

# LEPHALALE LOCAL MUNICIPALITY

## 2020-21 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN





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## ACRONYMS AND ABBREVIATIONS

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

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



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



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



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## 1. MAYOR'S FOREWORD

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

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

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

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

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

It is against this background that Lephalale Local Municipality has crafted its vision to become one of the vibrant cities within the Limpopo Province. Hence, we define a city as a relatively large and permanent settlement with complex systems for sanitation, land usage, housing, and transportation.



The concentration of development greatly facilitates interaction between people and businesses, benefiting both parties in the process and improving the quality of lives of the people of Lephalale and the whole Waterberg Region.

With the abovementioned future developments in mind, Lephalale Local Municipality has prioritized its Service Delivery and Budget Implementation for 2018-19 in terms of the IDP strategic intent and the vision of building a city by 2030. The focus of Lephalale Local Municipality is on shaping the future of a vibrant city and the energy hub of Africa. In doing so, the municipality is intent on aligning its objectives and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP priorities, that closely link to Lephalale, focus on: an economy that will create more jobs, improving infrastructure, transition to a low-carbon economy, an inclusive and integrated rural economy, reversing the spatial effects of apartheid, improving the quality of education, training and innovation, quality health care for all, social protection, building safer communities, reforming the public service, fighting corruption and transforming society and uniting the country.

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

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

**APPROVED BY**

**MOLOKO JACK MAEKO**  
**The Mayor of Lephalale Municipality**

**Date: 28 July 2020**



## 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.”

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## 2. LEGISLATION

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

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

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





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

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

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### 3. METHODOLOGY AND CONTENT

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

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

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

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

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<sup>1</sup> Section 1 of the MFMA defines a “vote” as:

a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and  
b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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



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

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

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

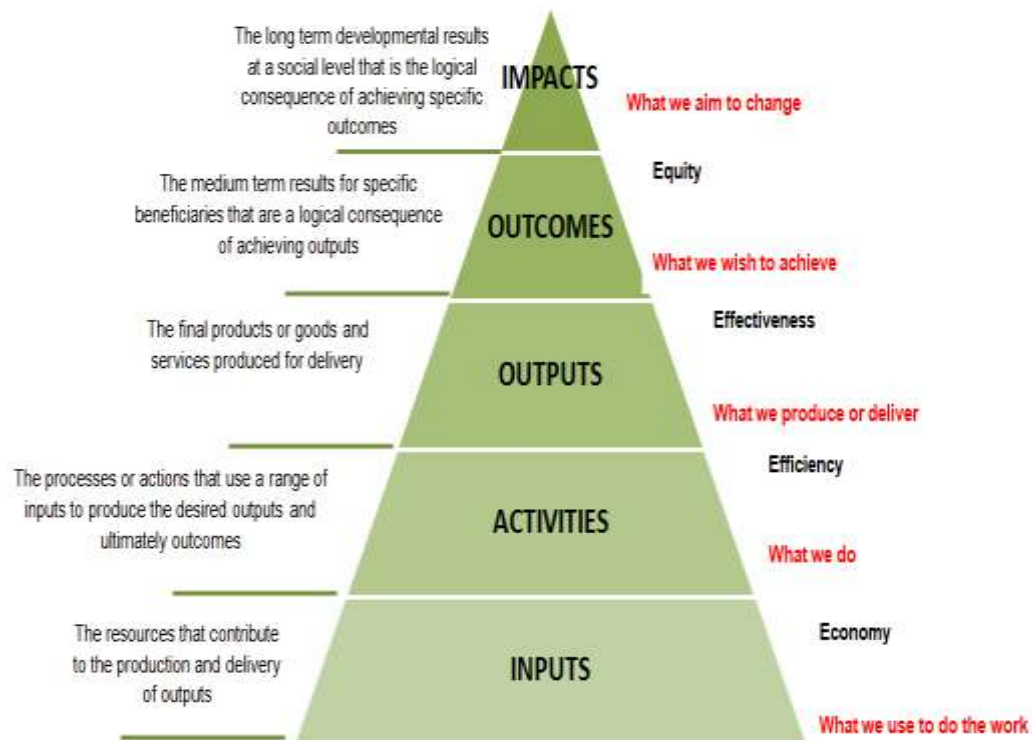
The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of outputs per directorate and will be contained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

Lephalale Local Municipality adopted the Logic Model to establish outputs and map the processes to get to the desired outcomes. This methodology is used to create a performance measurement system that will ensure effective and efficient performance management.

The Logic Model operates on the principle that goals and strategic objectives are to be translated into impacts, outcomes, outputs, activities and inputs. This model is applied to create a logical flow of key components required to give effect to the achievement of strategic objectives. The following figure presents the components of the Logic Model:



**Figure: Logic Model**



**The performance management system is implemented through the following cycle:**

- Planning and Review
- Monitoring
- Reporting
- Evaluation and Oversight

**a) Planning and Review**

The Municipal Systems Act No 32 of 2000 (Section 34) stipulates that a Municipality must review its IDP annually in accordance with an assessment of its Performance Management System and to make any necessary changes through a prescribed process. Planning and review is therefore the first



step in the implementation of the Performance Management System. Planning and review consists of two actions that take place at different times of the municipal financial year. The first is ***the review of the IDP at the beginning of the municipal financial year***, which informs the planning for the forthcoming year. The ***second is the annual review*** of performance to assess the achievements to the objectives set out in the preceding IDP.

#### **b) Monitoring**

Monitoring is to be aware of the state of a system. Monitoring refers to the process of data management that includes collection, gathering, storing and management of information. Monitoring is the key to any successful Performance Management System because it provides information to compare achievements with initial targets. Based on the outcome of the comparison, corrective actions can be taken and guidance can be provided to ensure that the desired outcomes are achieved.

**The process of monitoring entails a few key phases:**

- Determining the data that must be collected in order to assess performance, how that data is to be collected, stored, verified and analysed and how reports on that data are to be compiled.
- Analysing the data provided by the monitoring system in order to assess performance.
- Assessment to track and improve performance.

#### **c) Reporting**

The reporting process provides information to decision makers on the progress of strategic goals, programmes and projects. Reporting collates information into intelligence and represents consolidation from the previous steps into reports. Reports inform decision makers of the challenges faced and the interventions envisaged that will enhance the performance of under-performing programmes/projects.

Reporting requires that we take the priorities of the organisation, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specified target group.

**Reporting within performance management in local government is a tool to ensure accountability of the:**

- Municipality to Citizens and Communities
- Executive Committee to Council
- Administration to the Executive Committee or Mayor
- Line/Functional/Divisional Management to Executive Management and Portfolio Committees
- Employees to the organisation



The reporting process should follow the lines of accountability mentioned above.

### **Reporting formats:**

**The functions of the different reports can be summarised as follows:**

<b>Report type</b>	<b>Description</b>
Quarterly IDP and SDBIP reporting	This report needs to contain the service delivery projections for each quarter. It needs to include the operational and capital expenditure, by vote. These targets need to be reported on quarterly according to National Treasury Circular 13.
Mid-year budget and CoGHSTA report	This report reflects the performance of the Municipality during the first half of the financial year. The report must be submitted to the Mayor, National Treasury and CoGHSTA. It serves to identify possible adjustments that need to be made to ensure targets are met at the end of the financial year.
Annual report	Section 121 of the MFMA identifies that each municipality has to produce an annual report for each financial year. This report must include: the financial statements of the municipality approved by the Auditor-General; an audit report from the Auditor-General; an assessment by the accounting officer; evidence of corrective action taken in response to the audit report from the Auditor-General; information pertaining the municipality's audit committee; assessment of the accounting officer to measure performance objectives; the annual performance report of the municipality; and any other information as prescribed in the document.
Oversight report	The municipal Council needs to consider the municipal annual report whereupon an oversight report should be compiled. The Oversight report needs to include a statement explaining that the annual report has been approved with or without reservations; has rejected the annual report or has referred the annual report back for revision.



#### d) Evaluation

Evaluation of a Municipality's performance, inclusive of organisational, financial and employee performance is essential to ensure that corrective measures are identified and put in place to improve areas of non-performance. For the evaluation process to be effective, a holistic approach needs to be adopted, it should be conducted regularly and continuously through an in-depth analysis process.

Summative evaluation happens at the end of a financial year with the submission of the Annual report. Annual reports are the key reporting instruments for directorates to be held accountable against the performance targets and budgets outlined in their strategic plans. Annual reports are therefore required to contain information on service delivery, financial statements and the audit report.

**Evaluation within the organisation occurs at three levels to ensure impartial, transparent and accurate validation of performance achievements:**

- Administrative Evaluation through the annual report, impact of programmes and projects, internal audit committee and performance audit committee
- Political Oversight through portfolio committees, municipal public accounts committee and council
- Auditor General Evaluation through the auditor general report Implementation

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## 4. VISION, MISSION AND VALUES

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

***"A vibrant city and be the energy hub"***





The Mission is:

***“We are committed to Integrated Development, provision of quality, sustainable and affordable services, financial viability and good governance, local economic development and job creation***

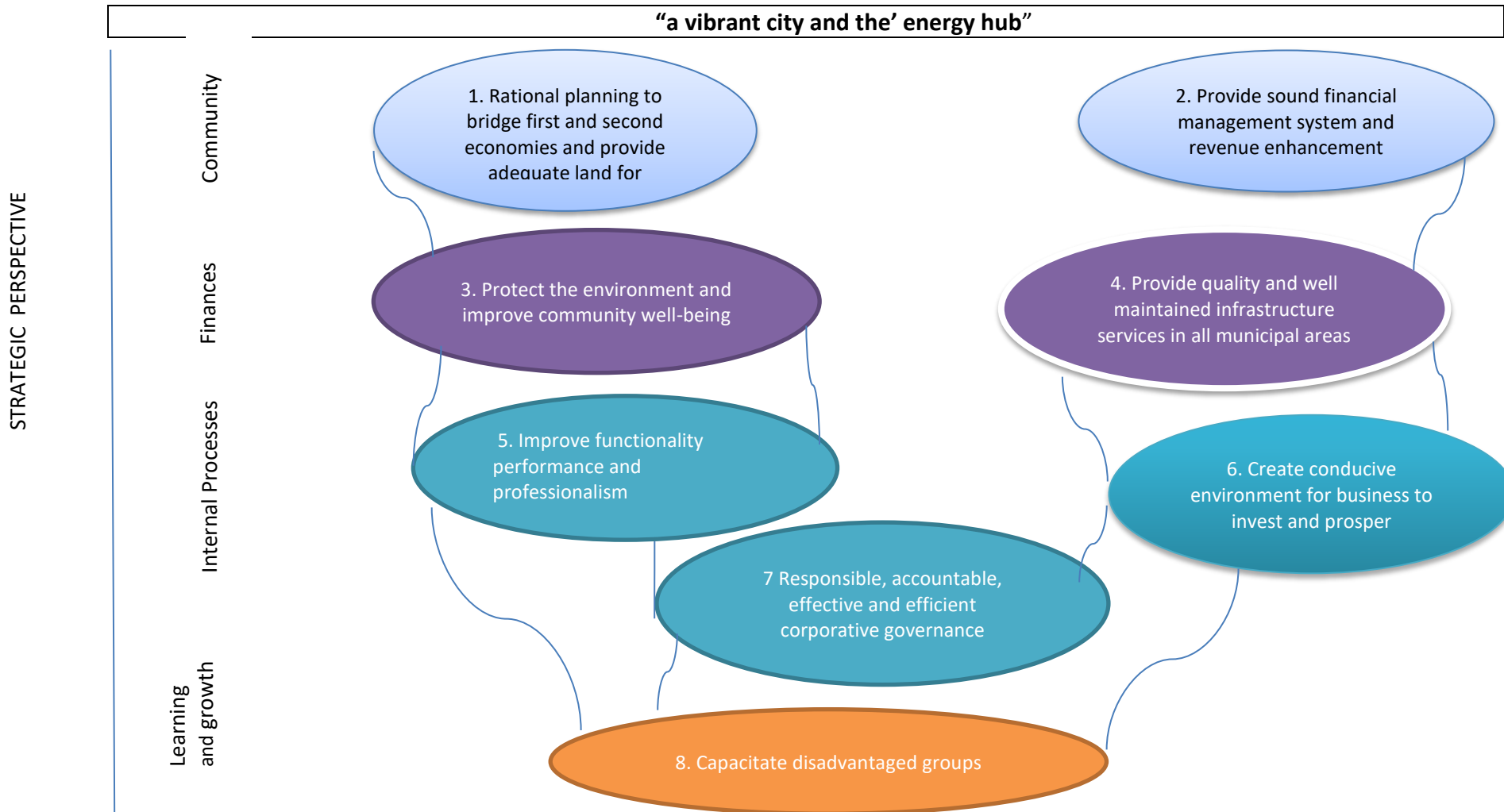
The **Values** of Lephalale Local Municipality underpin quality and they are:

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.
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 orientation	Continually evaluates and measure performance against set target



## 5. STRATEGIC OBJECTIVES.

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







STRATEGIC OBJECTIVES / GOALS	DESCRIPTION OF STRATEGIC OBJECTIVES/RATIONAL
<b>Protect the environment and improve community well-being</b>	<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>
<b>Capacitate disadvantaged groups</b>	<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>
<b>Enhance revenue and financial management</b>	<p>Lephalale Local Municipality seeks to identify potential revenue sources and also increase its own revenue through credit control and lobbying for more external funding for it to create sustainable revenue base to become a fully-fledged city. These mechanisms will therefore entail the establishment of a proper credit control unit to handle credit collection processes.</p>



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



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

## 6. STRATEGIC ALIGNMENT

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

BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	LEPHALALE STRATEGIC OBJECTIVES	LEPHALALE IMPACTS
<b>Delivering municipal services</b>	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		
<b>Putting people and their concerns first</b>	Social protection	Capacitate disadvantaged groups	Quality life for disadvantaged groups
	Transforming society and uniting the country		
	Building safer communities		
	Improving quality of education, training and innovation		



