

2013-2014 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



12 June 2013

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1. Introduction

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames.

2. Legal Reference

Section 53 of the Municipal Finance Management Act (Act 56 of 2003) MFMA determines that the municipality's SDBIP plan must be approved by the Executive Mayor within 28 days after the approval of the annual budget.

Section 53 determines further that the annual performance agreements of the Municipal Manager and directors as required in section 57 of the Municipal Systems Act (Act 32 of 2000) must be linked to the SDBIP.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

3. Strategic outcomes, risks and outputs in the IDP

Strategic outcomes	Major risks	Outputs
1 A financially sustainable municipality with well maintained assets	1.1 If there is insufficient revenue to meet the demand for services 1.2 If services are expensive and unaffordable	1.1 Secured and increased sources of income 1.2 Affordable and well managed budget 1.3 Well managed and maintained assets
2 Satisfied, involved and well informed clients	2.1 If clients are unsatisfied / uninvolved / uninformed	2.1 Prompt, courteous and responsive service that is sensitive to the needs/concerns of the public and respectful of individual rights 2.2 External and internal clients that are well informed on municipal matters 2.3 Citizens that are actively participating in municipal decision-making
3 An effective, efficient, motivated and appropriately skilled work force	3.1 If there is a lack of appropriately skilled and productive staff 3.2 If the working environment is unsafe and unhealthy	3.1 A motivated, productive work force pursuing Swartland Municipality's vision, mission, philosophy and values 3.2 A well trained and appropriately skilled work force, striving towards service excellence 3.3 A safe and healthy working environment
4 Access to affordable and reliable municipal infrastructure	4.1 If infrastructure is ageing and poorly maintained which can result in a collapse in services 4.2 If there is a lack of capacity in respect of infrastructure	4.1 Sufficient capacity in respect of infrastructure 4.2 Affordable municipal infrastructure 4.3 Reliable, safe and well operated and maintained municipal infrastructure

Strategic outcomes	Major risks	Outputs
5 Sustainable development of the municipal area (with special emphasis on previously neglected areas)	5.1 If there is an imbalance between the three pillars of sustainable development i.e. environment, economy and people	5.1 Social development that improves people's quality of life 5.2 Sound management of the urban and rural environment 5.3 Economic growth that benefits all
6 A lean, integrated, stable and corruption free organisation	6.1 If there is a lack of good governance 6.2 If management - and IT systems are inadequate	6.1 Improved organisational focus and performance 6.2 Improved organisational control environment 6.3 Sound work ethics 6.4 An effective, efficient and well-disciplined institution with sustainable capacity 6.5 Relevant and efficient IT service and infrastructure
7 Increased community safety through traffic policing, by-law enforcement and disaster management	7.1 If there is a decrease in law compliance 7.2 If we are insufficiently prepared for disasters	7.1 Increase in law compliance 7.2 Strengthening of fire fighting service 7.3 Effective disaster recovery

These strategic outcomes, risks and outputs form the core of the Municipality's strategy in Chapter 7 of the IDP. This is what the Municipality will focus on over the five year term of this IDP. The strategy in Chapter 7 will become a standard item on the agenda of the management team in order to continuously monitor the success of processes, actions and outputs in the achievement of the seven strategic outcomes.

