [NAME OF VOTE 8]												0	0	0	0
Total Revenue by Vote	51100578.64	45422736.57	46558304.99	51100578.64	51668362.85	45422736.57	51100578.64	45422736.57	51100578.64	43151599.74	39744894.5	26593539.62	548387226	642088653	700665738

Supporting Table SA26 Consolidated budgeted monthly revenue by vote



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

LIM362 Lephale - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)																
Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework			
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
Revenue - Functional																
Governance and administration	7570629.808	6729448.718	6897684.936	7570629.808	7654747.917	6729448.718	7570629.808	6729448.718	7570629.808	6392976.282	5888267.628	15029290.85	92333833	98265822	1073768	
Executive and council	2461313.474	2187834.199	2242530.054	2461313.474	2488661.402	2187834.199	2461313.474	2187834.199	2461313.474	2078442.49	1914354.925	3936889.633	29069635	31738302	3741307	
Finance and administration	5109316.333	4541614.519	4655154.882	5109316.333	5166086.515	4541614.519	5109316.333	4541614.519	5109316.333	4314533.793	3973912.704	11092401.22	63264198	66527520	6996382	
Internal audit												0	0	0	0	
Community and public safety	410725.4078	365089.2514	374216.4827	410725.4078	415289.0235	365089.2514	410725.4078	365089.2514	410725.4078	346834.7888	319453.095	3998447.775	195515	206073	217199	
Community and social services	14362.67851	12766.82534	13085.99598	14362.67851	14522.26383	12766.82534	14362.67851	12766.82534	14362.67851	12128.48408	11170.97218	114478.9061	32180	33918	35748	
Sport and recreation	13781.7792	12250.4704	12556.73216	13781.7792	13934.91008	12250.4704	13781.7792	12250.4704	13781.7792	11637.94688	10719.1616	22607.72128	163335	172155	181451	
Public safety	382580.9501	340071.9557	348573.7546	382580.9501	386831.8496	340071.9557	382580.9501	340071.9557	382580.9501	323068.3579	297562.9612	3906576.591	0	0	0	
Housing												0	0	0	0	
Health												0	0	0	0	
Economic and environmental services	5052976.873	4491534.998	4603823.373	5052976.873	5109121.06	4491534.998	5052976.873	4491534.998	5052976.873	4266958.248	3930093.123	-7413477.29	44183031	45100714	4751143	
Planning and development	293926.5021	261268.0019	267799.7019	293926.5021	297192.3522	261268.0019	293926.5021	261268.0019	293926.5021	248204.6018	228609.5017	59054.17175	2942262	3027734	3189996	
Road transport	4759050.371	4230266.996	4336023.671	4759050.371	4811928.708	4230266.996	4759050.371	4230266.996	4759050.371	4018753.646	3701483.622	7354423.118	41240769	42072980	4432143	
Environmental protection												0	0	0	0	
Trading services	38066246.56	33836663.61	34682580.2	38066246.56	38489204.85	33836663.61	38066246.56	33836663.61	38066246.56	32144830.43	29607080.65	13751226.83	402449900	488792950	5353120	
Energy sources	21080317.17	18738059.7	19206511.2	21080317.17	21314542.91	18738059.7	21080317.17	18738059.7	21080317.17	17801156.72	16395802.24	24988441.15	240241902	254934629	2743371	
Water management	11051308.98	9823385.763	10068970.41	11051308.98	11174101.31	9823385.763	11051308.98	9823385.763	11051308.98	9332216.475	8595462.543	29213207.95	83632936	150622081	1704425	
Waste water management	3120404.412	2773692.811	2843035.131	3120404.412	3155075.572	2773692.811	3120404.412	2773692.811	3120404.412	2635008.17	2426981.209	9533064.836	41395861	44955288	4884270	
Waste management	2814215.994	2501525.328	2564063.461	2814215.994	2845485.061	2501525.328	2814215.994	2501525.328	2814215.994	2376449.062	2188834.662	8442928.795	37179201	38280952	4168960	
Other												9224947	9224947	9723094	1024814	
Total Revenue - Functional	51100578.64	45422736.57	46558304.99	51100578.64	51668362.85	45422736.57	51100578.64	45422736.57	51100578.64	43151599.74	39744894.5	26593539.62	548387226	642088653	7006657	

Supporting Table SA27 Consolidated budgeted monthly revenue (standard classification)



EXPENDITURE:

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

b.

LIM362 Lephalale - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Expenditure By Type	-															
Employee related costs		13487193.36	13633437	14012126	13502151	13669683	13849803	13911521	13826821	13826821	13826821	13826821	34692801.64	186066000	196471000	207 475
Remuneration of councillors		755711.44	781635	756516	756516	756516	734617	756752	1257343	1257343	756752	650000	1105421.035	10325122.47	10903329.33	11 514
Debt impairment													1800000	1800000	1897200	2 000
Depreciation & asset impairment		6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	11254694.9	81162015.9	85544764.76	90 164
Finance charges		897815	0	996589	1776796	1359233	0	878735	2233318	2391253.989	2391253.989	2391253.989	2591253.989	17907501.96	18661186.41	19 666
Bulk purchases		1283396.56	12240043	13604703	13264655	10312807	12460132	10505295	15682229	13256321	17615147.67	13615147.67	16973974.34	150813851.2	158806985.3	167 224
Other materials										0	0	0	0	0	0	-
Contracted services		92704.21	1419955	2705347	2119065	1409061	778577	1381888	422758	653214	1279632	797203.0378	1258763.113	14318167.36	15091346.68	15 906
Transfers and subsidies				214500			214500			214500			156500	800000	843200	889
Other expenditure		4387000	4487000	4390191	5379007	5000000	3786231	4390191	5623145	9932163	11778673.97	12693214	6266184.027	78113000	78799000	82 958
Loss on disposal of PPE													0	0	0	-
Total Expenditure		27259031.57	38917281	43035183	43153401	38862511	38179071	38179593	45400825	47886826.99	54003491.63	50328850.69	76099593.04	541305658.9	567018012.5	597 796