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

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

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

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



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



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

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## **7. PROJECTED MONTHLY REVENUE AND EXPENDITURE**

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

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

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



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

## REVENUE:

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

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Revenue By Source</b>																
Property rates		3501579,66	3697882,91	3873725	4248253	3751281	3778682	2885244	4923596	4248253	4816186,964	4712309,822	20353006,64	64790000	67705549	70752299
Service charges - electricity revenue		12502058,83	11202018,3	13130423	13019128	15558749	15722471	14191721	15288293	16019128	15863758,19	13666675,96	54309076,71	210473501	220154760	230282711
Service charges - water revenue		2383368,27	2667397,7	2600355	3252540	2441041	2454816	2234275	4514945	3252540	3417413,083	4085290,414	14412880,53	47716862	49912308	52207606
Service charges - sanitation revenue		1226118,88	851726,97	1875862	1372461	1347759	1357397	902047	1960286	1372461	2157516,912	1408274,561	7141020,676	22972931	24029374	25134275
Service charges - refuse revenue		801117,9	1285115,44	925229	1064549	907074	912547	843069	1120781	1064549	1211684,254	1432276,272	7923178,134	19491170	20367717	21284573
Rental of facilities and equipment		17208,48	20715	17120	19731	16682	31768	10164	13416	19731	22960,90067	29204,50335	88253,11598	306954	321030	335751
Interest earned - external investments		40870,3	163577	213411	162438	85825	74395	134584	89008	162438	218726,1688	26575,84375	2138641,688	3510490	3668460	3833539
Interest earned - outstanding debtors		1874976,9	1919536	1911431	2020232	2065128	2129079	2190385	2187741	2020232	2301064,868	1948169,342	9534135,89	32102111	33567809	35100435
Dividends received											0	0	0	0	0	0
Fines, penalties and forfeits		22878,82	50718	40118	34485	9084	7460	58104	73348	34485	43641,68339	17618,41696	290243,0796	682184	712981	745168
Licences and permits		1243383,21	1229531	127051	642857	654210	143025	929196	3314523	642857	94192,40556	164000	1033647,384	10218473	10678304	11158828
Agency services											0	0	0	0	0	0
Transfers and subsidies		45547493	304000	0	0	17107000	26561000	144710	371925	45438397,5	0	0	33986624,5	169461150	186521000	205437550
Other revenue		1189838,4	2033370	1040729	1387378	1527927	2625963	413179	1020044	1387378	1099070,538	291707,6875	14389,375	14030974	14665974	15327974
Gains													0	0	0	0
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>70350892,65</b>	<b>25425588,3</b>	<b>25755454</b>	<b>27224052</b>	<b>45471760</b>	<b>55798603</b>	<b>24936678</b>	<b>34877906</b>	<b>75662449,5</b>	<b>31246215,97</b>	<b>27782102,82</b>	<b>151225097,7</b>	<b>595756800</b>	<b>632305266</b>	<b>671600709</b>





## Supporting Table SA25 Consolidated budgeted monthly revenue by source

### b. The monthly projections for revenue by vote follows:

LIM362 Lephalale - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																
Description	R ef	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Novembe	Decembe	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Revenue by Vote</b>																
Vote 1 - Vote 1 - MUNICIPAL MANAGER		547879,7 513	487004,2 233	499179,3 289	547879,7 513	553967,3 04	487004,2 233	547879,7 513	487004,2 233	547879,7 513	462654,0 122	426128,6 954	12521636, 98	1811609 8	2228524 9	2328956 7
Vote 2 - 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	29951062, 38	1012951 30	1065886 20	1120831 20
Vote 3 - CORPORATE SERVICES		35844,63 154	31861,89 47	32658,44 207	35844,63 154	36242,90 523	31861,89 47	35844,63 154	31861,89 47	35844,63 154	30268,79 997	27879,15 787	71824,484 58	437838	457979	479046
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	20062898, 51	6234682 5	6540511 0	7015193 7
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	98111828, 93	4993545 32	5337508 53	5573957 62
Vote 6 - PLANNING AND DEVELOPMENT		94261,50 213	83788,00 189	85882,70 194	94261,50 213	95308,85 215	83788,00 189	94261,50 213	83788,00 189	94261,50 213	79598,60 18	73314,50 166	- 73848,671 75	888666	929545	972304
Vote 7 - STRATEGIC SUPPORT SERVICES													0	0	0	0
Vote 8 - [NAME OF VOTE 8]													0	0	0	0
<b>Total Revenue by Vote</b>		<b>51100578 ,64</b>	<b>45422736 ,57</b>	<b>46558304 ,99</b>	<b>51100578 ,64</b>	<b>51668362 ,85</b>	<b>45422736 ,57</b>	<b>51100578 ,64</b>	<b>45422736 ,57</b>	<b>51100578 ,64</b>	<b>43151599 ,74</b>	<b>39744894 ,5</b>	<b>16064540 2,6</b>	<b>6824390 89</b>	<b>7294173 56</b>	<b>7643717 36</b>

## Supporting Table SA26 Consolidated budgeted monthly revenue by vote



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

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Revenue - Functional</b>																
<b>Governance and administration</b>		7570629,808	6729448,718	6897684,936	7570629,808	7654747,917	6729448,718	7570629,808	6729448,718	7570629,808	6392976,282	5888267,628	42544523,85	119849066	129331848	135851733
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	20068289,63	45201035	51400717	54489743
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	22476234,22	74648031	77931131	81361990
Internal audit													0	0	0	0
<b>Community and public safety</b>		410725,4078	365089,2514	374216,4827	410725,4078	415289,0235	365089,2514	410725,4078	365089,2514	410725,4078	346834,7888	319453,095	6809201,225	11003164	11498307	12015730
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	69913,09386	216572	226317	236501
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	140727,2787	0	0	0
Public safety		382580,9501	340071,9557	348573,7546	382580,9501	386831,8496	340071,9557	382580,9501	340071,9557	382580,9501	323068,3579	297562,9612	6880015,409	10786592	11271990	11779229
Housing													0	0	0	0
Health													0	0	0	0
<b>Economic and environmental services</b>		5052976,873	4491534,998	4603823,373	5052976,873	5109121,06	4491534,998	5052976,873	4491534,998	5052976,873	4266958,248	3930093,123	-6671949,29	44924559	48592345	51298433
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	69499,82825	3070816	3277545	3451854
Road transport		4759050,371	4230266,996	4336023,671	4759050,371	4811928,708	4230266,996	4759050,371	4230266,996	4759050,371	4018753,646	3701483,622	6741449,118	41853743	45314800	47846579
Environmental protection													0	0	0	0
<b>Trading services</b>		38066246,56	33836663,61	34682580,2	38066246,56	38489204,85	33836663,61	38066246,56	33836663,61	38066246,56	32144830,43	29607080,65	117963626,8	506662300	539994856	565205840
Energy sources		21080317,17	18738059,7	19206511,2	21080317,17	21314542,91	18738059,7	21080317,17	18738059,7	21080317,17	17801156,72	16395802,24	44323580,15	259577041	272977492	283901820
Water management		11051308,98	9823385,763	10068970,41	11051308,98	11174101,31	9823385,763	11051308,98	9823385,763	11051308,98	9332216,475	8595462,543	21740611,05	134586755	146918726	151814481
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	29292046,84	61154843	66191835	71353332
Waste management		2814215,994	2501525,328	2564063,461	2814215,994	2845485,061	2501525,328	2814215,994	2501525,328	2814215,994	2376449,062	2188834,662	22607388,79	51343661	53906803	58136207
<b>Other</b>													0	0	0	0
<b>Total Revenue - Functional</b>		51100578,64	45422736,57	46558304,99	51100578,64	51668362,85	45422736,57	51100578,64	45422736,57	51100578,64	43151599,74	39744894,5	160645402,6	682439089	729417356	764371736



## Supporting Table SA27 Consolidated budgeted monthly revenue (standard classification)

### EXPENDITURE:

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

Description	Re f	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Novemb er	Decemb er	Januar y	Februar y	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Expenditure By Type</b>																
Employee related costs		13487193,36	13633437	14012126	13502151	13669683	13849803	13911521	13826821	13826821	13826821	13826821	59405519,64	210778718	222562539	235027415,8
Remuneration of councillors		755711,44	781635	756516	756516	756516	734617	756752	1257343	1257343	756752	650000	1655723,56	10875425	11484449	12127578
Debt impairment													8260725	8260725	8640718	9038191
Depreciation & asset impairment		6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	19473961	89381282	93488558	97784576
Finance charges		897815	0	996589	1776796	1359233	0	878735	2233318	2391253,99	2391253,98	2391253,98	3176239,034	18492487	19343142	20232926
Bulk purchases		1283396,56	12240043	13604703	13264655	10312807	12460132	10505295	15682229	13256321	17615147,67	13615147,67	3471974,103	137311851	144452067	151963575
Other materials										0	0	0	0	0	0	0
Contracted services		92704,21	1419955	2705347	2119065	1409061	778577	1381888	422758	653214	1279632	797203,0378	11322525,09	24381929,34	25483113	26634033,77
Transfers and subsidies				214500			214500			214500			297000	940500	983763	1029015
Other expenditure		4387000	4487000	4390191	5379007	5000000	3786231	4390191	5623145	9932163	11778673,97	12693214	18845981,38	90692797,35	88904587,23	92887022,58
Losses													0	0	0	0
<b>Total Expenditure</b>		<b>27259031,57</b>	<b>38917281</b>	<b>43035183</b>	<b>43153401</b>	<b>38862511</b>	<b>38179071</b>	<b>38179593</b>	<b>45400825</b>	<b>47886827</b>	<b>54003491,63</b>	<b>50328850,69</b>	<b>125909648,8</b>	<b>591115714,7</b>	<b>615342936,3</b>	<b>646724333,2</b>
<b>Surplus/(Deficit)</b>		<b>43091861,08</b>	<b>13491692,7</b>	<b>17279729</b>	<b>15929349</b>	<b>6609249</b>	<b>17619532</b>	<b>- 1,3E+07</b>	<b>10522919</b>	<b>27775622,5</b>	<b>22757275,66</b>	<b>22546747,88</b>	<b>25315448,92</b>	<b>4641085,306</b>	<b>16962329,74</b>	<b>24876375,83</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		15963213				14693213	0			14157574			41867850	86681850	97112000	92771450
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies,													0	0	0	0



Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)																
Transfers and subsidies - capital (in-kind - all)													0	0	0	0
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		59055074,08	-13491692,7	-17279729	-15929349	21302462	17619532	-1,3E+07	-10522919	41933196,5	-22757275,66	-22546747,88	67183298,92	91322935,31	114074329,7	117647825,8
Taxation													0	0	0	0
Attributable to minorities													0	0	0	0
Share of surplus/ (deficit) of associate													0	0	0	0
<b>Surplus/(Deficit)</b>	1	59055074,08	-13491692,7	-17279729	-15929349	21302462	17619532	-1,3E+07	-10522919	41933196,5	-22757275,66	-22546747,88	67183298,92	91322935,31	114074329,7	117647825,8

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

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Expenditure By Type</b>																
Employee related costs		13487193,36	13633437	14012126	13502151	13669683	13849803	13911521	13826821	13826821	13826821	13826821	59405519,64	210778718	222562539	235027415,8
Remuneration of councillors		755711,44	781635	756516	756516	756516	734617	756752	1257343	1257343	756752	650000	1655723,56	10875425	11484449	12127578
Debt impairment													8260725	8260725	8640718	9038191
Depreciation & asset impairment		6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	6355211	19473961	89381282	93488558	97784576
Finance charges		897815	0	996589	1776796	1359233	0	878735	2233318	2391253,99	2391253,989	2391253,989	3176239,034	18492487	19343142	20232926
Bulk purchases		1283396,56	12240043	13604703	13264655	10312807	12460132	10505295	15682229	13256321	17615147,67	13615147,67	3471974,103	137311851	144452067	151963575
Other materials									0	0	0	0	0	0	0	0
Contracted services		92704,21	1419955	2705347	2119065	1409061	778577	1381888	422758	653214	1279632	797203,0378	11322525,09	24381929,34	25483113	26634033,77
Transfers and subsidies				214500			214500			214500			297000	940500	983763	1029015
Other expenditure		4387000	4487000	4390191	5379007	5000000	3786231	4390191	5623145	9932163	11778673,97	12693214	18845981,38	90692797,35	88904587,23	92887022,58
Losses													0	0	0	0
<b>Total Expenditure</b>		27259031,57	38917281	43035183	43153401	38862511	38179071	38179593	45400825	47886827	54003491,63	50328850,69	125909648,8	591115714,7	615342936,3	646724333,2
<b>Surplus/(Deficit)</b>		43091861,08	-13491692,7	-17279729	-15929349	6609249	17619532	-1,3E+07	-10522919	27775622,5	-22757275,66	-22546747,88	25315448,92	4641085,306	16962329,74	24876375,83
Transfers and subsidies - capital (monetary allocations) (National / Provincial		15963213				14693213	0			14157574			41867850	86681850	97112000	92771450



Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
and District)																
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)													0	0	0	0
Transfers and subsidies - capital (in-kind - all)													0	0	0	0
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>59055074,08</b>	<b>-13491692,7</b>	<b>-17279729</b>	<b>-15929349</b>	<b>21302462</b>	<b>17619532</b>	<b>-1,3E+07</b>	<b>-10522919</b>	<b>41933196,5</b>	<b>-22757275,66</b>	<b>-22546747,88</b>	<b>67183298,92</b>	<b>91322935,31</b>	<b>114074329,7</b>	<b>117647825,8</b>
Taxation													0	0	0	0
Attributable to minorities													0	0	0	0
Share of surplus/ (deficit) of associate													0	0	0	0
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>59055074,08</b>	<b>-13491692,7</b>	<b>-17279729</b>	<b>-15929349</b>	<b>21302462</b>	<b>17619532</b>	<b>-1,3E+07</b>	<b>-10522919</b>	<b>41933196,5</b>	<b>-22757275,66</b>	<b>-22546747,88</b>	<b>67183298,92</b>	<b>91322935,31</b>	<b>114074329,7</b>	<b>117647825,8</b>