Annexure 1 : Monthly projections of revenue to be collected for each source

WC015 Swartland - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue By Source															
Property rates	5,765	5,759	5,755	5,754	5,753	5,752	5,751	5,749	5,747	5,745	5,745	5,744	69,020	73,368	78,183
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	14,296	18,799	15,583	15,709	15,176	13,974	15,326	14,682	14,742	13,562	15,165	11,631	178,645	189,213	201,498
Service charges - water revenue	2,723	4,512	4,534	2,245	4,355	2,238	1,378	2,168	2,235	2,323	2,316	2,238	33,265	35,113	36,974
Service charges - sanitation revenue	2,089	2,057	2,106	2,083	2,052	2,103	2,087	2,054	2,063	2,047	2,051	2,050	24,844	28,517	29,250
Service charges - refuse revenue	1,616	1,609	1,606	1,604	1,602	1,601	1,601	1,599	1,598	1,594	1,595	1,591	19,215	20,228	21,552
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	175	193	250	656	313	187	296	352	296	175	98	96	3,088	3,252	3,414
Interest earned - external investments	0	30	11	8	14	955	2,294	2,308	32	10	10	5,149	10,820	9,894	8,900
Interest earned - outstanding debtors	91	94	99	102	98	97	101	109	119	115	111	141	1,276	1,340	1,407
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	337	338	338	336	337	336	337	336	336	336	336	337	4,039	4,041	4,042
Licences and permits	255	278	213	203	241	209	304	276	258	231	284	256	3,007	3,157	3,315
Agency services	181	232	214	233	209	193	267	210	197	186	217	200	2,539	2,666	2,799
Transfers recognised - operational	15,874	5,129	4,158	811	9,069	1,954	811	811	9,537	18	18	5,438	53,629	52,196	65,164
Other revenue	578	938	917	966	1,078	1,062	1,395	881	868	791	942	1,203	11,621	11,940	12,240
Gains on disposal of PPE	-	-	-	-	-	200	-	-	-	-	-	-	200	200	200
Total Revenue (excluding capital transfers and	43,980	39,967	35,783	30,710	40,299	30,861	31,948	31,536	38,028	27,133	28,888	36,075	415,207	435,125	468,938
Expenditure By Type															
Employee related costs	8,588	9,305	10,603	9,713	14,930	9,755	10,022	10,260	9,956	9,856	9,995	14,516	127,499	138,559	149,673
Remuneration of councillors	628	628	628	628	626	628	628	878	660	660	639	610	7,839	8,327	8,896
Debt impairment	526	526	526	526	526	526	526	526	526	526	526	4,957	10,748	12,113	14,491
Depreciation & asset impairment	89	89	17,744	6,327	6,062	6,062	89	89	5,974	6,062	5,974	19,543	74,104	76,189	79,278
Finance charges	3	0	5	0	2	7,571	0	0	6	0	9	7,499	15,096	14,633	14,287
Bulk purchases	-	17,435	18,491	11,843	10,553	10,880	12,084	9,630	10,905	12,433	10,356	26,017	150,625	163,105	176,627
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	268	251	283	319	295	277	304	243	269	291	322	332	3,453	3,630	3,866
Transfers and grants	256	199	183	60	21	24	226	76	202	69	25	743	2,083	2,083	2,115
Other expenditure	3,619	5,833	5,501	6,553	6,661	5,804	4,858	4,981	5,593	5,071	6,492	12,430	73,397	69,545	82,029
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	5,263	5,263	5,527	5,803
Total Expenditure	13,977	34,266	53,963	35,969	39,677	41,526	28,738	26,684	34,090	34,968	34,338	91,912	470,108	493,710	537,065
Surplus/(Deficit)	30,003	5,702	(18,181)	(5,259)	622	(10,665)	3,209	4,851	3,938	(7,836)	(5,450)	(55,837)	(54,901)	(58,585)	(68,127)
Transfers recognised - capital	-	42,513	-	-	355	-	-	-	-	-	-	-	42,868	24,931	21,273
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	30,003	48,215	(18,181)	(5,259)	977	(10,665)	3,209	4,851	3,938	(7,836)	(5,450)	(55,837)	(12,033)	(33,654)	(46,854)
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	30,003	48,215	(18,181)	(5,259)	977	(10,665)	3,209	4,851	3,938	(7,836)	(5,450)	(55,837)	(12,033)	(33,654)	(46,854)

WC015 Swartland - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (standard classification)