Supporting Table SA25 Consolidated budgeted monthly expenditure by type



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

LIM362 Lephalale - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)															
Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Expenditure by Vote to be appropriated															
Vote 1 - MUNICIPAL MANAGER	3097954.7	2753737.511	2822580.949	3097954.7	3132376.419	2753737.511	3097954.7	2753737.511	3097954.7	2616050.636	2409520.322	5184744.341	36818304	38833143	409581
Vote 2 - BUDGET AND TREASURY	3834655.137	3408582.344	3493796.902	3834655.137	3877262.416	3408582.344	3834655.137	3408582.344	3834655.137	3238153.226	2982509.551	6469402.328	45625492	48050898	505991
Vote 3 - CORPORATE SERVICES	2746862.647	2441655.686	2502697.078	2746862.647	2777383.343	2441655.686	2746862.647	2441655.686	2746862.647	2319572.902	2136448.725	3522390.309	31570910	32685352	344941
Vote 4 - SOCIAL SERVICES	6083458.962	5407519.077	5542707.054	6083458.962	6151052.95	5407519.077	6083458.962	5407519.077	6083458.962	5137143.123	4731579.192	6888547.602	69007423	70656884	745811
Vote 5 - INFRASTRUCTURE SERVICES	37560750.2	33387333.51	34222016.85	37560750.2	37978091.87	33387333.51	37560750.2	33387333.51	37560750.2	31717966.84	29213916.82	-54367453.7	329169540	347335083	366061
Vote 6 - PLANNING AND DEVELOPMENT	1431301.325	1272267.844	1304074.54	1431301.325	1447204.673	1272267.844	1431301.325	1272267.844	1431301.325	1208654.452	1113234.364	1756545.141	16371722	16018899	169131
Vote 7 - OFFICE OF THE MAYOR	1108510.549	985342.7102	1009976.278	1108510.549	1120827.333	985342.7102	1108510.549	985342.7102	1108510.549	936075.5747	862174.8714	1423688.617	12742813	13437557	141871
Vote 8 - [NAME OF VOTE 8]												0	0	0	0
Total Expenditure by Vote	55863493.52	49656438.68	50897849.65	55863493.52	56484199	49656438.68	55863493.52	49656438.68	55863493.52	47173616.75	43449383.85	29122135.36	541306204	567017816	597791
Surplus/(Deficit) before assoc.	4762914.873	4233702.109	4339544.662	4762914.873	-4815836.15	4233702.109	4762914.873	4233702.109	4762914.873	4022017.004	3704489.346	55715674.98	7081022	75070837	102861
Taxation												0	0	0	0
Attributable to minorities												0	0	0	0
Share of surplus/ (deficit) of associate												0	0	0	0
Surplus/(Deficit)	4762914.873	4233702.109	4339544.662	4762914.873	-4815836.15	4233702.109	4762914.873	4233702.109	4762914.873	4022017.004	3704489.346	55715674.98	7081022	75070837	102861

Supporting Table SA26 Consolidated budgeted monthly expenditure (municipal vote)



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

LIM362 Lephalale - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Expenditure - Functional															
Governance and administration	12222211.56	10864188.05	11135792.75	12222211.56	12358013.91	10864188.05	12222211.56	10864188.05	12222211.56	10320978.65	9506164.546	18646474.74	143448835	150610413	15810413
Executive and council	4766745.557	4237107.162	4343034.841	4766745.557	4819709.397	4237107.162	4766745.557	4237107.162	4766745.557	4025251.804	3707468.767	10082899.48	58756668	61335136	64610413
Finance and administration	7276379.657	6467893.028	6629590.354	7276379.657	7357228.32	6467893.028	7276379.657	6467893.028	7276379.657	6144498.377	5659406.4	8324835.839	82624757	87092612	91810413
Internal audit	179086.3458	159187.863	163167.5595	179086.3458	181076.1941	159187.863	179086.3458	159187.863	179086.3458	151228.4698	139289.3801	238739.4243	2067410	2182665	230410413
Community and public safety	3720510.102	3307120.09	3389798.093	3720510.102	3761849.103	3307120.09	3720510.102	3307120.09	3720510.102	3141764.086	2893730.079	5386778.039	32603764	34425633	36310413
Community and social services	511213.1171	454411.6596	465771.9511	511213.1171	516893.2628	454411.6596	511213.1171	454411.6596	511213.1171	431691.0767	397610.2022	2559691.06	7779745	8214630	86710413
Sport and recreation	1007529.85	895582.0885	917971.6407	1007529.85	1018724.626	895582.0885	1007529.85	895582.0885	1007529.85	850802.9841	783634.3274	1552640.758	11840640	12501658	13110413
Public safety	1945008.21	1728896.187	1772118.591	1945008.21	1966619.412	1728896.187	1945008.21	1728896.187	1945008.21	1642451.377	1512784.163	9907238.944	9953456	10510055	110910413
Housing	256758.9251	228230.1556	233935.9095	256758.9251	259611.802	228230.1556	256758.9251	228230.1556	256758.9251	216818.6478	199701.3862	408129.0874	3029923	3199290	33710413
Health												0	0	0	0
Economic and environmental services	9661978.931	8588425.716	8803136.359	9661978.931	9769334.252	8588425.716	9661978.931	8588425.716	9661978.931	8159004.43	7514872.502	18401388.42	80258152	83343093	87910413
Planning and development	1275039.243	1133368.216	1161702.422	1275039.243	1289206.346	1133368.216	1275039.243	1133368.216	1275039.243	1076699.805	991697.1893	2497461.615	15517029	15116434	15910413
Road transport	8386939.687	7455057.5	7641433.937	8386939.687	8480127.906	7455057.5	8386939.687	7455057.5	8386939.687	7082304.625	6523175.312	20898850.03	64741123	68226659	71910413
Environmental protection												0	0	0	0
Trading services	30258792.93	26896704.82	27569122.44	30258792.93	30595001.74	26896704.82	30258792.93	26896704.82	30258792.93	25551869.58	23534616.72	23980443.65	284995453	298638677	31410413
Energy sources	15934883.28	14164340.7	14518449.21	15934883.28	16111937.54	14164340.7	15934883.28	14164340.7	15934883.28	13456123.66	12393798.11	8477470.256	171190334	180328886	18910413
Water management	10895322.83	9684731.402	9926849.687	10895322.83	11016381.97	9684731.402	10895322.83	9684731.402	10895322.83	9200494.832	8474139.976	36942770.98	74310581	78342789	82510413
Waste water management	2013812.632	1790055.673	1834807.065	2013812.632	2036188.328	1790055.673	2013812.632	1790055.673	2013812.632	1700552.889	1566298.714	1394647.459	21957912	23585790	24810413
Waste management	1414774.184	1257577.052	1289016.479	1414774.184	1430493.897	1257577.052	1414774.184	1257577.052	1414774.184	1194698.2	1100379.921	3090209.611	17536626	16381212	17210413
Other												0	0	0	0
Total Expenditure - Functional	55863493.52	49656438.68	50897849.65	55863493.52	56484199	49656438.68	55863493.52	49656438.68	55863493.52	47173616.75	43449383.85	29122135.36	541306204	567017816	59710413
Surplus/(Deficit) before assoc.	4762914.873	4233702.109	4339544.662	4762914.873	-4815836.15	4233702.109	4762914.873	4233702.109	-4762914.873	4022017.004	3704489.346	55715674.98	7081022	75070837	10210413
Share of surplus/ (deficit) of associate												0	0	0	0
Surplus/(Deficit)	4762914.873	4233702.109	4339544.662	4762914.873	-4815836.15	4233702.109	4762914.873	4233702.109	-4762914.873	4022017.004	3704489.346	55715674.98	7081022	75070837	10210413