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

LIM362 Lephalale - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)																
Description	R ef	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 - Vote 1 - MUNICIPAL MANAGER		3097954,7	2753737,5 11	2822580,9 49	3097954,7	3132376,419	2753737,5 11	3097954,7	2753737,5 11	3097954,7	2616050,6 36	2409520,3 22	28120958,34	59754518	59292839	62186991
Vote 2 - Vote 2 - BUDGET AND TREASURY		3834655,1 37	3408582,3 44	3493796,9 02	3834655,1 37	3877262,416	3408582,3 44	3834655,1 37	3408582,3 44	3834655,1 37	3238153,2 26	2982509,5 51	15633748,33	54789838	57450094	60245250
Vote 3 - CORPORATE SERVICES		2746862,6 47	2441655,6 86	2502697,0 78	2746862,6 47	2777383,343	2441655,6 86	2746862,6 47	2441655,6 86	2746862,6 47	2319572,9 02	2136448,7 25	4607286,309	32655806	34381780	36199681
Vote 4 - SOCIAL SERVICES		6083458,9 62	5407519,0 77	5542707,0 54	6083458,9 62	6151052,95	5407519,0 77	6083458,9 62	5407519,0 77	6083458,9 62	5137143,1 23	4731579,1 92	5530549,602	67649425	69670978	73456542
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	43698084,7	339838909	357009225	375060493
Vote 6 - PLANNING AND DEVELOPMENT		1431301,3 25	1272267,8 44	1304074,5 4	1431301,3 25	1447204,673	1272267,8 44	1431301,3 25	1272267,8 44	1431301,3 25	1208654,4 52	1113234,3 64	3038803,141	17653980	17734938	18696076
Vote 7 - STRATEGIC SUPPORT SERVICES		1108510,5 49	985342,71 02	1009976,2 78	1108510,5 49	1120827,333	985342,71 02	1108510,5 49	985342,71 02	1108510,5 49	936075,57 47	862174,87 14	7454975,617	18774100	19801989	20886373
Vote 8 - [NAME OF VOTE 8]													0	0	0	0
<b>Total Expenditure by Vote</b>		<b>55863493,52</b>	<b>49656438,68</b>	<b>50897849,65</b>	<b>55863493,52</b>	<b>56484199</b>	<b>49656438,68</b>	<b>55863493,52</b>	<b>49656438,68</b>	<b>55863493,52</b>	<b>47173616,75</b>	<b>43449383,85</b>	<b>20688236,64</b>	<b>591116576</b>	<b>615341843</b>	<b>646731406</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>-4762914,873</b>	<b>-4233702,109</b>	<b>-4339544,662</b>	<b>-4762914,873</b>	<b>-4815836,15</b>	<b>-4233702,109</b>	<b>-4762914,873</b>	<b>-4233702,109</b>	<b>-4762914,873</b>	<b>-4022017,004</b>	<b>-3704489,346</b>	<b>139957166</b>	<b>91322513</b>	<b>114075513</b>	<b>117640330</b>
Taxation													0	0	0	0
Attributable to minorities													0	0	0	0
Share of surplus/ (deficit) of associate													0	0	0	0
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>-4762914,873</b>	<b>-4233702,109</b>	<b>-4339544,662</b>	<b>-4762914,873</b>	<b>-4815836,15</b>	<b>-4233702,109</b>	<b>-4762914,873</b>	<b>-4233702,109</b>	<b>-4762914,873</b>	<b>-4022017,004</b>	<b>-3704489,346</b>	<b>139957166</b>	<b>91322513</b>	<b>114075513</b>	<b>117640330</b>

**Supporting Table SA26 Consolidated budgeted monthly expenditure (municipal vote)**



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

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Revenue - Functional</b>																
<b>Governance and administration</b>		7570629,808	6729448,718	6897684,936	7570629,808	7654747,917	6729448,718	7570629,808	6729448,718	7570629,808	6392976,282	5888267,628	42544523,85	119849066	129331848	135851733
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	20068289,63	45201035	51400717	54489743
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	22476234,22	74648031	77931131	81361990
Internal audit													0	0	0	0
<b>Community and public safety</b>		410725,4078	365089,2514	374216,4827	410725,4078	415289,0235	365089,2514	410725,4078	365089,2514	410725,4078	346834,7888	319453,095	6809201,225	11003164	11498307	12015730
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	69913,09386	216572	226317	236501
Sport and recreation		13781,7792	12250,4704	12556,73216	13781,7792	13934,9108	12250,4704	13781,7792	12250,4704	13781,7792	11637,94688	10719,1616	140727,2787	0	0	0
Public safety		382580,9501	340071,9557	348573,7546	382580,9501	386831,8496	340071,9557	382580,9501	340071,9557	382580,9501	323068,3579	297562,9612	6880015,409	10786592	11271990	11779229
Housing													0	0	0	0
Health													0	0	0	0
<b>Economic and environmental services</b>		5052976,873	4491534,998	4603823,373	5052976,873	5109121,06	4491534,998	5052976,873	4491534,998	5052976,873	4266958,248	3930093,123	6671949,29	44924559	48592345	51298433
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	69499,82825	3070816	3277545	3451854
Road transport		4759050,371	4230266,996	4336023,671	4759050,371	4811928,708	4230266,996	4759050,371	4230266,996	4759050,371	4018753,646	3701483,622	6741449,118	41853743	45314800	47846579
Environmental protection													0	0	0	0
<b>Trading services</b>		38066246,56	33836663,61	34682580,2	38066246,56	38489204,85	33836663,61	38066246,56	33836663,61	38066246,56	32144830,43	29607080,65	11796362,68	506662300	539994856	565205840
Energy sources		21080317,17	18738059,7	19206511,2	21080317,17	21314542,91	18738059,7	21080317,17	18738059,7	21080317,17	17801156,72	16395802,24	44323580,15	259577041	272977492	283901820
Water management		11051308,98	9823385,763	10068970,41	11051308,98	11174101,31	9823385,763	11051308,98	9823385,763	11051308,98	9332216,475	8595462,543	21740611,05	134586755	146918726	151814481
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	29292046,84	61154843	66191835	71353332
Waste management		2814215,994	2501525,328	2564063,461	2814215,994	2845485,061	2501525,328	2814215,994	2501525,328	2814215,994	2376449,062	2188834,662	22607388,79	51343661	53906803	58136207
<b>Other</b>													0	0	0	0
<b>Total Revenue - Functional</b>		51100578,64	45422736,57	46558304,99	51100578,64	51668362,85	45422736,57	51100578,64	45422736,57	51100578,64	43151599,74	39744894,5	160645402,6	682439089	729417356	764371736



Description	Re f	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand																
			66622665,3	68288231,94	74950498,47	75783281,78	66622665,3	74950498,47	66622665,3	74950498,47	63291532,04	58294832,14				
<b>Expenditure - Functional</b>																
<b>Governance and administration</b>		<b>12222211,56</b>	<b>10864188,05</b>	<b>11135792,75</b>	<b>12222211,56</b>	<b>12358013,91</b>	<b>10864188,05</b>	<b>12222211,56</b>	<b>10864188,05</b>	<b>12222211,56</b>	<b>10320978,65</b>	<b>9506164,546</b>	<b>58570692,74</b>	<b>183373053</b>	<b>189167771</b>	<b>198633285</b>
Executive and council		4766745,57	4237107,162	4343034,841	4766745,57	4819709,397	4237107,162	4766745,57	4237107,162	4766745,57	4025251,804	3707468,767	23640906,48	72314675	75097376	78750973
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	35036747,84	109336669	112254040	117966089
Internal audit		179086,3458	159187,863	163167,5595	179086,3458	181076,1941	159187,863	179086,3458	159187,863	179086,3458	151228,4698	139289,3801	106961,5757	1721709	1816355	1916223
<b>Community and public safety</b>		<b>3720510,102</b>	<b>3307120,09</b>	<b>3389798,093</b>	<b>3720510,102</b>	<b>3761849,103</b>	<b>3307120,09</b>	<b>3720510,102</b>	<b>3307120,09</b>	<b>3720510,102</b>	<b>3141764,086</b>	<b>2893730,079</b>	<b>8653244,961</b>	<b>46643787</b>	<b>49225683</b>	<b>51950803</b>
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	16330491,06	21550545	22740182	23995664
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	10287999,24	0	0	0
Public safety		1945008,21	1728896,187	1772118,591	1945008,21	1966619,412	1728896,187	1945008,21	1728896,187	1945008,21	1642451,377	1512784,163	1441717,056	21302412	22486092	23735641
Housing		256758,9251	228230,1556	233935,9095	256758,9251	259611,802	228230,1556	256758,9251	228230,1556	256758,9251	216818,6478	199701,3862	1169036,087	3790830	3999409	4219498
Health													0	0	0	0
<b>Economic and environmental services</b>		<b>9661978,931</b>	<b>8588425,716</b>	<b>8803136,359</b>	<b>9661978,931</b>	<b>9769334,252</b>	<b>8588425,716</b>	<b>9661978,931</b>	<b>8588425,716</b>	<b>9661978,931</b>	<b>8159004,43</b>	<b>7514872,502</b>	<b>28547747,42</b>	<b>70111793</b>	<b>72707355</b>	<b>76304454</b>
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	1610463,615	14630031	14544485	15329924
Road transport		8386939,687	7455057,5	7641433,937	8386939,687	8480127,906	7455057,5	8386939,687	7455057,5	8386939,687	7082304,625	6523175,312	30158211,03	55481762	58162870	60974530
Environmental protection													0	0	0	0
<b>Trading services</b>		<b>30258792,93</b>	<b>26896704,82</b>	<b>27569122,44</b>	<b>30258792,93</b>	<b>30595001,74</b>	<b>26896704,82</b>	<b>30258792,93</b>	<b>26896704,82</b>	<b>30258792,93</b>	<b>25551869,58</b>	<b>23534616,72</b>	<b>17986919,65</b>	<b>290988977</b>	<b>304244111</b>	<b>319838660</b>
Energy sources		15934883,28	14164340,7	14518449,21	15934883,28	16111937,54	14164340,7	15934883,28	14164340,7	15934883,28	13456123,66	12393798,11	1128678,744	161584185	169960230	178779665
Water management		10895322,83	9684731,402	9926849,687	10895322,83	11016381,97	9684731,402	10895322,83	9684731,402	10895322,83	9200494,832	8474139,976	30576880,98	80676471	84659032	88839690
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	8731875,459	29295140	30797254	32377119





Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Waste management		1414774,184	1257577,052	1289016,479	1414774,184	1430493,897	1257577,052	1414774,184	1257577,052	1414774,184	1194698,2	1100379,921	4986764,611	19433181	18827595	19842186
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	20689270,64	591117610	615344920	646727202
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	-13995613,2	-9132147,9	-114072436	-117644534
Share of surplus/ (deficit) of associate													0	0	0	0
Surplus/(Deficit)	1	-4762914,873	-4233702,109	-4339544,662	-4762914,873	-4815836,15	-4233702,109	-4762914,873	-4233702,109	-4762914,873	-4022017,004	-3704489,346	-13995613,2	-9132147,9	-114072436	-117644534

#### Supporting Table SA27 Consolidated budgeted monthly expenditure (standard classification)

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

LIM362 Lephalale - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)																
Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Multi-year expenditure to be appropriated</b>	1															
Vote 1 - Vote 1 - MUNICIPAL MANAGER													0	0	0	0
Vote 2 - Vote 2 - BUDGET AND TREASURY													0	0	0	0
Vote 3 - CORPORATE SERVICES													0	0	0	0
Vote 4 - SOCIAL SERVICES													0	0	0	0
Vote 5 - INFRASTRUCTURE SERVICES													16072464	16072464	4096018	0
Vote 6 - PLANNING AND DEVELOPMENT													0	0	0	0
Vote 7 - STRATEGIC SUPPORT SERVICES													0	0	0	0



**LIM362 Lephalale - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)**

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand																
Vote 8 - [NAME OF VOTE 8]													0	0	0	0
Capital multi-year expenditure sub-total	2	0	0	0	0	0	0	0	0	0	0	0	16072464	16072464	4096018	0
<b>Single-year expenditure to be appropriated</b>																
Vote 1 - MUNICIPAL MANAGER													480000	480000	0	0
Vote 2 - BUDGET AND TREASURY													0	0	0	0
Vote 3 - CORPORATE SERVICES							1492000						-120021	1371979	2500000	1500000
Vote 4 - SOCIAL SERVICES													20336110	20336110	23369000	23556000
Vote 5 - INFRASTRUCTURE SERVICES		1583131,2	4882803,6	4320472	4620471,96	4320471,963	4320471,963	4320471,963	4320471,963	3762498,59	3513318,39	3324453,95	74962,5	70711020	67147000	67716000
Vote 6 - PLANNING AND DEVELOPMENT													50000	50000	0	0
Vote 7 - STRATEGIC SUPPORT SERVICES													70000	70000	0	0
Capital single-year expenditure sub-total	2	1583131,2	4882803,6	4320472	4620471,96	4320471,963	5812471,963	4320471,963	4320471,963	3762498,59	3513318,39	3324453,95	20891051,5	93019109	93016000	92772000
Total Capital Expenditure	2	1583131,2	4882803,6	4320472	4620471,96	4320471,963	5812471,963	4320471,963	4320471,963	3762498,59	3513318,39	3324453,95	36963515,5	109091573	97112018	92772000