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Capital Expenditure - Standard															
<i>Governance and administration</i>	5	9	237	59	175	172	55	139	445	465	241	92	2,094	1,951	1,645
Executive and council	–	4	187	4	–	167	–	4	185	5	182	87	825	834	836
Budget and treasury office	–	–	–	–	10	–	10	–	5	–	4	–	29	30	32
Corporate services	5	5	50	55	165	5	45	135	255	460	55	5	1,240	1,086	778
<i>Community and public safety</i>	112	262	357	262	137	132	592	692	582	583	512	512	4,739	1,626	3,385
Community and social services	12	12	12	62	127	12	582	652	512	540	512	512	3,551	210	206
Sport and recreation	100	250	300	200	10	–	10	40	40	25	–	–	975	688	1,070
Public safety	–	–	45	–	–	120	–	–	30	18	–	–	213	728	2,108
Housing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<i>Economic and environmental services</i>	150	208	300	210	2,140	4,080	2,140	4,590	590	3,452	1,844	112	19,815	9,621	25,201
Planning and development	–	–	–	10	20	10	10	20	20	19	–	–	109	114	120
Road transport	150	208	300	200	2,120	4,070	2,130	4,570	570	3,433	1,844	112	19,706	9,507	25,081
Environmental protection	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<i>Trading services</i>	433	450	593	2,685	5,046	5,830	5,958	10,218	10,131	11,015	3,394	1,077	56,831	51,630	22,279
Electricity	33	43	43	343	2,013	983	243	2,643	1,433	1,513	980	1,070	11,340	9,850	10,300
Water	400	400	500	605	510	205	1,105	60	1,184	460	–	–	5,429	9,314	2,888
Waste water management	–	7	–	1,707	2,000	2,642	4,610	7,015	7,514	8,092	1,914	7	35,509	32,010	6,431
Waste management	–	–	50	30	523	2,000	–	500	–	950	500	–	4,553	456	2,660
<i>Other</i>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Standard	700	930	1,487	3,217	7,499	10,215	8,745	15,640	11,747	15,515	5,992	1,793	83,480	64,828	52,511

Annexure 2

Monthly projections of expenditure (operating and capital) and revenue for each vote

WC015 Swartland - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
R thousand															
Revenue by Vote															
Vote 1 - Corporate Services	150	843	125	827	2,042	32	1,020	837	120	38	81	20	6,134	6,415	6,835
Vote 2 - Civil Services	12,705	8,953	8,854	6,597	14,664	6,729	6,020	6,402	12,434	6,518	6,603	6,743	103,222	112,531	118,921
Vote 3 - Council	4,139	46,652	4,139	-	-	-	-	-	-	-	-	4,935	59,866	30,405	26,903
Vote 4 - Electricity Services	14,786	18,914	15,593	15,771	15,681	13,992	15,373	14,708	15,232	13,609	15,190	11,665	180,514	191,339	203,916
Vote 5 - Financial Services	11,210	5,947	5,928	5,927	6,972	9,013	8,218	8,234	9,069	5,921	5,948	11,080	93,466	103,988	117,943
Vote 6 - Development Services	212	319	368	792	481	270	345	489	371	287	227	324	4,487	4,699	4,705
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services	778	852	776	795	813	824	972	865	802	760	840	1,309	10,386	10,679	10,987
Total Revenue by Vote	43,980	82,480	35,783	30,710	40,654	30,861	31,948	31,536	38,028	27,133	28,888	36,075	458,075	460,056	490,211
Expenditure by Vote to be appropriated															
Vote 1 - Corporate Services	1,228	1,257	1,731	1,180	1,901	1,283	1,350	1,289	1,420	1,300	1,599	2,322	17,860	19,352	20,817
Vote 2 - Civil Services	4,609	7,749	22,714	13,620	15,882	20,362	8,590	8,852	13,753	13,308	13,059	33,966	176,464	184,121	196,392
Vote 3 - Council	2,674	1,954	1,668	1,714	1,685	1,913	1,637	1,875	1,664	1,699	1,638	2,884	23,006	13,730	14,460
Vote 4 - Electricity Services	1,214	17,774	21,451	13,473	11,908	12,007	11,513	8,843	11,153	12,829	10,963	28,534	161,662	173,853	186,931
Vote 5 - Financial Services	1,369	1,667	2,184	2,037	2,926	2,045	1,808	1,671	2,276	2,071	2,813	18,000	40,868	47,130	59,693
Vote 6 - Development Services	830	1,014	920	1,047	1,514	1,035	890	1,107	914	946	1,361	1,546	13,124	15,872	16,429
Vote 7 - Municipal Manager	649	763	884	842	940	777	810	813	747	790	769	1,487	10,271	10,802	11,581
Vote 8 - Protection Services	1,404	2,088	2,411	2,056	2,920	2,105	2,140	2,234	2,162	2,025	2,136	3,173	26,853	28,850	30,762
Total Expenditure by Vote	13,977	34,266	53,963	35,969	39,677	41,526	28,738	26,684	34,090	34,968	34,338	91,912	470,108	493,710	537,065
Surplus/(Deficit) before assoc.	30,003	48,215	(18,181)	(5,259)	977	(10,665)	3,209	4,851	3,938	(7,836)	(5,450)	(55,837)	(12,033)	(33,654)	(46,854)
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	30,003	48,215	(18,181)	(5,259)	977	(10,665)	3,209	4,851	3,938	(7,836)	(5,450)	(55,837)	(12,033)	(33,654)	(46,854)