Supporting Table SA27 Consolidated budgeted monthly expenditure (standard classification)



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

LIM362 Lephalale - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)															
Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Multi-year expenditure to be appropriated															
Vote 1 - MUNICIPAL MANAGER												0	0	0	0
Vote 2 - BUDGET AND TREASURY												0	0	0	0
Vote 3 - CORPORATE SERVICES												0	0	0	0
Vote 4 - SOCIAL SERVICES												0	0	0	0
Vote 5 - INFRASTRUCTURE SERVICES				0	5476786.5	5452120	6383635	5452120	6383635	5079514	4520605	2211584.5	40960000	0	0
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	0	0	0	0	5476786.5	5452120	6383635	5452120	6383635	5079514	4520605	2211584.5	40960000	0	0
Single-year expenditure to be appropriated															
Vote 1 - MUNICIPAL MANAGER												0	0	0	0
Vote 2 - BUDGET AND TREASURY												0	0	0	0
Vote 3 - CORPORATE SERVICES												0	0	0	0
Vote 4 - SOCIAL SERVICES												0	0	0	0
Vote 5 - INFRASTRUCTURE SERVICES				6000000	2813000	1200000						0	10013000	111061000	128676000
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	0	0	0	6000000	2813000	1200000	0	0	0	0	0	0	10013000	111061000	128676000
Total Capital Expenditure	0	0	0	6000000	8289786.5	6652120	6383635	5452120	6383635	5079514	4520605	2211584.5	50973000	111061000	128676000

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



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

LIM362 Lephalale - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)															
Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital Expenditure - Functional															
Governance and administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Executive and council												0	0	0	0
Finance and administration												0	0	0	0
Internal audit												0	0	0	0
Community and public safety	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community and social services												0	0	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	3835786.5	3372120	3793635	3372120	3793635	3203514	2950605	1638584.5	25960000	41460850	43676250
Planning and development												0	0	0	0
Road transport					3835786.5	3372120	3793635	3372120	3793635	3203514	2950605	1638584.5	25960000	41460850	43676250
Environmental protection												0	0	0	0
Trading services	0	0	0	6000000	4454000	3280000	2590000	2080000	2590000	1876000	1570000	573000	25013000	69600000	85000000
Energy sources				6000000	2813000	1200000						0	10013000	9600000	12800000
Water management					1641000	2080000	2590000	2080000	2590000	1876000	1570000	573000	15000000	60000000	72200000
Waste water management												0	0	0	0
Waste management												0	0	0	0
Other												0	0	0	0
Total Capital Expenditure - Functional	0	0	0	6000000	8289786.5	6652120	6383635	5452120	6383635	5079514	4520605	2211584.5	50973000	111060850	128676250
Funded by:															
National Government				6000000	8289786.5	6652120	6383635	5452120	6383635	5079514	4520605	2211584.5	50973000	111060850	128676250
Provincial Government												0	0	0	0
District Municipality												0	0	0	0
Other transfers and grants												0	0	0	0
Transfers recognised - capital	0	0	0	6000000	8289786.5	6652120	6383635	5452120	6383635	5079514	4520605	2211584.5	50973000	111060850	128676250
Public contributions & donations												0	0	0	0
Borrowing												0	0	0	0
Internally generated funds												0	0	0	0
Total Capital Funding	0	0	0	6000000	8289786.5	6652120	6383635	5452120	6383635	5079514	4520605	2211584.5	50973000	111060850	128676250

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 2018/19												Medium Term Revenue and Framework	
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20
Cash Receipts By Source													1	
Property rates	4 171	3 707	3 800	4 171	4 217	3 707	4 171	3 707	4 171	3 522	3 244	8 581	51 169	53 880
Service charges - electricity revenue	14 644	13 017	13 342	14 644	14 807	13 017	14 644	13 017	14 644	12 366	11 390	2 088	151 618	159 654
Service charges - water revenue	2 978	2 647	2 713	2 978	3 011	2 647	2 978	2 647	2 978	2 515	2 316	8 991	39 401	41 489
Service charges - sanitation revenue	1 448	1 287	1 319	1 448	1 464	1 287	1 448	1 287	1 448	1 222	1 126	2 935	17 716	18 655
Service charges - refuse revenue	967	859	881	967	977	859	967	859	967	816	752	3 841	13 711	14 438
Service charges - other												-		
Rental of facilities and equipment	25	22	23	25	25	22	25	22	25	21	19	7	263	277
Interest earned - external investments	-	340	348	282					282			172	1 425	1 501
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	10 000	10 000	10 000
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-		
Fines, penalties and forfeits	33	29	30	33	33	29	33	29	33	28	25	29	364	385
Licences and permits	837	744	763	837	847	744	837	744	837	707	651	674	9 225	9 723
Agency services	-	-	-	-	-	-	-	-	-	-	-	-		
Transfer receipts - operational	10 294	9 151	9 379	10 294	10 409	9 151	10 294	9 151	10 294	8 693	8 007	31 263	136 380	150 499
Other revenue	3 148	2 576	2 690	3 148	3 205	2 576	2 148	4 576	2 148	4 347	4 004	271	13 291	15 379
Cash Receipts by Source	38 544	34 379	35 288	38 826	38 994	34 039	37 544	36 039	37 826	34 237	31 534	47 311	444 563	475 881
Other Cash Flows by Source														
Transfer receipts - capital	9 464	8 412	8 622	9 464	9 569	8 412	9 464	8 412	9 464	7 992	7 361	961	50 673	111 061
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)												-		
Proceeds on disposal of PPE												-		
Short term loans												-		
Borrowing long term/refinancing												-		
Increase (decrease) in consumer deposits												-		
Decrease (Increase) in non-current debtors												-		



LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2018/19												Medium Term Revenue and Framework	
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20
Decrease (increase) other non-current receivables												–		
Decrease (increase) in non-current investments												–		
Total Cash Receipts by Source	48 008	42 791	43 911	48 290	48 563	42 451	47 008	44 451	47 290	42 229	38 895	1 350	495 236	586 942
Cash Payments by Type														
Employee related costs	15 989	14 212	14 568	15 989	16 167	14 212	15 989	14 212	15 989	13 502	12 436	22 802	186 066	196 471
Remuneration of councillors	877	779	799	877	886	779	877	779	877	740	682	1 374	10 325	10 903
Finance charges	1 021	907	930	1 021	1 032	907	1 021	907	1 021	862	794	7 284	17 708	18 661
Bulk purchases - Electricity	11 950	10 622	10 887	11 950	12 082	10 622	11 950	10 622	11 950	10 091	9 294	17 160	139 177	146 554
Bulk purchases - Water & Sewer	1 013	900	923	1 013	1 024	900	1 013	900	1 013	855	788	1 297	11 636	12 253
Other materials	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	1 228	1 092	1 119	1 228	1 242	1 092	1 228	1 092	1 228	1 037	955	1 778	14 318	15 091
Transfers and grants - other municipalities	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and grants - other	136	121	124	136	137	121	136	121	136	114	105	(584)	800	843
Other expenditure	7 381	6 561	6 725	7 381	7 463	6 561	7 381	6 561	7 381	6 233	5 741	2 742	78 113	78 799
Cash Payments by Type	39 593	35 194	36 074	39 593	40 033	35 194	39 593	35 194	39 593	33 434	30 795	53 853	458 143	479 575
Other Cash Flows/Payments by Type														
Capital assets					9 687	8 516	9 581	8 516	9 581	8 090	7 452	(10 750)	50 673	111 061
Repayment of borrowing												–		
Other Cash Flows/Payments												–		
Total Cash Payments by Type	39 593	35 194	36 074	39 593	49 720	43 710	49 174	43 710	49 174	41 525	38 246	43 103	508 816	590 636
NET INCREASE/(DECREASE) IN CASH HELD	8 414	7 597	7 837	8 697	(1 157) ⁽¹⁾	(1 259)	(2 166) ⁽²⁾	741	(1 884)	704	649	(41 754) ⁽⁴¹⁾	(13 581) ⁽¹³⁾	(3 695) ⁽³⁾
Cash/cash equivalents at the month/year begin:	20 134	28 548	36 145	43 982	52 679	51 522	50 263	48 097	48 838	46 954	47 658	48 307	20 134	6 553
Cash/cash equivalents at the month/year end:	28 548	36 145	43 982	52 679	51 522	50 263	48 097	48 838	46 954	47 658	48 307	6 553	6 553	2 858

Supporting Table SA30 Consolidated budget monthly cash flow



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

9. SERVICE DELIVERY AND PERFORMANCE INDICATORS

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

9.1. OFFICE OF THE MUNICIPAL MANAGER – VOTE 1

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

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



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



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



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
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
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M _ 6 6 7 A	Percentage of strategic risks that were identified in the Risk Plan that were successfully controlled YTD*	Divide the number of strategic risks that were controlled by the number risks identified in the risk plan YTD*	%	Lep_MRisk	80	25	50	75	100	100	100	100
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M _ 6 6 7 B	Percentage of Operational risks that were identified in the Risk Plan that were successfully controlled YTD*	Divide the number of Operational risks that were controlled by the number risks identified in the risk plan YTD*	%	Lep_MRisk	0	25	50	75	100	100	100	100
KPA6: Good Governance and Public	M _	Number of Audit committee	Count the Number of	#	Lep_MIA	4	1	2	3	4	4	4	4



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	648	meetings held YTD*	Audit committee meetings held YTD*										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M_26	Percentage of Auditor General's queries resolved per quarter*.	Divide the number queries resolved by number of queries raised by AG on quarterly basis.	%	Lep_MIA	94	50	70	85	100	100	100	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M_652	Number of audit reviews conducted per quarter	Count the Number of audit reviews conducted per quarter	#	Lep_MIA	0	1	1	1	1	4	0	0
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Internal Audit	M_659	Number of internal audit findings against the municipality resolved YTD*	Count the Number of internal audit findings against the municipality resolved YTD	#	Lep_MIA	43	5	10	15	20	20	15	10



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-651	Number of Unqualified Performance Opinion per annum	Count the Number of Unqualified Performance Opinion for a Financial Year	#	Lep_MIA	1	N/A	1	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-650	Number of Unqualified Audit Opinion received from AG	Count the Number of Unqualified Audit Opinion received from AG	#	Lep_CFO	1	N/A	1	1	1	1	1	1



9.2. STRATEGIC SERVICES – OFFICE OF THE MAYOR - VOTE 7

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



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



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



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+)
Strategic Services (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
Strategic Services (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
Strategic Services (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+)
Strategic Services (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.
Strategic Services (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
Strategic Services (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 high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
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	4	4
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M – 6 4 1	Number of special projects awareness campaigns held YTD*	Count the Number of special projects awareness campaigns held YTD*	#	Lep_MPP	18	3	6	9	12	12	12	12
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M – 3 3 5	Number of media releases published YTD*	Count the Number of media releases published YTD*	#	Lep_MCom	30	5	10	15	20	20	20	20
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\	M – 6 5 4	Number social media platforms utilised for communication at given time in Financial year	Count the Number social media platforms being utilised for communication	#	Lep_MCom	4	3	3	4	4	4	4	4



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
Communication			at given time in a year										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 2 6 2	Number of IDP Rep forums meetings successfully held YTD*	Count the Number of IDP Rep forums meetings successfully held YTD*	#	Lep_MIDP	4	1	2	3	4	4	4	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 3 2 5	Number of IDP road shows successfully held YTD*	Count the Number of IDP road shows successfully held YTD*	#	Lep_MIDP	3	N/A	N/A	N/A	3	3	3	3
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 6 5 7	Percentage of IDP credibility rating by MEC in Financial Year	MEC IDP credibility rating obtained from MEC (30% = low credibility, 50% = medium credibility, 80% = credible, 100% = highly credible)	%	Lep_MIDP	100	N/A	N/A	N/A	100	100	100	100