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



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

LIM362 Lephalale - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)																
Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Capital Expenditure - Functional</b>	1															
<b>Governance and administration</b>		0	0	0	0	0	1492000	0	0	0	0	0	-50021	1441979	2500000	1500000
Executive and council													0	0	0	0
Finance and administration							1492000						-50021	1441979	2500000	1500000
Internal audit													0	0	0	0
<b>Community and public safety</b>		0	0	2000000	0	2590000	0	0	0	0	0	0	480000	5070000	0	0
Community and social services				2000000		2590000							0	4590000	0	0
Sport and recreation													0	0	0	0
Public safety													480000	480000	0	0
Housing													0	0	0	0
Health													0	0	0	0
<b>Economic and environmental services</b>		1583344,9	1721013,3	1721013,3	1721013,3	1721013,3	1721013,3	1721013,3	1163039,9	0	0	0	2070000	15142465	0	0
Planning and development													50000	50000	0	0
Road transport		1583344,9	1721013,3	1721013,3	1721013,3	1721013,3	1721013,3	1721013,3	1163039,9				2020000	15092465	0	0
Environmental protection													0	0	0	0
<b>Trading services</b>		1391568,7	2407896,2	2407896,2	2407896,2	2407896,2	2407896,2	2407896,2	2407896,2	3407896,2	3321755,9	2132891,5	60328019	87437405	94612000	91271450
Energy sources			1016327,5	1016327,5	1016327,5	1016327,5	1016327,5	1016327,5	1016327,5	2016327,5	2016327,5	1016327,5	10000000	22163275	14096018	70000000
Water management		1391568,7	1391568,7	1391568,7	1391568,7	1391568,7	1391568,7	1391568,7	1391568,7	1391568,7	1305428,4	1116564	34581909	49528020	57147007	60715725
Waste water management													0	0	0	0
Waste management													15746110	15746110	23368975	23555725
<b>Other</b>													0	0	0	0
<b>Total Capital Expenditure - Functional</b>	2	2974913,6	4128909,5	6128909,5	4128909,5	6718909,5	5620909,5	4128909,5	3570936,1	3407896,2	3321755,9	2132891,5	62827998	109091848	97112000	92771450
<b>Funded by:</b>																
National Government													86681850	86681850	97112000	92771450
Provincial Government													0	0	0	0
District Municipality													0	0	0	0
<b>Transfers recognised - capital</b>		0	0	0	0	0	0	0	0	0	0	0	86681850	86681850	97112000	92771450
<b>Borrowing</b>													0	0	0	0



LIM362 Lephalale - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)																
Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Internally generated funds													22410000	22410000	0	0
Total Capital Funding		0	0	0	0	0	0	0	0	0	0	0	0	10909185	10909185	9711200
														0	0	9277145

#### Supporting Table SA29 Budgeted monthly capital expenditure (functional 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:

Table SA30 Budgeted monthly cash flow

LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow															
MONTHLY CASH FLOWS		Budget Year 2020/21											Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash Receipts By Source													1		
Property rates	4170715,992	3707303,104	3799985,682	4170715,992	4217057,281	3707303,104	4170715,992	3707303,104	4170715,992	3521937,949	3243890,216	15723354,91	58310999,32	60934994,29	63677069,03
Service charges - electricity revenue	14643890,75	13016791,78	13342211,57	14643890,75	14806600,65	13016791,78	14643890,75	13016791,78	14643890,75	12365952,19	11389692,8	36881913,95	18641230,9,5	19498727,5,7	20395669,0,4
Service charges - water revenue	2978125,772	2647222,908	2713403,481	2978125,772	3011216,058	2647222,908	2978125,772	2647222,908	2978125,772	2514861,763	2316320,045	12535267,82	42945240,98	44920722,07	46987075,28
Service charges - sanitation revenue	1447549,714	1286710,857	1318878,628	1447549,714	1463633,6	1286710,857	1447549,714	1286710,857	1447549,714	1222375,314	1125872	6344180,9,78	21125271,95	22097034,46	23113498,04
Service charges - refuse revenue	966582,2069	859184,184	880663,7886	966582,2069	977322,0092	859184,184	966582,2069	859184,184	966582,2069	816224,9748	751786,161	6916689,553	16786567,87	17541962,72	18331350,39
Rental of facilities and equipment	25054,51627	22270,68113	22827,44816	25054,51627	25332,89978	22270,68113	25054,51627	22270,68113	25054,51627	21157,14707	19486,84599	33959,2108	289793,6603	303083,8745	316983,6254
Interest earned - external investments	0	339769,2042	348263,4343	282240,3547					282240,3547			2257976,652	3510490	3668460,5	3833539,763
Interest earned - outstanding debtors	0	0	0	0	0	0	0	0	0	0	0	0			
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0			
Fines, penalties and forfeits	32743,01	29104,90	29832,52	32743,01	33106,83	29104,90	32743,01	29104,90	32743,01	27649,66	25466,79	322694,08	657036,68	686701,52	717705,80



LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	88	56	824	88	012	56	88	56	88	032	24	38	69	76	28
Licences and permits	837425,8321	744378,5174	762987,9804	837425,8321	846730,5636	744378,5174	837425,8321	744378,5174	837425,8321	707159,5916	651331,2028	1227395,282	9778443,501	10218473,46	10678304,76
Agency services	0	0	0	0	0	0	0	0	0	0	0	0			
Transfers and Subsidies - Operational	10294335	9150520	9379283	10294335	10408716,5	9150520	10294335	9150520	10294335	8692994	8006705	64344551,5	169461150	186521000	205437550
Other revenue	1147559,81	1575608,72	1689998,938	1147559,81	1204754,919	575608,72	147559,81	1575608,72	1147559,81	1346828,284	1003657,63	13872919,91	26435225,08	28099535,68	29839877,55
Cash Receipts by Source	36543982,61	33378864,86	34288336,48	36826222,96	36994471,31	32039095,65	35543982,61	33039095,65	36826222,96	31237140,87	28534208,7	160460903,9	535712528,5	569979244,3	606889644,6
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	0	8412120	8622423	9463635	9079786,5	8412120	9463635	8412120	9463635	7991514	7360605	256,5	86681850	97112000	92771450
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)												0			
Proceeds on Disposal of Fixed and Intangible Assets												0			
Short term loans												0			
Borrowing long term/refinancing												0			
Increase (decrease) in consumer deposits												0			
													- 552368,1366	- 577777,0708	- 604354,8161
Decrease (increase) in non-current receivables												0			
Decrease (increase) in non-current investments												0			
Total Cash Receipts by Source	36543982,61	41790984,86	42910759,48	46289857,96	46074257,81	40451215,65	45007617,61	41451215,65	46289857,96	39228654,87	35894813,7	160461160,4	622394378,5	667091244,3	699661094,6
Cash Payments by Type															
Employee related costs	15988892,56	14212348,94	14567657,67	15988892,56	16166546,92	14212348,94	15988892,56	14212348,94	15988892,56	13501731,5	12435805,33	47170981,96	210435340,4	222201946,1	234648832,7
Remuneration of councillors	876555,8	779160,7	798639,7	876555,8	886295,3	779160,7	876555,8	779160,7	876555,8	740202,6	681765,6	1678179,4	10628788,	11224000,	11852544,



**LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow**

MONTHLY CASH FLOWS	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	134	23	411	134	224	23	134	23	134	869	326	92	3	44	47
Finance charges	1020756,15	907338,8	930022,27	1020756,15	1032097,885	907338,8	1020756,15	907338,8	1020756,15	861971,86	793921,45	8069432,965	18492487,43	19343141,85	20232926,38
Bulk purchases - Electricity	11949501,16	10621778,81	10887323,28	11949501,16	12082273,4	10621778,81	11949501,16	10621778,81	11949501,16	10090689,87	9294056,459	4127385,38	12614506,95	13270461,31	13960525,3
Bulk purchases - Water & Sewer	1012571,594	900063,6387	922565,2297	1012571,594	1023822,389	900063,6387	1012571,594	900063,6387	1012571,594	855060,4568	787555,6839	2227616,184	12567097,23	13220586,29	13908056,78
Other materials	0	0	0	0	0	0	0	0	0	0	0	0			
Contracted services	1228045,399	1091595,91	1118885,808	1228045,399	1241690,348	1091595,91	1228045,399	1091595,91	1228045,399	1037016,115	955146,4217	11905235,74	24444943,76	25548963,07	26702847,1
Transfers and grants - other municipalities	0	0	0	0	0	0	0	0	0	0	0	0			
Transfers and grants - other	135574,2218	120510,4193	123523,1798	135574,2218	137080,602	120510,4193	36000	21000	36000	14000	0	60726,93593	940500	983763	1029016,098
Other expenditure	7381296,29	6561152,257	6725181,064	7381296,29	7463310,693	6561152,257	7381296,29	6561152,257	7381296,29	6233094,645	5741008,225	12564426,86	87935663,42	89367602,95	93372501,85
<b>Cash Payments by Type</b>	<b>39593193,19</b>	<b>35193949,5</b>	<b>36073798,24</b>	<b>39593193,19</b>	<b>40033117,56</b>	<b>35193949,5</b>	<b>39493618,97</b>	<b>35094439,08</b>	<b>39493618,97</b>	<b>33333767,13</b>	<b>30689259,2</b>	<b>87803985,52</b>	<b>49158989,01</b>	<b>51459461,68</b>	<b>54135197,83</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets												109091850	109091850	97112000	92771450
Repayment of borrowing				560000						594000		-1154000			
Other Cash Flows/Payments												0			
<b>Total Cash Payments by Type</b>	<b>39593193,19</b>	<b>35193949,5</b>	<b>36073798,24</b>	<b>40153193,19</b>	<b>40033117,56</b>	<b>35193949,5</b>	<b>39493618,97</b>	<b>35094439,08</b>	<b>39493618,97</b>	<b>33927767,13</b>	<b>30689259,2</b>	<b>19574183,55</b>	<b>60068174,01</b>	<b>61170661,68</b>	<b>63412342,83</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>-3049210,58</b>	<b>6597035,355</b>	<b>6836961,239</b>	<b>6136664,774</b>	<b>6041140,247</b>	<b>5257266,151</b>	<b>5513998,642</b>	<b>6356776,57</b>	<b>6796238,996</b>	<b>5300887,742</b>	<b>5205554,499</b>	<b>-35280675,17</b>	<b>21712638,47</b>	<b>55384627,45</b>	<b>65537666,34</b>
Cash/cash equivalents at the month/year begin:	41851629	38802418,42	45399453,77	52236415,01	58373079,79	64414220,04	69671486,19	75185484,83	81542261,4	88338500,39	93639388,14	98844942,63	41851629	63564267,47	11894889,49
Cash/cash equivalents at the month/year end:	38802418,42	45399453,77	52236415,01	58373079,79	64414220,04	69671486,19	75185484,83	81542261,4	88338500,39	93639388,14	98844942,63	63564267,47	63564267,47	11894889,49	18448656,13

**LIM362 Lephalale - Supporting Table SA30 Budgeted monthly cash flow**



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

## 8. SERVICE DELIVERY AND PERFORMANCE INDICATORS

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

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

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	ShortTerm Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Anti-corruption</b>	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)	ShortTerm Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Audit Committee</b>	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
<b>Auditor General</b>	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.
<b>Risk Management Committee</b>	Improve functionality, performance and professionalism	Functional Risk Management Committee.	To advise management on issues of Risk Management. RMC to meet as often as possible (no less that quarterly) to render required support.	RMC to meet as often as possible (no less that quarterly) to render required support. Provide training to the Risk Committee members (Exec Management) on Risk Management matters.	Continuous provision of training to the Risk Committee members (Exec Management) on Risk Management matters.	
Internal Audit	Improve functionality, performance and professionalism.	Clean audit	To assist management to comply with all relevant legislations and maintain sound internal control systems. Assist Management in addressing all queries raised by the AG and	Develop risk based strategic and operational audit plan. Assist Management in addressing all queries raised by the AG and	Develop risk based strategic and operational audit plan. Appoint IT Audit specialist Streamline internal audit procedures to reduce AG fees in future.	Allocate auditors specific for each directorate to deal with compliance matters in each directorate.





PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	ShortTerm Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			compliance to legislation. Assist Management in implementing sound internal control system.	compliance to legislation. Assist Management in implementing sound internal control system.	Streamline internal audit procedures to get reliance by AG on the work of Internal Audit.	
Risk Management	Improve functionality, performance and professionalism	Risk conscious and responsive environment	Improve risk management processes by ensuring that all identified risks are mitigated. Conducting risk assessments, updating risk registers, monitoring of implementation of risk register.	Establish functional risk management unit. Conduct risk assessments, updating risk registers, monitoring of implementation of risk register.	Improve on the functionality of the risk committee by offering the members training on the roles and responsibilities of the RMC.	Risk assessments conducted quarterly. Integration of risk management system with IDP, budget and PMS Improve on the functionality of the risk committee by offering the members an advanced training on effective RMC.



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

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Anti-corruption	M – 2 4	Number of fraud and corruption cases referred for investigation YTD*	Count number of fraud and corruption cases referred for investigation by risk unit YTD*	#	Lep_ MRisk	2	0	0	0	0	0	0		Investigati on Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 0 0 0 1	Number of fraud and corruption awareness conducted YTD*	Count number of fraud and corruption cases attended YTD*	#	Lep_ MRisk	2	1	N/A	2	N/A	2	2		Invitation, Attendanc e register & Presentati on
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 0 0 0 2	Number of Risk registers developed and monitored per quarter YTD	Count number of risk registers developed and monitored quarterly YTD	#	Lep_ MRisk	5	5	5	5	5	5	5		Risk registers ( Strategic, Operation al, Fraud, Project, ICT)
KPA6: Good Governance and Public Participation\ Responsible,	M – 0	Number of Risk Committee Meeting	Count number of Risk Committee Meetings facilitated and	#	Lep_ MRisk	4	1	2	3	4	4	4		Invitation, Minutes& attendanc e register



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



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



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 6 5 0	Number of Unqualified Audit Opinion received from AG YTD	Count the Number of Unqualified Audit Opinion received from AG YTD	#	Lep-CFO	0	N/A	1	N/A	N/A	1	1		Audit report
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	M – 7 0 6	Number of safety and security forum meetings held per quarter YTD	Count the Number of functional safety and security meeting held per quarter YTD	#	Lep-MM security	3	1	1	1	1	1	1		Invitations , agenda, attendance register, minutes
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 2 6	Percentage of AG queries resolved.	Divide the number AG queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA	96	N/A	15%	50%	100%	100%	100%		AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective	M – 2 7	Percentage of Internal audit findings resolved.	Divide the number Internal Audit queries resolved by number of queries raised	%	Lep_MIA	0	25%	50%	75%	100%	100%	100%		Internal Audit Queries register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
and efficient corporate governance\ Auditor General			and multiply by 100.											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 28	Percentage of Performance and Audit Committees resolutions implemented per quarter.	Check the number of APC resolutions implemented divide by the total number of resolutions in the register and multiply by 100	%	Lep_MIA	0	100%	100%	100%	100%	100%	100%		Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 667	Percentage of risks resolved within timeframe as specified in the risk register YTD	Divide the number risks identified resolved or mitigated by the total number of risks for department and multiply by 100.	%	Lep_Risk Officer	0	25%	50%	75%	100%	100%	100%		Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 691	Percentage of Implementation of council resolutions per quarter, YTD	Number of council resolutions issued per quarter that were implemented/the number of resolution issued per	%	Lep_MAdmin	0	100%	100%	100%	100%	100%	100%		Council Resolution Register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
			quarter and multiply by 100											

## 9.2. STRATEGIC SUPPORT SERVICES - VOTE 7

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Communication</b>	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
<b>Integrated Development Planning.</b>	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	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



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+)
			meetings.			Plan beyond 30 years.
<b>Performance Management</b>	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.
<b>Public Participation</b>	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.
<b>Special Projects</b>	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.	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.	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.