WC015 Swartland - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2013/14												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Multi-year expenditure to be appropriated															
Vote 1 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Civil Services	-	-	-	1,700	2,000	2,625	4,000	6,000	6,514	7,485	1,020	-	31,344	28,755	4,528
Vote 3 - Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Financial Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Development Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	-	-	-	1,700	2,000	2,625	4,000	6,000	6,514	7,485	1,020	-	31,344	28,755	4,528
Single-year expenditure to be appropriated															
Vote 1 - Corporate Services	-	-	-	50	115	-	90	140	-	33	-	-	428	68	64
Vote 2 - Civil Services	650	865	1,150	1,052	3,183	6,302	3,865	6,205	2,814	5,494	3,238	119	34,937	23,334	33,723
Vote 3 - Council	-	2	187	2	-	165	-	2	185	3	182	87	815	814	815
Vote 4 - Electricity Services	33	43	43	343	2,013	983	243	2,643	1,433	1,513	980	1,070	11,340	9,850	10,300
Vote 5 - Financial Services	5	5	50	55	175	5	35	135	260	455	59	5	1,244	1,090	782
Vote 6 - Development Services	12	12	12	12	12	12	512	512	512	512	512	512	3,148	168	170
Vote 7 - Municipal Manager	-	2	-	2	-	2	-	2	-	2	-	-	10	20	21
Vote 8 - Protection Services	-	-	45	-	-	120	-	-	30	18	-	-	213	728	2,108
Capital single-year expenditure sub-total	700	930	1,487	1,517	5,499	7,590	4,745	9,640	5,234	8,030	4,972	1,793	52,136	36,073	47,983
Total Capital Expenditure	700	930	1,487	3,217	7,499	10,215	8,745	15,640	11,747	15,515	5,992	1,793	83,480	64,828	52,511

Annexure 3

Quarterly projections of service delivery targets and performance indicators for each vote

The pages that follow contain the following reports:

Annexure 3A: Performance indicators and benchmarks (operating budget)

Annexure 3B: 2012/2013 KPIs and targets from the IDP

Annexure 3C: Generic KPIs and targets for Municipal Manager and Directors

Annexure 3D: Targets and projected expenditure for each capital budget item

Annexure 3A

Performance indicators and benchmarks (operating budget)