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 6 5 8	Number of Final IDP approved by Council by end May	Count the Number of Final IDP approved by Council by end May	#	Lep_MIDP	1	N/A	N/A	N/A	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 0 6	Number of Final Annual Reports approved by Council by end of March 2017	Count the Number of Final Annual Reports of previous financial year approved by Council YTD	#	Lep_PMS	1	N/A	N/A	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 0 9	Number of Draft Annual Reports tabled to Council by 31 st of January 2017	Count the Number of Draft Annual Reports tabled to Council by 31 st January 2017	#	Lep_PMS	1	N/A	1	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible,	M – 4 3	Number of final SDBIP approved by the Mayor within 28 days after the	Count the Number of final SDBIP approved by	#	Lep_PMS	1	N/A	N/A	N/A	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
accountable, effective and efficient corporate governance\ Performance Management		approval of budget and the IDP	the Mayor within 28 days after the approval of budget and the IDP										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 4 8	Number of Annual Performance Reports submitted to auditor general by August 30th	Count the Number of Annual Performance Reports submitted to auditor general by August 30th	#	Lep_PMS	1	1	1	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 3 1 5	Number of quarterly performance assessments performed YTD*	Count the Number of performance assessments performed YTD*	#	Lep_PMS	4	1	2	3	4	4	4	4
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate	M – 4 0	Number of Quarterly Performance Reports submitted to Audit Committee YTD*	Count the Number of Quarterly Performance Reports submitted to	#	Lep_PMS	4	1	2	3	4	4	4	4



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
governance\ Performance Management			Audit Committee YTD*										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M _ 4 4	Number of Section 72 (mid-year performance) reports submitted to MM by 25th of January and to council by 31st January	Count the Number of Section 72 (mid-year performance) reports submitted to MM by 25th of January and to Council by 31st January	#	Lep_PMS	1	N/A	N/A	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Public Participation	M _ 6 6 4	Number of public participation policies reviewed and approved by Council	Count the Number of public participation policies reviewed and approved by Council	#	Lep_MPP	1	N/A	N/A	N/A	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Ward Committees	M _ 2 0 8	Number of ward committees that are functional	Count the Number of ward committees that are functional and having meetings at	#	Lep_MPP	13	13	13	13	13	13	13	13



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
			least once per quarter and submit reports of such meetings										
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 proposals) YTD*	Count the Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD	#	MLED	1207	213	425	658	850	850	900	1 000
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 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	#	MLED	1 289	320	640	840	1040	1 500	1 500	1 500
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing	M – 6 9 5	Number of Public Private Partnerships established YTD*	Count the Number of Public Private Partnerships established	#	MLED	2	N/A	1	1	2	2	2	2



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
and Branding			YTD										
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	#	MLED	13	N/A	1	1	2	2	2	2



9.3. BUDGET AND TREASURY OFFICE – VOTE 2

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

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



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



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



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

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



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M – 1 7	Number of Asset Verification conducted YTD	Count the Number of Asset Verification conducted YTD	#	MB&R	1	N/A	N/A	N/A	1	1	1	2
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M – 6 3 0	Percentage Liquidity ratio (R-value current assets / R-value current liabilities as percentage)	R-value current assets / R-value current liabilities as percentage	%	MB&R	282	200	200	200	200	200	200	200
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 2 5	Number of quarterly financial reports submitted to Council YTD*	Count the Number of quarterly financial reports submitted to Council YTD*	#	MB&R	4	1	2	3	4	4	4	4
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 7 5 6	Number of Interim financial statements prepared and submitted to Audit Committee	Count the Number of Interim financial statements prepared and submitted to Audit	#	MB&R	1	N/A	N/A	1	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
			Committee										
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M _ 2 8 1	Number of Annual Financial Statements submitted to the Auditor General on time (by end August)	Count the Number of Annual Financial Statements submitted to the Auditor General on time (by end August)	#	MB&R	1	1	1	1	1	1	1	1
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M _ 3 9 7	Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure)	R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure	%	MB&R	134	100	100	100	100	100	200	200
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M _ 1 1	Percentage of municipal infrastructure grant (MIG) spent YTD*	Divide the Actual MIG R/ value spent by Total MIG grant allocation for the Year	%	M Exp	100	20	50	75	100	100	100	100
KPA3: Financial Viability and Financial Management\	M _ 2	Percentage Debt coverage (total R-value	Total R-value operating revenue	%	Lep_MExp	1299	200	200	200	200	200	200	200



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
Enhance revenue and financial management\ Expenditure Management	05	operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)	received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year										
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M_638	Number of updated and credible indigents register in place	Count the Number of updated and credible indigents register in place	#	MRev	0	N/A	N/A	N/A	1	1	1	1
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management	M_sc m 1	Number of tender reports submitted to council per quarter	Count the Number of tender reports submitted to council per quarter	#	M SCM	0	1	1	1	1	4	4	4
KPA3: Financial Viability and Financial Management\	M_s	Number of Deviation reports	Count the Number of deviation	#	M SCM	0	1	1	1	1	4	4	4



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
Enhance revenue and financial management\Supply Chain management	cm2	submitted to council per quarter	reports submitted to council per quarter										
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\Supply Chain management	M – sc m 3	Number of stock count done per annum	Count the Number of stock count done per annum	#	MSCM	0	N/A	N/A	N/A	1	1	1	1
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 3 3	Percentage debt collected YTD	R-value debt collected YTD / R-value debt owed to the municipality YTD as % (in terms of current financial year billings)	%	MRev	90	90	95	95	95	95	95	95
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 3 9 6	Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for	R-value total outstanding service debtors divided by R-value annual revenue actually received for services	%	MRev	5	10	10	10	10	10	10	10



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
		services)											
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	#	MRev	1	N/A	N/A	N/A	1	1	1	1
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M-636	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	#	MRev	1	N/A	N/A	N/A	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-650	Number of Unqualified Audit Opinion received from AG	Count the Number of Unqualified Audit Opinion received from AG	#	Lep_CFO	1	N/A	1	1	1	1	1	1
KPA6: Good Governance and Public Participation\ Responsible,	M-74	Number of material audit findings against the municipality	Count the Number of material audit findings against	#	Lep_CFO	0	N/A	0	0	0	0	0	0