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+)
			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.
<b>LED</b>	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 &amp; 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
<b>LED</b>	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



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+)
<b>LED</b>	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.
<b>LED</b>	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.
<b>LED</b>	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



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+)
<b>LED</b>	Create a conducive environment for business to invest and prosper	Mining Development/ Energy generation and Agriculture development.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities.	To continuously engage with stakeholders and co-ordinate local economic development initiatives and activities.	Collaborate with local stakeholders and strategic partners that deal with developmental programmes.	Continuous marketing.

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



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

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M _ 3 2 2	Number of HIV/Aids campaigns held YTD*	Count the Number of HIV/Aids campaigns held YTD*	#	Lep_ MPP	5	1	2	3	4	4	5		Adverts/Notices/ Invitations Presentations Attendance Registers
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M _ 6 4 1	Number of special programmes awareness campaigns held YTD*	Count the Number of special programmes awareness campaigns held YTD*	#	Lep_ MPP	18	3	6	9	12	12	12		Invitations, attendance registers , delivery receipts (where applicable)
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M _ 3 3 5	Number of media releases published YTD*	Count the Number of media releases published YTD*	#	Lep_ Com	30	5	10	15	20	20	20		Copy of publication
KPA6: Good Governance and	M _	Percentage of Legislated	Divide the number of	#	Lep_ MCom	0	100%	100%	100%	100%	100%	100%		A



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	654	Publications published on Municipal website YTD	legislated documents placed on the Municipal website within the prescribed time against the number received from directorates YTD											register/list/ calendar of legislated publications Screenshot s of the website published within the prescribed time Copies of published legislations/ publications
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 262	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		Invitations Minutes Attendance Registers
KPA6: Good Governance and Public Participation\	M – 3	Number of IDP road shows	Count the Number of IDP road	#	Lep_ MIDP	3	N/A	N/A	N/A	3	3	3		Invitations



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	25	successfully held YTD*	shows successfully held YTD*											Attendance Register Resolutions/ Minutes
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M-657	Percentage of IDP credibility rating by MEC in Financial Year YTD*	Percentage of MEC IDP credibility rating(30% = low credibility, 50% = medium credibility, 80% = credible, 100% = highly credible) YTD*	%	Lep_ MIDP	100%	N/A	N/A	N/A	100%	100%	100%		MECs credibility report
KPA6: Good Governance and Public Participation\	M-6	Final IDP approved by Council by	Final IDP approved by Council by	#	Lep_ MIDP	1	N/A	N/A	N/A	1	1	1		Process Plan Copy of Council



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	58	end May YTD*	end May YTD*											resolution Copy of approved IDP Proof that it was published within prescribed timeframe
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 06	Final Annual Report approved by Council by end of March 2017 YTD*	Final Annual Report of previous financial year approved by Council YTD	#	Lep_PMS	1	N/A	N/A	1	N/A	1	1		Council resolution, process plan , scheduled timelines
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\	M – 09	Draft Annual Reports tabled to Council by 31 <sup>st</sup> of January YTD*	Draft Annual Reports tabled to Council by 31 <sup>st</sup> January YTD*	#	Lep_PMS	1	N/A	N/A	1	N/A	1	1		Council resolution, process plan, scheduled timelines



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





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	15	assessments performed YTD*	assessments performed YTD*											assessments Proof that Performance agreements were published in July on the website Assessment Reports
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M 4 0	Number of Quarterly Performance Reports submitted to Audit Committee YTD*	Count the Number of Quarterly Performance Reports submitted to Audit Committee YTD*	#	Lep_PMS	4	1	2	3	4	4	4		Signed quarterly reports submitted to Audit Committee



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
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 YTD*	Count the Number of Section 72 (mid-year performance reports) submitted to MM by 25th of January and to Council by 31st January YTD*	#	Lep_ PMS	1	N/A	N/A	1	N/A	1	1		Council resolution, Mid-Year Report.
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 and having meetings at least once per quarter and submit reports of such meetings YTD	Count the Number of ward committees that are functional and having meetings at least once per quarter and submit reports of such meetings YTD	#	Lep_ MPP	13	13	13	13	13	13	13		Minutes of the meetings held, attendance register, schedule of meetings



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 688	Number of jobs created through municipal LED initiatives and capital projects (from municipal budget) YTD*	Count the Number of jobs created through municipal LED and capital projects (from municipal budget) YTD	#	Lep- MLED	1200	200	400	640	840	840	1000		List of beneficiaries Contracts/ID Numbers
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 51	Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD*	Count the Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD	#	MLED	1207	300	450	650	850	850	900		Numbers as reported from employing companies  List of beneficiaries Contracts/ID Numbers



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 5	Number of Public Private Partnerships established YTD*	Count the Number of Public Private Partnerships established YTD	#	Lep- MLED	2	1	N/A	2	N/A	2	2		MOA Minutes
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 6	Number of meetings held with strategic partners YTD*	Count the Number of meetings held with strategic partners YTD	#	Lep-MLED	4	N/A	1	N/A	2	2	4		Invitations Minutes Agenda & Attendance registers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 2 6	Percentage of AG queries resolved.	Divide the number AG queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA	96	N/A	15%	50%	100%	100%	100%		AG action Plan. Audit Report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 2 7	Percentage of Internal audit findings resolved.	Divide the number Internal Audit queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA		25%	50%	75%	100%	100%	100%		Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 2 8	Percentage of Audit and performance Committees resolutions implemented .	Check the number of APC resolutions implemented divide by the total number of resolutions in the register and multiply by 100	%	Lep_MIA	0	100%	100%	100%	100%	100%	100%		Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk	M – 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD	Divide the number risks identified resolved or mitigated by the total number of risks for department	%	Lep_Risk Officer	0	25%	50%	75%	100%	100%	100%		Risk register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Management			and multiply by 100.											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 691	Percentage of Implementation of council resolutions per quarter	Number of council resolutions issued per quarter that were implemented /the number of resolution issued per quarter and multiply by 100	%	Lep_MAdm in	0	100%	100%	100%	100%	100%	100%		Council Resolution Register

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



### 9.3. DEVELOPMENT PLANNING – VOTE 6

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Development Planning. BC</b>	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.
<b>Development Planning. BC</b>	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.
<b>Development Planning. HS</b>	Sustainable integrated urban development	Land availability for development.	Hold meetings with HDA and CoGHSTA with the intention to acquire land for development. Identify land for development based on audit report.	Approach COGHSTA (HDA) for acquiring developmental land. Increase access to decent housing needs.	Land acquisition and budget.	Avail land for development.
<b>Development Planning. HS</b>	Rational planning to bridge first and second economies and provide	Sustainable integrated rural development.	Formalise new extension in rural settlements. Conduct housing needs	To facilitate sustainable rural settlements by 2022. Verify data on housing needs.	Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans.	Formalize rural settlements by COGHSTA and develop



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+)
	adequate land for development		registration. Provide consumer education.	Increase access to decent housing needs.		comprehensive infrastructure plans.
<b>Development Planning</b>	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;
<b>Development Planning</b>	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
<b>Development Planning</b>	Sustainable human settlements.	Socio-Economic survey.	Increase access to decent housing.	To verify data on housing needs.	Collection of housing needs and provide the information to CoGHSTA. Managing social housing programmes.	Acquiring accreditation as housing service provider. Managing social housing programmes.

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





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

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	M – 1 8 6	Percentage of enquiries attended on a monthly basis, YTD.	Count the Number of enquiries attended on a monthly basis, YTD. Divide the attended queries by the total available and multiply by 100.	#	MHS	0	100%	100%	100%	100%	100%	100%		Query register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M – 1 1 4	Average turnaround time of building contraventions detected and attended to, within 10 working days, YTD.*	Count the Number of weeks of building contraventions attended to within 10 working from detection YTD	% #	MBC	30 working days	10 working days	10 working days	10 working days	10 working days	10 working days	10 working days		A register indicated when contraventions were detected, notices were issued and attended to
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and	M – 7 5 9	Average turnaround time for assessment of building plans within 30 working days YTD	Count the number working days from receipt of building plan to conclusion of assessment for each building plan received and	# w o r k i n	MBC	28 working days	30 working days	30 working days	30 working days	30 working days	30 working days	30 working days		A register indicating the date in which Building plans were received to assessment conclusion



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Inspectorate			calculate the average working days	g d a y s										
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		Assessment Register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 5 5	Average turnaround time (weeks) for assessment and finalization of land use and development applications from date of receipt as delegated to the Municipal Planning Tribunal	Count the number of weeks from receipt of applications for land development and land use received until consideration by the Municipal Planning Tribunal.	#  w e e k s	MLU	16 weeks	16 weeks	16 weeks	26 weeks	26 weeks	26 weeks	26 weeks		Assessment Register  Tribunal Meeting Minutes
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 6 1	Average turnaround time of land use contraventions detected and attended to within 30 working days.	Count the number of detection from detection of land use contraventions until notices or directives have been issued, for each contravention and calculate the average days	#  w e e k s	MLU	30 working days,	10 working days,	10 working days,	10 working days,	10 working days,	10 working days,	10 working days,		Notices issued  A register of recording all land contraventions date of detection/reported to date of notice issued
KPA6: Good Governance and Public Participation\	M – 2	Percentage of AG queries resolved.	Divide the number AG queries resolved by number	%	Lep_MIA	96	N/A	15%	50%	100%	100%	100%		AG action Plan. Audit



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Auditor General	6		of queries raised and multiply by 100.											Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M _27	Percentage of Internal audit findings resolved.	Divide the number Internal Audit queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA	0	25%	50%	75%	100%	100%	100%		Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M _28	Percentage of Audit and performance Committees resolutions implemented.	Check the number of APC resolutions implemented divide by the total number of resolutions in the register and multiply by 100	%	Lep_MIA	0	100%	100%	100%	100%	100%	100%		Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M _667	Percentage of risks resolved within timeframe as specified in the risk register YTD	Divide the number risks identified resolved or mitigated by the total number of risks for department and multiply by 100.	%	Lep_Risk Officer	0	25%	50%	75%	100%	100%	100%		Risk register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M _ 6 9 1	Percentage of Implementation of council resolutions per quarter	Number of council resolutions issued per quarter that were implemented/the number of resolution issued per quarter and multiply by 100	%	Lep_MA dmin	0	100%	100%	100%	100%	100%	100%		Council Resolution Register

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



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

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>By-laws</b>	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
<b>Governance and Administration</b>	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.
<b>Human Resource Management</b>	Responsible, Accountable, Effective and Efficient Corporate governance	Competent and skilled workforce	Review organizational structure and institutional study. Introduce and implement competency tests for appointment of all managers L1-2 by 1 <sup>st</sup> July 2016 and all level 3-4 by 1 <sup>st</sup> July 2017. Provide training to	Develop competency requirement for all levels. Align powers and functions in terms of the institutional study and review the study by June 2017. Arrange change management sessions	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the institutional study. Verification of qualifications. Review HR recruitment	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the institutional study. Review institutional study Verification of



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			executive, divisional managers and supervisors on code of conduct, DC procedure and HR related issues. Implement employment equity.	by June 2017. Review HR recruitment policy annually. To appoint people who can build and manage a city. Conclude and implement Job Evaluation by December 2017. Arrange Annual Team Building sessions yearly.	policy annually. To appoint people who can build and manage a city. Acquisition of a HR information system.	qualifications. Review HR recruitment policy annually. To appoint people who can build and manage a city.
<b>IT and support</b>	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.
<b>Labour Relations</b>	Responsible, Accountable, Effective and Efficient Corporate Governance.	Disciplined and productive workforce.	Enforce code of conduct and disciplinary code. Reduce grievances, disputes and locally initiated labour action. Train Executives, Managers, Managers and supervisors code of	Conclude the Essential Services Agreement by end of June 2017. Having regular LLF meetings. Create awareness amongst staff on code of conduct.	Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily. Enforcing discipline.	Implementation of EAP Policy Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
			conduct disciplinary code and HR related issues. Arrange annual labour relations workshop for officials on management positions. Hold regular LLF meetings.	Ensure that grievances are resolved speedily. Managers, divisional heads and supervisors to undergo Management Development Programme which includes training on how to handle Disciplinary and grievance procedures.	Application of disciplinary procedures and actions.	are resolved speedily Enforcing discipline. Application of disciplinary procedures and actions. Annual team building sessions.
<b>Employee Assistance Programme (EAP)</b>	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.
<b>Occupation Health and Safety</b>	Responsible, Accountable, Effective and Efficient Corporate Governance.	Safe working environment	Ensure compliance to the Occupational Health and Safety Act. Conduct Occupational Health and Safety audit. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control.	Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters. Conducting evacuation training and drills. Conduct training with staff working at heights. Training parks personnel on pest control. Establishment of a pest control unit.





PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Property Management</b>	Responsible, Accountable, Effective and Efficient Corporate Governance.	Sustainable fixed assets	Conduct land audit on Municipal property and ownership in general.	Facilitate name change of streets and amenities. Review and implement property management policy.	Acquisition of land for building a city.	Efficient management of municipal property.
<b>Records and Archiving</b>	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.
<b>Legal Services</b>	Responsible, Accountable, Effective and Efficient Corporate Governance.	Accountable and responsible administration.	Minimise unwarranted litigations and legal costs. Decrease percentage of litigation cases against the municipality negotiated for settlement per year. Percentage of SLA drafted within 2 weeks of receipt of request from date of submission.	Conduct Legal information dissemination workshops with all relevant officials annually. Monitoring the compliance to legislation by departments.	To develop and implement control measures to ensure compliance with legislation. Develop plan to reduce litigation and costs.	Continuous assistance to other directorates with the drafting and review of by-laws and policies as and when it is required.

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



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

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



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



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	M – 6 8 0	Number of OHS audits conducted quarterly YTD	Count the Number of OHS audits conducted Quarterly YTD	#	Lep_ MHR	4	N/A	N/A	N/A	1	1	1		Quarterly audit reports (observation sheets and contractors inspection checklists) signed off by EMCSSS,
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M – 2 1 2	Percentage of total municipality's budget actually spent on implementing its workplace skills plan YTD*	Percentage of R-value municipality's (salary bill) budget actually spent YTD on implementing its workplace skills plan / R-value R-value municipality's (salary bill) budget actually spent YTD as %	%	Lep_ MHR	1%	N/A	0.50%	0.75%	1%	1%	1%		Quarterly training register, budget statement  Approved WSP training Register Budget Statement Expenditure Report
KPA5: Transformation and Organisational Development\ Improve	M – 1 8	Percentage of municipal new personnel appointed	Divide the number of staff enrolled by number of staff appointed YTD	#	Lep_ MHR	100%	100%	100%	100%	100%	100%	100%		MFMP proof of enrolment



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



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
														Calculation Summary of the vacancy Rate percentage
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 YTD	%	Lep_ MHR	97%	23%	46%	72%	97%	97%	100%		Report from BTO Percentage of municipal personnel budget spent (signed off by BTO and EMCSSS)
Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Training and Development	M - H R 1	Percentage of newly appointed managers who have gone through the competency assessment YTD*	Divide the number of newly appointed managers by the number of competency assessment conducted YTD	%	Lep- MHR	100%	100%	100%	100%	100%	100%	100%		Appointment letter , competency results
KPA6: Good Governance and Public Participation\ Responsible,	M - 6 5 3	Number of by-laws Drafted/or reviewed, taken for	Count the Number of by-laws Drafted/or reviewed, taken for public	#	Lep- MLegal	2	N/A	N/A	N/A	1	1	2		Council resolution, copy of the By-law, advert



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
accountable, effective and efficient corporate governance\ By-laws		public participation concluded and Adopted by Council YTD*	participation concluded and Adopted by Council YTD											
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 7 working days of receipt of notice of appointment from Municipal Manager YTD*	Number of Service Level Agreements (SLAs) drafted /or reviewed within 7 working days of receipt of notice of appointment from Municipal Manager YTD divided by Number of notice of appointment received from Municipal manager YTD	%	Lep- MLegal	100%	90%	90%	90%	90%	90%	100%		Contract register,  Register indicating the date of appointment letter receipt to date of SLA completion Copies of Signed SLAs
KPA6: Good Governance and Public Participation\ Responsible,	M _ 6 5 3	Number of By-laws Gazette by end of Financial Year. YTD	Count the number of By-laws Gazette in the State paper. YTD	#	Lep- MLegal	2	N/A	N/A	N/A	1	1	2		Copy of a gazetted by-law



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
accountable, effective and efficient corporate governance\ Legal Services	A													
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	#	Lep- Madmin	9	1	2	5	8	8	8		Invitations. Attendance register,  Meeting Schedule/Calendar Invitations Minutes/Resolution Register Attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M _ 1 3 5	Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD*	Count the Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD	#	Lep- MIT	13	N/A	N/A	13	13	13	13		Council resolution





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M - 0 0 3 4	Number of ICT Steering committee meetings held YTD	Count the number of ICT Steering committee meetings held YTD	#	Lep- MIT	0	1	2	3	4	4	4		Invitations, minutes, attendance registers, resolution register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M - 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care unit YTD*	Divide the number of complaints attended to by the number of complaints received YTD	%	Lep-Mad-min	96%	80%	80%	85%	85%	85%	90%		System generated quarterly Report signed off by EMCSSS
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M - 2 6	Percentage of AG queries resolved.	Divide the number AG queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA	96	N/A	15%	50%	100%	100%	100%		AG action Plan. Audit Report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M — 2 7	Percentage of Internal audit findings resolved.	Divide the number Internal Audit queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA		25%	50%	75%	100%	100%	100%		Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M — 2 8	Percentage of Audit and performance Committees resolutions implemented.	Check the number of APC resolutions implemented divide by the total number of resolutions in the register and multiply by 100	%	Lep_MIA	0	100%	100%	100%	100%	100%	100%		Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M — 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD	Divide the number risks identified resolved or mitigated by the total number of risks for department and multiply by 100.	%	Lep_Risk Officer	0	25%	50%	75%	100%	100%	100%		Risk register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 691	Percentage of Implementation of council resolutions per quarter	Number of council resolutions issued per quarter that were implemented/the number of resolution issued per quarter and multiply by 100	%	Lep_MAdmin	0	100%	100%	100%	100%	100%	100%		Council Resolution Register

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



## 9.5. BUDGET AND TREASURY OFFICE – VOTE 2

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Budget and reporting</b>	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
<b>Revenue management</b>	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
<b>Revenue management</b>	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.	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	Update and verify indigent register. Providing indigents with free basic services. Community awareness



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+)
			Develop action plan and changing over to pre-paid system. Establish vending points and systems for pre-paid electrical system.	Implementation of indigent management system Annual review of indigent management policy		
<b>Expenditure Management</b>	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
<b>Supply Chain management</b>	Credible procurement processes	Demand and Acquisition	Ensure compliance with SCM regulatory framework. Timely, cost effective, efficient, equitable, transparent and fair procurement of goods and services. Creating a healthy working environment that takes diversity into consideration to improve efficiency and effectiveness. Compile deviation register for report to council. Do stock reconciliation on a daily basis. Update supplier's data base and invite suppliers to register annually.	Conduct internal workshops on SCM. Conduct awareness on SCM processes during induction of new staff. Updating of database on annual basis. Revision of procurement policy on annual basis. Supplier's performance management. Training of SCM committees. Develop SPI that details the action to be followed in procurement of goods and services for the municipality in line with SCM policy.	Develop policy on procurement of event services Continuous data cleansing of suppliers. Identify recurring procurement that can be outsourced.	Centralization of procurement processes. Updating of database on annual basis Building the capacity in the SCM unit



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Asset Management</b>	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.
<b>Revenue Management</b>	Enhance revenue and financial management	Increased revenue.	Increase own revenue through credit control. Identification of potential additional revenue sources. Review credit control policy and closing all loop holes. Improve on billing accuracy. Continuous implementation of pre-paid electricity and smart metering.	Creating community awareness. Implementation of pre-paid electricity and smart metering. Manage external debt collectors. Revise tariff structures. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding.	Resolving electricity distribution and collection in Marapong and Thabo Mbeki. Improve on billing accuracy. Creating community awareness. Identification of potential additional revenue sources. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding. Pursuing the signing of agency agreement for unfunded mandates. Implementing signed agency agreements.	Implement credit control policy and continuously identify additional revenue sources. Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding. Implementing signed agency agreements. Review valuation roll.

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



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

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M – 1 7	Number of Asset Verification conducted YTD	Count the Number of Asset Verification conducted YTD	#	Lep- MB&R	1	N/A	N/A	N/A	1	1	1		SLA of Appointed Service Provider Updated Asset Registers
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) YTD	R-value current assets / R-value current liabilities as percentage YTD	%	Lep- MB&R	282%	200%	200%	200%	200%	200%	200%		Financial report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 2 5	Number of quarterly financial reports submitted to Council YTD*	Count the Number of quarterly financial reports submitted to Council YTD*	#	Lep- MB&R	4	1	2	3	4	4	4		Financial report, Quarterly reports to Council Council resolution
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	Count the Number of Interim financial statements prepared and submitted to Audit	#	Lep- MB&R	1	N/A	N/A	1	N/A	1	1		Interim Financial Statements



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





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M – 205	Percentage Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) YTD	Total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year YTD	%	Lep-MExp	1299%	200%	200%	200%	200%	200%	200%		Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management	M – 1	Number of tender reports submitted to council per quarter YTD	Count the Number of tender reports submitted to council per quarter YTD	#	Lep-MSCM	4	1	2	3	4	4	4		Tender reports
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management	M – 2	Number of Deviation reports submitted to council per quarter YTD	Count the Number of deviation reports submitted to council per quarter YTD	#	Lep-MSCM	4	1	2	3	4	4	4		Deviation report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Supply Chain management	M _ s c m  3	Number of stock count done per annum	Count the Number of stock count done per annum	#	Lep- MSCM	1	N/A	N/A	N/A	1	1	1		Stock taking report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M _ 3 3	Percentage debt collected YTD	R-value debt collected YTD / R-value debt owed to the municipality YTD as % (in terms of current financial year billings)	%	Lep- MRev	90%	90%	95%	95%	95%	95%	95%		Revenue collection report
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 YTD	%	Lep- MRev	10%	10%	5%	5%	5%	5%	5%		Revenue collection report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
		services) YTD												
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 6 3 7	Number of credit control policies reviewed and approved by Council YTD*	Count the Number of credit control policies reviewed and approved by Council YTD	#	Lep-MRev	1	N/A	N/A	N/A	1	1	1		Council resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M – 6 3 6	Number of awareness campaign on payment of services and registration of indigent consumers YTD	Count the Number of awareness campaigns on payment of services and registration of indigent consumers YTD	#	Lep-MRev	3	N/A	1	2	3	3	3		Attendance registers
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M – 6 3 8	Number of updated and credible indigents register in place YTD	Count the Number of updated and credible indigents register in place YTD	#	Lep-MRev	1	N/A	1	N/A	N/A	1	1		Indigent register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective	M – 6 5	Number of Unqualified Audit Opinion received from	Count the Number of Unqualified Audit Opinion	#	Lep-CFO	1	N/A	1	N/A	N/A	1	1		Audit report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
and efficient corporate governance\ Auditor General	0	AG YTD	received from AG YTD											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 7 4 0	Number of material audit findings against the municipality regarding financial statements YTD	Count the Number of material audit findings against the municipality regarding financial statements YTD	#	Lep-CFO	3	N/A	0	N/A	N/A	0	0		Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 2 6	Percentage of AG queries resolved.	Divide the number AG queries resolved by number of queries raised and multiply by 100.	%	Lep_MI A	96	N/A	15%	50%	100%	100%	100%		AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 2 7	Percentage of Internal audit findings resolved.	Divide the number Internal Audit queries resolved by number of queries raised and multiply by 100.	%	Lep_MI A		25%	50%	75%	100%	100%	100%		Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate	M – 2 8	Percentage of Audit and performance Committees resolutions	Check the number of APC resolutions implemented divide by the	%	Lep_MI A	0	100%	100%	100%	100%	100%	100%		Resolution Register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
governance\ Auditor General		implemented.	total number of resolutions in the register and multiply by 100											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD	Divide the number risks identified resolved or mitigated by the total number of risks for department and multiply by 100.	%	Lep_Risk Officer	0	25%	50%	75%	100%	100%	100%		Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 6 9 1	Percentage of Implementation of council resolutions per quarter	Number of council resolutions issued per quarter that were implemented/the number of resolution issued per quarter and multiply by 100	%	Lep_MAdmin	0	100%	100%	100%	100%	100%	100%		Council Resolution Register

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



## 9.6. SOCIAL SERVICES – VOTE 4

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Public Transport Coordination.</b>	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.
<b>Environmental Management</b>	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+)
<b>Fire Protection and disaster management</b>	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.
<b>Library and Information Services</b>	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.
<b>Registry</b>	Safety of all road users.	Competent drivers and roadworthy vehicles on public roads.	Testing applications for learners and drivers. Establishment of learners licence test centre at Mokuruanyane.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses. Development of transport policies.	Streamline vehicle registration and licensing from learners and driving licenses as well as business licenses Accessibility of	Accessibility of testing facilities at radius of 50 KM inclusive of rural areas.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
					testing facilities at radius of 50 KM inclusive of rural areas.	
<b>Traffic Road Safety and Security.</b>	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.
<b>Safety and Security</b>	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.
<b>Parks recreation facilities and cemetery.</b>	Provide clean and healthy environment.	Improved mental and physical well-being.	Establish tree planting programme and implement it. Maintain Municipal terrain ,grounds, open space, amenities and existing parks and stadia. Eradicate invasive alien plants.	Establishment of regional/Local cemeteries. Establish new parks in rural areas. Upgrading of sports facilities. Eradication of invasive alien plants to be in line with CARA legislation.	Maintain existing parks and stadia. Eradicate invasive alien plants to be in line with CARA legislation.	Implementation of the Green Plan (parks). Comply with green economy standards and NEM:BA (alien plant eradication and energy efficiently measurements).





PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Thusong Centres</b>	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 Social Services Directorate are as follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M – 170	Number of trees planted per quarter, year to date (operational budget)*YTD	Count the Number of trees planted per quarter, year to date (operational budget)YTD	#	Lep-MParks	509	0	200	350	500	500	500		Purchase Order/Letter for request of donation Delivery Note Invoice Nursery Inventory Register Beneficiary list
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M – 702	Number of waste awareness campaigns implemented quarterly per year. YTD	Count the Number of waste awareness campaigns implemented per quarter and aggregate them per year.YTD	#	Lep-MWaste	48	12	24	36	48	48	48		Activity Plan Notice/letter to stakeholders Presentations Attendance register Pictures
KPA2: Service Delivery and Infrastructure Development\ Protect the	M – 172	Number of library campaigns held quarterly per year. YTD	Count the Number of library campaigns held per quarter and aggregate	#	Lep-MLib	4	1	2	3	4	4	4		Notices /Letter, themes/presentations, att register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
environment and improve community well-being\ Library Services			them per year.YTD											
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	MLIB1	Number of Thusong Centre services campaigns held quarterly per year.YTD	Count the Number of Thusong Centre services campaigns held per quarter and aggregate them per year.YTD	#	Lep-MLib	4	1	2	3	4	4	4		Notices /Letter, themes/presentations, att register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	MLIB2	Number of reports on education activities per quarter, YTD.	Count the Number of reports on education activities and aggregate them per year. YTD	#	Lep-MLib	4	1	2	3	4	4	4		Invitations, agenda, att register, minutes, program Reports served at Council Resolution of Council
KPA2: Service Delivery and	MLIB3	Average turnaround time between	Count number of weeks between application for	#we	Lep-MReg	1 week	2 weeks	2 weeks	2 weeks	2 weeks	2weeks	3weeks		Weekly print out from NATIS, register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Infrastructure Development\ Protect the environment and improve community well-being\ Registry	95	application and testing of applicants for license YTD	learner license test until actually being tested for each application YTD	eks										
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M – R G 1	Average turnaround time between application for driver's license and actual testing YTD	Count number of weeks between application for driver's license test until actually being tested for each application YTD	# weeks	Lep-MReg	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2weeks	2weeks		Print outs from NATIS, registers.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M – R G 2	Number of stakeholders engagement meetings on public transport activities YTD.	Count the Number of stakeholders engagement meetings on public transport activities per quarter and aggregate them per year	#	Lep-MReg	4	1	2	3	4	4	4		Invitations, agenda, att register, minutes, year program , stakeholder data base
KPA2: Service	M –	Number of speed checks	Count the Number of speed	#	Lep-MTraf	112	36	72	98	134	134	134		Speed checks register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	703	held YTD	checks held per Quarter and aggregate them per year. YTD											Activity Plan/Schedule Speed checks register Register/list of Fines/tickets issued
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M-704	Number of joint law enforcement operations with other law enforcement agencies undertaken held YTD.	Count the Number of joint law enforcement operations with other law enforcement agencies undertaken held per Quarter and aggregate them per year.YTD	#	Lep-MTraf	4	1	2	3	4	4	4		Invitations, stop& check register, attendance register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and	M-250	Number of urban household provided with weekly refuse removal, YTD	Count the Number of urban household provided with weekly refuse removal YTD	#	Lep-MWaste	8800	8800	8800	8231	8231	8231	8231		Billing list



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
improve community well-being\ Waste Management														
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M – 402	Percentage households with access to basic level of solid waste removal, YTD	Count Number of households with access to basic level (weekly kerbside collection) of solid waste removal against Number of household in the municipal area as % YTD	%	Lep-MWaste	55%	55%	55%	55%	55%	55%	65%		Calculation sheet, list of urban, rural HH and Informal settlements.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M – 708	Number of rural villages with access to weekly refuse removal services through roll-on, roll-off system	Count the Number of rural villages provided with weekly refuse removal services through roll-on, roll-off system and community contractors	#	Lep-MWaste	13	17	17	17	17	17	17		Weekly Activity Plan List of Villages Bin Numbers Coordinates List of Households/Beneficiaries Log sheets
KPA6: Good Governance and Public Participation\	M – 26	Percentage of AG queries resolved.	Divide the number AG queries resolved by number of queries	%	Lep_MIA	96	N/A	15%	50%	100%	100%	100%		AG action Plan. Audit Report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Auditor General			raised and multiply by 100.											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-27	Percentage of Internal audit findings resolved.	Divide the number Internal Audit queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA		25%	50%	75%	100%	100%	100%		Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-28	Percentage of Audit and performance Committees resolutions implemented.	Check the number of APC resolutions implemented divide by the total number of resolutions in the register and multiply by 100	%	Lep_MIA	0	100%	100%	100%	100%	100%	100%		Resolution Register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD	Divide the number risks identified resolved or mitigated by the total number of risks for department and multiply by 100.	%	Lep_Risk Officer	0	25%	50%	75%	100%	100%	100%		Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 6 9 1	Percentage of Implementation of council resolutions per quarter	Number of council resolutions issued per quarter that were implemented/the number of resolution issued per quarter and multiply by 100	%	Lep_MAd min	0	100%	100%	100%	100%	100%	100%		Council Resolution Register

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





## 9.7. INFRASTRUCTURE SERVICES – VOTE 5

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

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
<b>Water</b>	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	Reduce water loss to less than 14%.	Reduce water loss by 3%. Embark on awareness campaign on water conservation. Replace AC pipes and repair household metering.	Ensure that water losses are at acceptable standards not exceeding 14%.	Implementation of water conservation and water demand management programme. Reduce water losses to less than 14%. Install water smart metering system.	Improve efficiency and accuracy of water management system to further reduce water losses e.g. smart metering, monitoring of illegal uses. Conduct continuous water awareness and conservation campaigns.
<b>Water</b>	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.
<b>Water</b>	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
<b>Water</b>	Provide quality, sustainable and well maintained infrastructure	Water Supply	Access to water supply to all the community.	Ensure that all households have yard connections	Implementation of regional water scheme projects (MIG)	Upgrade rural water networks (source, storage and



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
	services for Lephalale's future development			by 2030 Review water master plan to be incorporated within the integrated rural development plan. Linking Marapong supply with the Zealand treatment works.	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 technical report and realistic funding requirements.	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.
<b>Sanitation</b>	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
<b>Sanitation</b>	Provide quality, sustainable and well maintained infrastructure services for Lephalale's future development	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 sanitation system	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 sanitation 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+)
<b>Sanitation</b>	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.	by 2030. 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.
<b>Electricity</b>	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
<b>Electricity</b>	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+)
<b>Electricity</b>	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)
<b>Mechanical infrastructure and Fleet Management.</b>	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.
<b>Municipal buildings and Infrastructure</b>	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+)
<b>Roads, Storm water and Infrastructure</b>	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.
<b>Roads, Storm water and Infrastructure</b>	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
<b>PMU</b>	Timeous completion of projects in line with infrastructure plan.	Projects and contract management.	Ensure that all Capital project are implemented within planned period and budget. Quality assurance.	Contract Management Projects Registration. Three Year Service providers	Funded projects progress monitoring and evaluation. Continuous contract Management for project implementation.	



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

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

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

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M – 340	Percentage of Electrical losses YTD*	The following formula should be used to compute benchmark Electrical Losses = KWH billed/KWH purchased from Eskom x100 YTD	%	Lep-MElec	8,65%	12%	12%	10%	10%	10%	8%		Electrical loss report  Loss report should indicate all factors that are a contribution to the loss



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	M – 401A	Percentage households with access to basic level of electricity connected by Eskom*YTD	Number of households with access to basic level of electricity against Number of household serviced by Eskom in the municipal area as %YTD	%	Lep- MElec	0%	65%	65%	65%	70%	70%	75%		List of serviced households  List and summary of calculation for the reported percentage
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	M – 401B	Percentage households with access to basic level of electricity connected by Municipality *YTD	Number of households with access to basic level of electricity against Number of household serviced by the Municipality in the municipal area as % YTD	%	Lep- MElec	0%	15%	15%	17%	17%	17%	17.5%		List of serviced households  List and summary of calculation for the reported percentage



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Free Basic Services	M – 7 5 3	Percentage households without access to basic level of Electricity YTD*( Backlog)	Number of household without access to basic level of Electricity in the municipal area against Number of household serviced by the Municipality in the municipal area YTD	%	Lep- MElec	0%	16.5%	16%	16%	15%	15%	14%		List of households not serviced
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Infrastructure Planning	M – 7 5 7	Number of infrastructure master plans reviewed YTD	Count the Number of infrastructure master plans reviewed YTD	#	Lep- PMU/ EMIS	0	N/A	N/A	1 Draft plan	1	1	1		Approved Integrated Infrastructure Master Plan





Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M – 218	Number of villages in which access roads are bladed YTD*	Count the Number of villages in which access roads bladed during period of review YTD	#	Lep-MPW	39	7	14	29	39	39	39		1,Grader Log sheet Road;
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M – 74	Total length of kilometers upgraded from gravel road to surfaced road YTD*	Measure the Length of kilometers of gravel roads upgraded to Surfaced road YTD	# k m	Lep-MPW	7km	N/A	N/A	N/A	6 km	6km	6.0km		Progress Minutes  Approved Budget Spec report SLA Progress reports & Minutes Completion Certificate upon completion of the Road
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained	N M - 00	Total Percentage of maintenance budget spent on	Divide the amount of money spent on maintenance by the total	%	Lep-MPW	0%	15%	45%	70%	90%	90%	90%		Expenditure report  Maintenance Plan



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	1	infrastructure maintenance by Public works unit YTD*	allocated maintenance budget YTD											Logbook/register recording maintained activities Expenditure Report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M – 400	Percentage households with access to basic level of sanitation YTD*	Count Number of household with access to basic level of sanitation (VIP and waterborne sewerage connections in working condition) against Number of household in the municipal area as Percentage	%	Lep-MSanit	49.25%	46%	47%	47%	47%	47%	50%		List of serviced households  Calculation Summary of the percentage
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Waste Water Quality	M – 758	Number of Green drop assessment report conducted by DWS for green drop risk rating YTD	Count the Number of Green drop assessment report conducted by DWS for green drop risk rating	#	Lep-MSanit	1	N/A	N/A	N/A	1	1	1		Sewerage analysis report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
(Green Drop)			YTD											
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Sanitation \ Free Basic Services	M – 7 5 2	Percentage households without access to basic level of Sanitation YTD*( Backlog)	Count Number of household without access to basic level of Sanitation in the municipal area against number of household serviced by the Municipality in the municipal area as % YTD(backlog)	%	Lep-MSanit	0%	54%	53%	53%	53%	53%	50%		List of households not serviced
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M – 3 9 9 A	Percentage households with access to basic level of Water YTD	Count Number of household with access to basic level of water (within 200m from dwelling) against Number of household in the municipal area as % YTD	%	Lep-MWater	25%	74%	74%	74%	75%	75%	78%		List of billed consumers/ Households



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water – Supply	M – 3 9 9 B	Percentage households without access to basic level of Water YTD*( Backlog)	Number of household without access to basic level of Water (within 200m from dwelling) /against Number of household in the municipal area as % YTD	%	Lep- MWater	27%	27%	26%	26%	25%	25%	25%		List of households not serviced
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well maintained infrastructural services in all municipal areas\ Water loss (unaccounted water)	M – 8 1	Percentage of water losses YTD*	(Closing Stock- Closing stock as per reading) ÷ (Total water for the month) Closing stock = Total water - Billing Total Water = Opening balance + purchases (Exxaro and Eskom)	%	Lep- MWater	10%	14%	14%	14%	14%	14%	12%		Water Loss Report
KPA2: Service Delivery and Infrastructure Development\ Provide	M – 7	Number of Blue drop assessment	Count the Number of Water analysis	#	Lep- MWater	12	2	5	8	10	10	10		Water analysis Report



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
quality and well maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	28	reports conducted per quarter,	reports loaded on IRIS.											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 26	Percentage of AG queries resolved.	Divide the number AG queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA	96	N/A	15%	50%	100%	100%	100%		AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 27	Percentage of Internal audit findings resolved.	Divide the number Internal Audit queries resolved by number of queries raised and multiply by 100.	%	Lep_MIA		25%	50%	75%	100%	100%	100%		Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 28	Percentage of Audit and performance Committees resolutions implemented.	Check the number of APC resolutions implemented divide by the total number of resolutions in the register and	%	Lep_MIA	0	100%	100%	100%	100%	100%	100%		Resolution Register



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
			multiply by 100											
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M_667	Percentage of risks resolved within timeframe as specified in the risk register YTD	Divide the number risks identified resolved or mitigated by the total number of risks for department and multiply by 100.	%	Lep_Risk Officer	0	25%	50%	75%	100%	100%	100%		Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M_691	Percentage of Implementation of council resolutions per quarter	Number of council resolutions issued per quarter that were implemented/the number of resolution issued per quarter and multiply by 100	%	Lep_MA dmin	0	100%	100%	100%	100%	100%	100%		Council Resolution Register



## 10.CAPITAL WORKS PLANS

### 10.1 CAPITAL PROJECTS

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

#### Capital Projects for 2020-21 by Departments

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
	<b>SOCIAL SERVICES</b>							
1	Speed Camera	240 000,00	240 000,00	1 year	Capex	Traffic	Road Safety	LLM
2	Blue Lights	250 000,00	250 000,00	1 year	Capex	Traffic	Road Safety	LLM
3	Firearms x 5	100 000,00	100 000,00	1 Year	Capex	Traffic	Road Safety	LLM
4	skip bins 30 cubic meter s	500 000,00	500 000	1 year	Capex	Waste	Environment	MIG
5								LLM
6	Operationalize weighbridge	300 000,00		1 year	Capex	Waste	Environment	LLM



**Capital Projects for 2020-21 by  
Departments**

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
7							Environment	LLM
8	CEMETERY	4000000						
	<b>CORPORATE SUPPORT SERVICES</b>							
9	Office Furniture	271 979,00	35,000	yrs	opex	Licensing	Governance	LLM
10	Monitoring Tool	400 000,00	400000	1 year		Parks	Security	LLM
11	Video conferencing solution	400 000 00	400000	1year	Capex	IT	Functionality, performance	LLM
	<b>STRATEGIC SUPPORT SERVICES</b>							
12	Camera	70 000,00	70 000,00	1 year	Capex	IT	Functionality, performance	LLM





**Capital Projects for 2020-21 by  
Departments**

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
	<b>OFFICE OF THE MUNICIPAL MANAGER</b>							
13	Security System Marapong, Thabo Mbeki and Mukuruanyane	480 000,00	480 000, 00					
	<b>DEVELOPMENT PLANNING</b>							
14	Shredder	50 000,00	50 000,00	3 years	Operational	SPLUM	Revenue enhancement	LLM
15							Rational Planning	LLM
	<b>INFRASTRUCTURE CAPITAL PROJECTS</b>							
16								
17	Asbestos cutting machine	20 000,00	20 000,00	1 year	Capex		Infrastructure	LLM/OP
18	Water Tinkering / Covid 19	4 500 000	4 500 000	1 year	Opex	WATER	Governance	LLM/OP