WC015 Swartland - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Borrowing Management										
Credit Rating			A3	A3	A3	A3	A3			
Capital Charges to Operating Expenditure	Interest & Principal Paid / Operating Expenditure	3.5%	5.8%	2.8%	5.2%	5.2%	5.2%	4.3%	3.7%	3.4%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing / Own Revenue	4.9%	7.1%	3.5%	6.4%	6.4%	6.4%	5.6%	4.8%	4.6%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure ex cl. transfers and grants and contributions	0.4%	0.0%	115.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital										
Gearing	Long Term Borrowing/ Funds & Reserves	55.4%	39.4%	132.3%	106.9%	138.7%	138.7%	135.0%	131.0%	126.5%
Liquidity										
Current Ratio	Current assets/current liabilities	4.1	4.0	4.2	3.9	3.7	3.7	3.2	2.8	2.5
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4.1	4.0	4.2	3.9	3.7	3.7	3.2	2.8	2.5
Liquidity Ratio	Monetary Assets/Current Liabilities	3.2	3.1	3.4	3.2	2.7	2.7	2.3	1.9	1.6
Revenue Management										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	98.0%	99.0%	98.0%	100.0%	98.3%	94.6%	94.6%	96.4%	96.2%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)			94.2%	101.0%	100.0%	98.3%	94.6%	94.6%	96.4%	96.2%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	15.1%	13.6%	13.3%	9.2%	14.3%	14.3%	13.8%	13.6%	13.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
Creditors Management										
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Creditors to Cash and Investments		22.7%	23.2%	19.2%	22.5%	24.3%	24.3%	30.7%	36.9%	43.9%
Other Indicators										
Electricity Distribution Losses (2)	Total Volume Losses (kW)	15515145	14161625	12754232	7%	7%	7%	7%	7%	7%
	Total Cost of Losses (Rand '000)									
Water Distribution Losses (2)	Total Volume Losses (kℓ)	730183	884000	823550	16.80%	16.80%	16.80%	16.00%	15.50%	15.00%
	Total Cost of Losses (Rand '000)									
Employee costs	Employee costs/(Total Revenue - capital revenue)	30.1%	30.8%	31.6%	30.5%	31.1%	31.1%	30.7%	31.8%	31.9%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	31.8%	34.2%	33.5%	32.4%	33.0%	33.0%	32.6%	33.8%	33.8%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	4.6%	4.8%	4.4%	4.7%	4.6%	4.6%	4.3%	4.1%	4.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	23.8%	22.0%	20.6%	24.1%	21.9%	21.9%	21.5%	20.9%	20.0%
IDP regulation financial viability indicators										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	9.6	17.4	16.7	23.8	23.8	23.8	26.5	29.5	31.1
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	21.8%	18.3%	16.8%	11.3%	17.5%	17.5%	17.2%	16.7%	16.3%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	10.5	8.8	9.7	6.8	6.4	6.4	5.5	4.6	3.8

Annexure 3B
Revised KPIs and targets from the IDP for 2013/2014

STRATEGIC OUTCOME 1: A FINANCIALLY SUSTAINABLE MUNICIPALITY WITH WELL MAINTAINED ASSETS

Output 1.1: Secured and increased sources of income

Actions	Processes	KPI's / Standards	Targets
1.1.1 Review all tariffs	Investigate the desirability of cost reflective depreciation charges and determine an appropriate strategy	Investigation and report on desirability of cost reflective depreciation charges completed and appropriate strategy determined	By Oct 2013
1.1.2 Maintain and improve on debt collection	Investigate further processes to increase the debt collection rate	Investigation and report on processes to increase the debt collection rate completed	Annually by March
	Install water demand management devices for revenue protection (only in low cost areas)	Various projects or processes certified by the Director Fin Services	Annually by March
		Installation of devices	2013/14
1.1.3 Secure new sources of revenue	Investigate new sources of revenue	Investigate and discuss annually at a management meeting	Annually by July
		Investigate the possibility of installing parking meters or appointing parking marshals on a shared revenue basis.	By Nov 2013
	Assist new businesses to establish in the area	Report on engagements with stakeholders such as the Industrial Development Corporation to assist in bringing growth to the area	By July 2013
		Report on tax- and tariff policy and incentives available to new businesses	By Oct 2014
		Report on area of land provided for development opportunities	By July 2013
		Determine interest in industrial land in Moorreesburg and report	By Nov 2013
		% of larger projects that could be provided with sufficient infrastructure	100%
1.1.4 Ensure an accurate and well maintained income database	Develop a comprehensive income database	Completion of database confirmed	By March 2013