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
accountable, effective and efficient corporate governance\ Auditor General	0	regarding financial statements	the municipality regarding financial statements										



9.4. CORPORATE AND SUPPORT SERVICES – VOTE 3

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

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



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



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



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

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



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Human Resource Management	M – 404	Number of people from employment equity groups employed in the three highest levels of management YTD	Count the Number of people from employment equity groups (the groups as identified in the approved employment equity plan) employed in the three highest levels of the municipal organizational structure	#	Lep_MHR	31	26	28	30	31	31	31	31
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M – 672	Percentage of Employee Satisfaction rating	Calculate the overall employee satisfaction rating obtained from all completed employee satisfaction surveys received from employees	%	Lep_MHR	55	N/A	N/A	55	55	55	60	70



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M-673	Number of EAP policies Developed/ Reviewed and approved by Council YTD(to be replaced by a new KPI)	Count the Number of EAP policies reviewed and approved by Council	#	Lep_MHR	4	N/A	N/A	N/A	4	4	4	4
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Labour Relations and EAP	M-678	Number of LLF meetings held YTD	Count the Number of LLF meetings held YTD	#	Lep_MHR	7	3	5	7	10	10	10	10
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	M-680	Number of OHS audits conducted annually	Count the Number of OHS audits conducted annually	#	Lep_MHR	1	N/A	N/A	1	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M_2122	Percentage of total municipality's budget actually spent on implementing its workplace skills plan YTD	R-value municipality's (operating) budget actually spent YTD on implementing its workplace skills plan / R-value R-value municipality's (operating) budget actually spent YTD as %	%	Lep_MHR	1	0	0,50	0,75	1	1	1	1
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M_18	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%	94	95
KPA5: Transformation and Organisational Development\ Improve functionality,	M_19	Number of municipal personnel with technical skills/ capacity (engineering	Count the number of personel with technical skills against the positions on	#	Lep_MHR	14	15	15	15	15	15	16	18



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
performance and professionalism\ Training and Development		technicians and technicians) YTD	organasational structure.										
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - 2 1	Percentage of municipal personnel budget spent YTD	Divide the actual value spent on personnel remunerations by Total Budget for the Year	%	Lep_MHR	97	23	46	72	97	97	100	100
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		MHR	100%	100%	100%	100%	100%	100%	100%	100%
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate	M - 6 5 3	Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by	Count the Number of by-laws Drafted/or reviewed, taken for public participation concluded and	#	MLegal	3	N/A	N/A	N/A	2	2	2	2



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
governance\ By-laws		Council YTD	Adopted by Council YTD										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Governance and Administration	M – 6 5 5	Number of Council meetings held YTD	Count the Number of Council meetings held YTD	#	MAdmin	9	1	2	5	6	6	6	6
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M – 1 3 5	Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD	Count the Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD	#	MAdmin	13	N/A	N/A	13	13	13	13	13
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services	M – 1 3 6	Percentage of Service Level Agreements (SLAs) drafted/or reviewed within 2 weeks of receipt of notice of	Number of Service Level Agreements (SLAs) drafted /or reviewed within 2 weeks of receipt of notice of appointment	%	MLegal	0	90	90	90	90	90	90	90



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
		appointment from Municipal Manager YTD	from Municipal Manager YTD divided by Number of notice of appointment received from Municipal manager YTD *100										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M-23	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	%	M_ Admin	96	80	80	85	85	85	90	100



9.5. SOCIAL SERVICES – VOTE 4

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

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



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Environmental Management	Safe, clean and sustainable green environment.	Promote sustainable environment system and improve community awareness.	Provide waste management services. Educate and empower communities on waste management. Establish transfer and drop off centers. Promote waste recycling and reuse. 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.



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+)
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 testing facilities at radius of 50 KM inclusive of rural areas.	Accessibility of testing facilities at radius of 50 KM inclusive of rural areas.
Traffic Road Safety and Security.	Changed driver behaviors.	Reduction of fatal and road traffic accidents.	Conduct joint law enforcement operations with other law enforcement agencies. Enforcement of traffic laws and regulations. Conduct vehicular registration and speed checks.	Increase the appointment of Traffic Officers and Traffic Engineers. To decrease the road traffic accidents by 2022.	Secure appointment of Traffic Engineers. Conduct joint law enforcement operations with other law enforcement agencies. Install traffic violation measuring cameras.	Enforce compliance to Road Traffic Act 93/96 and AARTO. Secure appointment of Traffic Engineers. Undertake Road traffic safety education.
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	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+)
				legislation.		
Thusong Centres	Access to Governmental information service.	Bring Government services closer to communities.	Manage the rental of space for essential services at Thusong centre. Marketing of the Thusong Centre. Renting space at the Thusong Centre to external stakeholder. Have formal lease agreement with services providers and the Centre. Compile monthly reports and submit to Office of the Premier and the Municipality.	To ensure that ten service providers render essential services at the Thusong Centres. Making office space available for essential services to be provided. Monitor services provided. Maintaining the Thusong premises.	Manage the rental of space for essential services. Monitor services provided. Maintaining the Thusong premises.	Manage the rental of space for essential services. Monitor services provided. Maintaining Thusong premises. Extend the services provided at the Thusong Centre.

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



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
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)	Count the Number of trees planted per quarter, year to date (operational budget)	#	MParks	533	0	200	150	150	500	500	500
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M – 702	Number of waste awareness campaigns implemented per quarter	Count the Number of waste awareness campaigns implemented per quarter	#	MWaste	47	12	12	12	12	48	48	48
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	M – 172	Number of library campaigns held per quarter	Count the Number of library campaigns held per quarter	#	MLib	4	1	1	1	1	4	4	8
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community	M – LIB	Number of Thusong Centre services campaigns	Count the Number of Thusong Centre services	#	MLib	4	1	1	1	1	4	4	4