# **Capital Projects for 2020-21 by Departments**

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
19								LLM/OP
20	Security Guard Houses	1 000 000,00	1 000 000,00	1 year	Capex	PUBLIC WORKS		LLM
21	Ga seleka and Witpoort RWS phase 5	2 036 107,40	2 036 107,40	1 year	Capex	IS	Governance	LLM/OP
22	Mokuruanyane and Shongwane RWS phase 4 and 5	7 791 913,60	7 791 913,60					
		Total Own Funding	22 410 000,00					
	MIG Projects			Multy year	Capex	Sanitation	Infrastructure	MIG
23	Steve Biko Access Road	13 072 464,76	13 072 464,76	Multy year	Capex	Water	Infrastructure	MIG
23.1	Melvel Access Road	R1000000, 00	R1000000, 00	Multi Year	Capex	water	Infrastructure	MIG
24	Establishment of 2 transfer stations in the rural areas seleka and moong	14 946 110,74	14 946 110,74	Multy year	Capex	Water	Infrastructure	MIG
25	High mast installation at segale, botsalanong, kopanong, senoela, morwe,botshabelo,moong,sefitlhigo	2 000 000,00	2 000 000,00	Multy year	Capex	Water	Infrastructure	MIG
26	High mast light x20	10 163 274,50	10 163 274,50	Multy year	Capex	Roads	Infrastructure	MIG



**Capital Projects for 2020-21 by  
Departments**

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
27	Extension and Augmentation of water supply in Witpoort RWS 6			Multy year	Capex	Roads	Infrastructure	MIG
				Multy year	Capex	Water	Infrastructure	DWS
	WSIG Projects			1 year	Capex	Water	Infrastructure	DWS
28	Marapong Bulk Water Supply (LEPLEP03)	11 502 124,00		1 year	Capex	Water	Infrastructure	DWS
29	Construction of Mokuruanyane Regional Water Scheme Bulk Pipeline Phase 1&2	23 697 876,00	23 697 876,00	1 year	Capex	Sanitation	Infrastructure	DWS
	Electrification Grants	10 000 000,00						
	WSIG	35 200 000,00						



**Capital Projects for 2020-21 by  
Departments**

No	Project Name	Proposed Budget	Funded Projects	Period	Capex/ Opex budget	Division	Strategy road map	Source of funding
	MIG	41 181 850,00						
	MSIG	300 000,00						



## 11. PROJECTED MONTHLY EXPENDITURE ON CAPITAL PROJECTS

The monthly projected expenditure of capital projects follows:

Project Name		Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2020-21
Security System Marapong, Thabo Mbeki and Mukuruanyane	480 000,00	P_01 MM				8000	100000		20000 0	1000 00			480 000,00		480 000,00
Camera	70 000,00	P_02 SSS		0	0	70000	0	0							70 000,00
Shredder	50 000,00	P_03 DP				50000									50 000,00
Acquisitions of 6 hectares land for integrated human	-	P_04 DP													-
Office Furniture	271 979,00	P_05 CSS					100000		10000 0	71 979					271 979,00
Monitoring Tool	500 000,00	P_20 CSS					500000								500 000,00
Replacement of Desktops	300 000,00	P_21 CSS			300000										300 000,00
Speed Camera	240 000,00	P_06 SS					240000								240 000,00
Blue Lights	250 000,00	P_08 SS					250000								250 000,00



Project Name		Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2020-21
Firearms x 5	100 000,00	P_07 SS					10000								100 000,00
skip bins 30 cubic meter x12	1 500 000,00	P_09 SS								1500 000					1 500 000,00
skip loader trucks x1	2 000 000,00	P_10 SS								2000 000					2 000 000,00
Operationalize weighbridge	300 000,00	P_11 SS					300000								300 000,00
Repair of Weighbridge	R 500,000	P_12 SS					300000								R 500,000
CEMETERY	4000000	P_13 SS				400000									4000000
Asbestos cutting machine	20 000,00	P_15 INFRA													20 000,00
Water Tinkering x 1	-	P_16 INFRA													-
Technical study - VIP toilets	1 500 000,00	P_17 INFRA													1 500 000,00
Security Guard Houses	1 000 000,00	P_18 INFRA													1 000 000,00



Project Name		Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2020-21
Ga seleka and Witpoort RWS phase 5	2 036 107,40	P_19 INFRA													2 036 107,40
Mokuruanyane and Shongwane RWS phase 4 and 5	7 791 913,60	P_20 INFRA													7 791 913,60
MIG															
Steve Biko Access Road	14 072 464,76	P_21 INFRA													14 072 464,76
Melvel Access Road	1000000	P_25													
Establishment of 2 transfer stations in the rural areas Seleka and Moong	14 946 110,74	P_22													14 946 110,74
High mast installation at segale, botsalanong, kopanong, senoela, morwe, botshabelo, moong, sefitlhigo	2 000 000,00	P_23 INFRA													2 000 000,00
High mast light x20	10 163 274,50	P_26													10 163 274,50
Extension and Augmentation of water supply in Witpoort RWS 6		P_24 INFRA													



Project Name		Project No.	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Annual Budget 2020-21
TOTAL GRANTS															
Electrification Grants	10 000 000,00				300000 0			5000 0000		7500 000		1000000 0			
WSIG	35 200 000,00				250000 0		1250000								
MIG	41 181 850,00				100000				22000 000			4118185 0			
MSIG	300 000,00														





## PROJECTED QUARTERLY IMPLEMENTATION OF CAPITAL PROJECTS

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

Dept-vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
MM	Security System Marapong, Thabo Mbeki and Mukuruanyane	P-01	Installation of security camera systems on municipal buildings	01/07/2020	30/06/2021	20%	Procurement process	50%	Appointments and commencement of installation	100%	Completion of project	100%	Completion of project	480 000	LLM
CSS	Office Furniture	P-05	Purchasing of Office furniture	01/07/2020	30/06/2021	20%	Procurement process Sourcing of quotations /advertisement	50%	Appoint service providers Purchasing processed	100%	Delivery of purchased goods	100%	Delivery of purchased goods	271 979	LLM
CSS	Monitoring Tool	P-20	Purchasing of Monitoring Tool	01/07/2020	30/06/2021	20%	Procurement process Sourcing of quotations /advertisement	50%	Appoint service providers Purchasing processed	100%	Delivery of purchased goods	100%	Delivery of purchased goods	500 000	LLM
CSS	Video Conferencing Solution	P-27	Purchasing of Video for conferencing	01/07/2020	30/06/2021	20%	Procurement process Sourcing of quotations /advertisement	50%	Appoint service providers Purchasing processed	100%	Delivery of purchased goods	100%	Delivery of purchased goods	400 000	LLM
SS	Speed Camera	P-0	Purchasing of Speed Camera	01/07/2020	30/06/2021	20%	Procurement process Sourcing of	50%	Appoint service providers	100%	Delivery of purchased goods	100%	Delivery of purchased goods	240 000	LLM



Dept- vote	Project Name	N o .	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
		6					quotations /advertisem ent		Purchasing processed						
SS	Blue Lights	P - 0 8	Purchasing of Blue Lights	01/07/2 020	30/06/2021	20%	Procuremen t process Sourcing of quotations /advertisem ent	50%	Appoint service providers Purchasing processed	100%	Delivery of purchased goods	100%	Delivery of purchased goods	250 000	LLM
SS	Firearms x 5	P - 0 7	Purchasing of 5 firearms	01/07/2 020	30/06/2021	20%	Procuremen t process Sourcing of quotations /advertisem ent	50%	Appoint service providers Purchasing processed	100%	Delivery of purchased goods	100%	Delivery of purchased goods	100 000	LLM
SS	skip bins 30 cubic meter	P - 0 9	Purchasing of 30 Skip Bins	01/07/2 020	30/06/2021	20%	Procuremen t process Sourcing of quotations /advertisem ent	50%	Appoint service providers Purchasing processed	100%	Delivery of purchased goods	100%	Delivery of purchased goods	500 000	LLM
SS	Operationalize weighbridge	P - 1 1	Calibration of the weigh bridge	01/07/2 020	30/06/2021	15%	Completion of specification s and Advertiseme nt	50%	Appoint service providers calibration done	100%	Operation of the Weigh bridge	100%	Operation of the Weigh bridge	300 000	LLM
SS	CEMETERY	P - 1 3	Construction of a cemetery	01/07/2 020	30/06/2021	15%	Completion of specification s and	40%	Appoint service providers and	70%	Constructio n progress ,Fencing and plots	100%	Completion of the project	4000000	LLM



Dept- vote	Project Name	N o .	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
							Advertisem ent		constructio n commences		allocation				
INFR	Asbestos cutting machine	P _ 1 5	<b>Purchasing of Asbestos Cutting Machine</b>	01/07/2 020	30/06/2021	<b>20%</b>	<b>Procuremen t process Sourcing of quotations /advertisem ent</b>	<b>50%</b>	<b>Appoint service providers Purchasing processed</b>	<b>100%</b>	<b>Delivery of purchased goods</b>	<b>100%</b>	<b>Delivery of purchased goods</b>	20 000,00	<b>LLM</b>
INFR	Water Tinkering x 1	P _ 1 5	<b>Purchasing of Water Tankers</b>	01/07/2 020	30/06/2021	<b>20%</b>	<b>Procuremen t process Sourcing of quotations /advertisem ent</b>	<b>50%</b>	<b>Appoint service providers Purchasing processed</b>	<b>100%</b>	<b>Delivery of purchased goods</b>	<b>100%</b>	<b>Delivery of purchased goods</b>	4500 000	<b>LLM</b>
INFR	Security Guard Houses	P _ 1 8	Construction of a Security Guard House	01/07/2 020	30/06/2021	15%	completion of specification	40%	<b>Appointme nts and commence ment of constructio n</b>	75%	Foundation excavation , slab laying and brick laying to window levels	100%	Completion of project Roof laying	1 000 000	<b>LLM</b>
INFR	Ga seleka and Witpoort RWS phase 5	P _ 1 9	Addition of water Reticulation pipes	01/07/2 020	30/06/2021	<b>20%</b>	<b>Procuremen t process</b>	<b>50%</b>	<b>Appointme nts and commence ment of constructio n</b>	70%	constructio n , installation of pipes and taps	100%	Completion of project	2 036 107,40	<b>LLM</b>



Dept- vote	Project Name	No	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
INFR	Mokuruanyane and Shongwane RWS phase 4 and 5	P - 20	Addition of water Reticulation pipes and reservoirs	01/07/2020	30/06/2021	20%	Procurement process	50%	Appointments and commencement of construction	70%	construction, installation of pipes and taps	100%	Completion of project	7 791 913,60	LLM
INFR	Steve Biko Access Road	P - 21	Construction of an Asphalt Road in Steve Biko	01/07/2020	30/06/2021	20%	Procurement process	50%	Appointments and commencement of construction, base course laying	75%	construction process addition of road top layers	100%	Completion of project	14 072 464,76	MIG
INFR	Melvel Access Road	P - 25	Construction of an Asphalt Road in Melvel	01/07/2020	30/06/2021	20%	Procurement process Completion of specification and advertisements	50%	Appointments and commencement of construction base course laying	75%	construction process addition of road top layers	100%	Completion of project	1000000	MIG
SS	Establishment of 2 transfer stations in the rural areas seleka and Moong	P - 22	Establishment of 2 transfer stations in the rural areas seleka and	01/07/2020	30/06/2021	20%	Procurement process Completion of specification and advertisements	40%	Appointments and commencement of construction, Fencing	70%	Construction and lining of separate compartments	100%	Completion of project	14 946 110,74	MIG



Dept- vote	Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
			Moong				nts		and excavation						
INFR	Highmast Installation at Segale, Botsalanong, Kopanong, Senoela, Morwe, Botshabelo, Moong, Sefitlhigo	P – 23	Installation of High mast lights at Segale, Botsalanong, Kopanong, Senoela, Morwe, Botshabelo, Moong, Sefitlhigo	01/07/2020	30/06/2021	20%	Procurement process Completion of specification and advertisements	40%	Appointments and commencement of construction, excavations	75%	Assembling and Installations of high masts at villages	100%	Completion of project	2 000 000,00	MIG
INFR	Highmast light x20	P – 26	Installation of High mast lights at various villages	01/07/2020	30/06/2021	20%	Procurement process Completion of specification and advertisements	40%	Appointments and commencement of construction	75%	Assembling and Installations of high masts at villages	100%	Completion of project	10 163 274,50	MIG
INFR	Extension and Augmentation	P	Extension and Augmentation	01/07/2020	30/06/2021	20%	Procurement process	50%	Appointments and	70%	construction ,	100%	Completion of project	000	MIG



Dept- vote	Project Name	No	Description of deliverables	Start date	Completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Budget 2019-2020	Source of funding
						% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone		
	of water supply in Witpoort RWS 6	24	of water supply in Witpoort RWS 6				Completion of specification and advertisements		commencement of construction		installation of pipes and taps				
INFR	Marapong Bulk Water Supply (LEPLEP03)	P-27	Installation of Marapong Bulk water Pipeline	01/07/2020	30/06/2021	20%	Procurement process Completion of specification and advertisements	50%	Appointments and commencement of construction	70%	construction, installation of bulk pipe line from zeeland plant	100%	Completion of project	11502124	DWS/WSIG
INFR	Construction of Mokuruanyane Regional Water Scheme Bulk Pipeline Phase 1&2	P-28	Construction of Mokuruanyane Regional Water Scheme Bulk Pipeline Phase 1&2	01/07/2020	30/06/2021	20%	Procurement process Completion of specification and advertisements	50%	Appointments and commencement of construction	70%	construction, installation of pipes and taps	100%	Completion of project	12800 000	DWS/WSIG





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