Actions	Processes	KPI's / Standards	Targets
1.1.5 Secure more external funding and government grants for soft services including long term funding for operating expenses	Investigate possible new external funding sources and government grants	Report on possible new external funding sources and government grants completed	Annually by Sep

Output 1.2: Affordable and well managed budget

Actions	Processes	KPI's / Standards	Targets
1.2.1 Monitor the financial health of the Municipality against financial standards	Measure and report on financial performance against ratio's and standards	Report on Municipality's performance against ratio's and standards	Annually by Oct

Output 1.3: Curtailing expenditure

Actions	Processes	KPI's / Standards	Targets
1.3.1 Restructuring and outsourcing of municipal disciplines and services	Investigate and report to the Mayoral Committee on the restructuring and outsourcing of various municipal disciplines such as:	Investigation of possible services to be outsourced completed and reported to the Mayoral Committee	By August 2013
	<ul style="list-style-type: none"> ▪ Maintenance and painting of buildings ▪ Painting of road marks ▪ Reading water- and electricity meters ▪ Yzerfontein harbour ▪ After hours working and standby services 	Liaison with trade unions	Nov 2013
		Agreed services to be outsourced	June 2014
	Do a cost analysis on and investigate the outsourcing of essential services including telephone services, refreshments, after hours services, etc.	Cost analysis and investigation completed and submitted to the Mayoral Committee	By Sep 2013
1.3.2 Reduction in standby and overtime costs	Reduce standby services	Reduction in standby services	15% in 2013/2014 A further 5% in the subsequent two years
	Reduce overtime	Reduction in overtime	At least 10% in 2013/2014 A further 5% in the subsequent two years

Output 1.4: Well managed and maintained assets

Actions	Processes	KPI's / Standards	Targets
1.4.1 Maintain and utilise assets effectively and efficiently	Establish an asset management programme	Asset management programme established	End of June 2014
		Compile a maintenance plan linked to the asset register	June 2015

STRATEGIC OUTCOME 2: SATISFIED, INVOLVED AND WELL INFORMED CLIENTS

Output 2.1: Prompt, courteous and responsive service that is sensitive to the needs/concerns of the public and respectful of individual rights

Actions	Processes	Performance indicators	Targets
2.1.1 Maintain and measure standards in the client services charter	Review the client services charter to evaluate and improve standards	Review completed	By end of 2013
	Develop incidents reporting system for measurement and reporting	System developed	By end of June 2014
	Communicate results of performance measuring to the public (positive as well as negative)	Annual report published in newsletter	Annually after June 2014
2.1.2 Test public opinion on municipal service delivery	Do a client satisfaction survey as a follow-up on the survey done in 2011	Survey completed	By Dec 2016

Output 2.2: External and internal clients that are well informed on municipal matters

Actions	Processes	Performance indicators	Targets
2.2.1 Formulate and implement a communication strategy and plan	Compile the strategy and plan	Strategy and plan compiled	By June 2013
	Annual assessment and revision (if necessary) of communication strategy and plan	Assessment and revision completed	Annually by June

Output 2.3: Citizens that are actively participating in municipal decision-making

Actions	Processes	Performance indicators	Targets
2.3.1 Involve external and internal clients in the compilation of municipal strategies, policies and programmes	Evaluate stakeholder involvement in policy making, projects and programmes	Bi-annual discussion of evaluation report by Management Team	Bi-annually
2.3.2 Ensure actively functioning and adequately represented ward committees	Amend ward committee rules and procedures	Rules and procedures amended	2016 (after municipal election)
	Communicate Area Plans after approval	Communication done as planned	Annually after May
	Distribution of ward information pamphlets	Pamphlets distributed	Annually