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
well-being\ Library Services	1	held per quarter	campaigns held per quarter										
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services		Number of reports on education activities per quarter sent to Council.	Count the Number of reports on education activities per quarter sent to Council	#	MLib	4	1	1	1	1	4	4	4
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M – 3 9 5	Average number of weeks turnaround time between application for learner license test until actually being tested	Count number of weeks between application for learner license test until actually being tested for each application,	# weeks	MReg	1weeks	3weeks	3weeks	3weeks	3weeks	3weeks	3weeks	3weeks
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M – R G 1	Average number of weeks turnaround time between application for driver's license test until actually being tested	Count number of weeks between application for driver's license test until actually being tested for each application,	# weeks	MReg	2 weeks	2weeks	2weeks	2weeks	2weeks	2weeks	2weeks	2weeks



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M – R G 2	Number of reports on public transport activities sent to Council per quarter	Count the number of reports on public transport activities sent to Council per quarter	#	MReg	4	1	1	1	1	4	4	4
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M – 7 0 3	Number of speed checks held per quarter	Count the Number of speed checks held per Quarter	#	MTraf	144	36	36	36	36	144	144	170
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M – 7 0 4	Number of joint law enforcement operations with other law enforcement agencies undertaken held per Quarter	Count the Number of joint law enforcement operations with other law enforcement agencies undertaken held per Quarter	#	MTraf	4	1	1	1	1	4	4	4
KPA2: Service Delivery	M	Number of	Count the	#	MTraf	3	3	3	3	3	3	3	3



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	– 7 0 6	safety and security forums that are functional	Number of functional safety and security forums that meet regularly as planned										
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Thusong Centre	M – 3 8 0	Number of services rendered at Thusong centers	Count the Number of services rendered at Thusong centers per quarter	#	Thusong MLib	8	7	7	7	7	7	8	8
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M – 2 5 0	Number of urban household provided with weekly refuse removal	Count the Number of urban household provided with weekly refuse removal	#	MWaste	10913	10913	10913	10913	10913	10913	10913	10913
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M – 4 0 2	Percentage households with access to basic level of solid waste removal	Number of households with access to basic level (weekly kerbside collection) of solid waste removal / /	%	MWaste	41	41	41	41	41	41	65	100



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
			Number of household in the municipal area as %										
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M - 7 0 8	Number of rural villages with access to weekly refuse removal services through roll-on, roll-off system	Count the Number of rural villages provided with weekly refuse removal services through roll-on, roll-off system and community contractors	#	MWaste	13	13	13	26	26	26	26	40



9.6. INFRASTRUCTURE SERVICES – VOTE 5

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

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



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



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



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



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



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

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



The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M – 7 1 0	Number of urban transformers upgraded YTD	Count the Number of urban transformers upgraded YTD	#	MElec	2	N/A	N/A	N/A	2	2	0	0
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M – 3 4 0	Percentage of Electrical losses YTD*	The following formula should be used to compute benchmark Electrical Losses = KWH billed/KWH purchased from Eskom x100	%	MElec	8,65	12	12	10	10	10	8	5
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	Percentage households with access to basic level of electricity	Number of households with access to basic level of electricity / Number of household in the municipal area as %	%	MElec	72	74	74	76	76	76	80	85



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Energy Efficiency	M-713	Number of energy efficiency audits conducted	Count the Number of energy efficiency audits conducted YTD	#	MElec	1	N/A	N/A	N/A	1	1	1	1
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ 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 as %	%	MElec	0	30	25	20	20	20	15	10
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Infrastructure Planning	M-757	Number of infrastructure master plans reviewed	Count the Number of infrastructure master plans reviewed YTD	#	PMU	0	N/A	N/A	N/A	1	1	1	1
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal	M-218	Number of villages in which access roads are bladed YTD*	Count the Number of villages in which access roads bladed	#	MPW	40	7	14	29	40	40	40	40



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
areas\ Roads and Storm water – Maintenance and Upgrading			during period of review										
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M – 7 4	Total length of kilometers upgraded from gravel road to surfaced road YTD*	Measure the Length of kilometers of gravel roads upgraded to Surfaced road YTD	k m	MPW	7	N/A	N/A	5.5	5.5	5.5	3.0	4.0
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	%	MPW	0	15	45	70	90	90	90	100
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M – 4 0 0	C	Count Number of household with access to basic level of sanitation (VIP and waterborne sewerage connections in	%	MSanit	75	75	75	75	75	75	80	90



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
			working condition) / Number of household in the municipal area as 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 to DWS for green drop risk rating YTD	Count the Number of Green drop assessment report submitted to DWS for green drop risk rating YTD	#	MSanit	1	N/A	N/A	N/A	1	1	1	1
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation \ Free Basic Services	M – 7 5 2	Percentage households without access to basic level of Sanitation YTD*(Backlog)	Number of household without access to basic level of Sanitation in the municipal area as %	%	MSanit	0	30	25	20	20	20	15	10
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal	M – 3 9 9	Percentage households with access to basic level of water	Number of household with access to basic level of water (within 200m	%	MWater	75	75	75	75	75	75	80	85



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
areas\ Water – Supply		YTD*	from dwelling) / Number of household in the municipal area as %										
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply		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) / Number of household in the municipal area as %	%	MWater	0	30	25	20	20	20	15	10
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M – 7 2 6	Number of feasibility studies / technical report conducted YTD*	Count Number of feasibility studies / technical report conducted YTD	#	MWater	4	N/A	N/A	N/A	2	2	2	N/A
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal	M – 8 1	Percentage of water losses YTD*	(Closing Stock- Closing stock as per reading) ÷ (Total water for the month)	#	MWater	10	10	10	10	8	8	6	6



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2018/19	Annual Target 2019/20	Annual Target 2020/21
areas\ Water loss (unaccounted water)			Closing stock = 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 report submitted to DWS for Blue drop rating YTD*	Count the Number of Blue drop assessment report submitted to DWS for Blue drop rating YTD	#	MWater	1	N/A	N/A	N/A	1	1	1	1



9.7. DEVELOPMENT PLANNING – VOTE 6

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

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



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



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

The high level indicators and targets for the Directorate follow:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
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 attended to on weekly basis(updating housing need register, etc)	Count the number enquiries attended to divided by the total enquiries received	#	MHS	0	100%	100%	100%	100%	100%	100%	100%
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
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for	M — 1 1 4	Average turnaround time of building contraventions attended	Count the Number of weeks of building contraventions attended to	% #	MBC	100	100	100	6 weeks	6weeks	6 weeks	6 weeks	6 weeks



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
development\ Building Plans Administration and Inspectorate		(submitted for legal action) within 6 weeks from detection YTD	within 6 weeks from detection YTD										
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M – 7 5 9	Average turnaround time (weeks) for assessment of building plans YTD	Count the number working days from receipt of building plan to conclusion of assessment for each building plan received and calculate the average working days	# w o r k i n g d a y s	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
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 6 0	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	# w e e k s	MLU	13 weeks	14 weeks	14 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks
KPA1: Spatial Rationale\ Rational planning to bridge first and second	M – 7	Average turnaround time (weeks) for	Count the number of weeks from receipt of	# w e	MLU	16 weeks	16 weeks	16 weeks	26 weeks	26 weeks	26 weeks	26 weeks	26 weeks



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
economies and provide adequate land for development\ Land use	55	assessment and finalization of land use and development applications from date of receipt as delegated to the Municipal Planning Tribunal	applications for land development and land use received until consideration by the Municipal Planning Tribunal.	eks									
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M761	Average turnaround time (weeks) related to attend to (notices/directives issued) land use contraventions YTD	Count the number of weeks from detection of land use contraventions until notices or directives have been issued, for each contravention and calculate the average weeks	# weeks	MLU	1 week	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M733	Number of Land Use Scheme compiled, approved by Council YTD	Count the Number of Land Use Scheme compiled, approved by Council YTD	#	MLU	0	N/A	N/A	N/A	1	1	1	1



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2016/17 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
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

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



10. CAPITAL WORKS PLANS

10.1. CAPITAL PROJECTS BY WARD

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

Department -vote	KPA	Strategic Objective	Programme	Project Name	Project No.	Ward Number	Annual Budget 2017-2018	Source of funding
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Sanitation	Thabo Mbeki Sewer Network Sanitation	P_01	8	R 9 242 035.35	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Roads and Storm water – New infrastructure	Mokuruanyane Access Road	P_02	10	R 11 997 144.51	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Roads and Storm water – New infrastructure	Lerupurupung Access Road	P_03	10	R 9 034 011.76	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Roads and Storm water – New infrastructure	Maletswai Access Road	P_04	9	R 6 870 375.43	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Roads and Storm water – New infrastructure	Melvel Access Road	P_05	10	R -	MIG
Infra-5	KPA2 Service Delivery and Infrastructure	Provide quality and well maintained	Roads and Storm water – New infrastructure	Steve Biko Access Road	P_20	9	R -	MIG



	Development	infrastructural services in all municipal areas						
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Water supply	Ga-Seleka and Witpoort RWS	P_21	Ward 9,10, 11 and 12	R 502 689.20	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	Water supply	Mokuruenyane and Shongoane RWS	P_06	Ward 5,6,7 and 8	R 3 013 743.75	MIG
Infra-5	KPA2 Service Delivery and Infrastructure Development	Provide quality and well maintained infrastructural services in all municipal areas	New infrastructure - electricity	Rural Villages Network Electrification	P_07	Ward 12	R10 000 000	DoE



10.2. 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 2018-19
Thabo Mbeki Sewer Network Sanitation	P_01	R 9 242 035.35	R 3 000 000.00	R 3 242 036.13	R -									R 9 242 035.35
Mokuruanyane Access Road	P_02	R 11 997 144.51	R 3 395 459.55	R 3 000 000.00	R 2 206 224.63									R11 997 144.51
Lerupurupung Access Road	P_03	R 9 034 011.76	R 3 000 000.00	R 2 500 000.00	R 534 011.76									R 9 034 011.76
Maletswai Access Road	P_04	R 6 870 375.43	R 3 000 000.00	R 870 375.43										R 6 870 375.43
Melvel Access Road	P_05	R -	R -	R -	R -								R200,000	R -
Steve Biko Access Road	P_20	R -	R -	R -	R -									R -
Ga-Seleka and Witpoort RWS	P_21	R 502 689.20	R -	R -	R -									R 502 689.20
Mokuruanyane and Shongoane RWS	P_06	R 3 013 743.75	R 1 000 000.00		R -									R 3 013 743.75
Rural Villages Network Electrification	P_07				480000								320000	
		R10 000 000												R10 000 000



PROJECTED QUARTERLY IMPLEMENTATION OF CAPITAL PROJECTS

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

Dept-vote	Project Name	No of deliverables	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2016-2017	Source of funding
						% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone		
Infra-5	Thabo Mbeki Sewer Network Sanitation	P-01	Upgrade of sewer network at Thabo Mbeki	July 2018	June 2019									R 9 242 035.35	LLM
Infra-5	Mokuruanyane Access Road	P-02	Upgrading of Mokuruanyane Access road	July 2018	June 2019	20%	Construction in progress	35	Construction in progress	45	Construction in progress	70	Construction in progress	R 11997 144.51	LLM
Infra-5	Lerupurupung Access Road	P-03	Upgrading of Lerupurupung Access road	July 2018	June 2019	55%	Construction in progress	75	Construction in progress	100	Project completed	100	Project completed	R 9 034 011.76	LLM
Infra-5	Maletswai Access Road	P-04	Upgrading of Maletswai Access road	July 2018	June 2019	30	Construction in progress	60	Construction in progress	100	Construction in progress	100	Construction in progress	R 6 870 375.43	LLM
Infra-5	Melvel Access Road	P-05	Upgrading of Melvel Access road	July 2018	June 2019	30	Construction in progress	60	Construction in progress	100	Construction in progress	100	Construction in progress	R -	LLM
Infra-5	Steve Biko Access Road	P-06	Upgrading of Steve Biko Access road	July 2018	June 2019	30	Construction in progress	60	Construction in progress	100	Construction in progress	100	Construction in progress	R -	LLM
Infra-5	Ga-Seleka and Witpoort RWS	P-07	Completion of Phase 5 of the reticulatons	July 2018	June 2019	30	Construction in progress	60	Construction in progress	100	Construction in progress	100	Construction in progress	R 502 689.20	LLM



Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2016-2017	Source of funding
						% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone	% Prog	Activity /Milestone		
		21	and storage facilities												
Infra-5	Mokuruenyane and Shongoane RWS	P06	Completion of Phase4& 5 of the reticulations and Storage facilities	July 2018	June 2019	15		35		60		100		R 3 013 743.75	MIG
Infra-5	Rural Villages Network Electrification	P07	Electrification of rural Extensions of new households	july 2018	June 2019	10	Advertisemen t and appointment of PSP	20	Design complete and appointment of construction	70	Construction in progress	100	Project Completed	R10 000 000	DoE

11. 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.