STRATEGIC OUTCOME 3: AN EFFECTIVE, EFFICIENT, MOTIVATED AND APPROPRIATELY SKILLED WORK FORCE

Output 3.1: A motivated, productive work force pursuing Swartland Municipality's vision, mission, philosophy and values

Actions	Processes	Performance indicators	Targets
3.1.1 Undertake and implement a Organisation and Work study / productivity survey	Preparation for the survey / study	Preparation study completed	By Oct 2013
	Undertake the survey / study over an extended period	Survey / study completed	By Jul 2016 depending on funding
	Amend organisational structure according to study if necessary	Amended structure approved by council	Upon completion of above study
	Correctly place and remunerate staff in line with the Organisation and Work study	Correct placement of staff completed	Upon approval of organogram
3.1.2 Improve staff interaction and motivation	Compile and implement programme for staff interaction, information and motivational sessions	Programme compiled and implemented	From 2015
	Monitor the level of motivation of the workforce	Perception / satisfaction survey completed	Annually
3.1.3 Recognition of achievements	Develop and implement policy and standards for the recognition of achievement	Policy implemented	Annually from July 2014

Output 3.2: A well trained and appropriately skilled work force, striving towards service excellence

Actions	Processes	Performance indicators	Targets
3.2.1 Improve skills levels in the organisation	Review induction programme on a regular basis	Review completed	Annually
	Hold training sessions / special equipment programmes according to workplace skills plan	Training provided according to workplace skills plan	Annually
	Provide assistance through bursaries	Bursary approval process completed	Upon finalisation by SALGA
	Implement TASK job evaluation guidelines to ensure regular review of job descriptions	Guidelines implemented	By June 2013
3.2.2 Succession planning and career pathing	Compile succession / mentorship plan in respect of critical posts	Succession / mentorship plan approved	By June 2013
	Compile a career path for every staff member with the involvement of the relevant staff members	Finalise for levels T12 and higher	By June 2013
		Finalise for levels T5 -T11	By June 2014
	Finalise for levels T4 and below	By June 2015	

Output 3.3: Safe and healthy working environment

Actions	Processes	Performance indicators	Targets
3.3.1 Establish a culture of workplace health and safety	Workplace safety awareness campaigns in all departments	Awareness campaigns conducted	Commence July 2012 and Bi-annually thereafter
	Directors Civil and Electrical Engineering Services and Development Services to have discussions with the Internal Auditor regarding the Start Card system	Report to Management Team on the outcome of the discussions	By Sept 2013

STRATEGIC OUTCOME 4: ACCESS TO AFFORDABLE AND RELIABLE MUNICIPAL INFRASTRUCTURE

NOTE: Availability and reliability with respect to three services i.e. water, electricity and sewerage is non-negotiable

Output 4.1: Sufficient capacity in respect of infrastructure

Actions	Processes	Performance indicators	Targets
4.1.1 <u>Water, electricity and sewerage</u> : Ensure that there is always sufficient infrastructure capacity to accommodate demand	Ensure up to date master planning with respect to the three services	Master plans for all three services up to date?	Annually or as required
	Continuously monitor infrastructure capacity	Average capacity as measured by individual indicators in PMS	Maintain 100%
		% of new applications for development on existing erven that can be accommodated	100%
	If not sufficient, plan and budget to rectify capacity in line with relevant master plan(s)	Projects identified and cost estimated submitted for budget purposes	100%
Do proper integrated planning to ensure that planning and the provision of services are well coordinated and that there is always sufficient capacity	Does the capital budget reflect a higher priority for the upgrading of infrastructure for core service delivery?	Yes (annually)	

Output 4.2: Affordable municipal infrastructure

Actions	Processes	Performance indicators	Targets
4.2.1 Minimise distribution losses and departmental operating costs	Maintain energy losses at an acceptable level	% total energy losses (technical + non technical)	Maintain below 9% Maintain below 8% from July 2015
	Maintain water losses at an acceptable level	% total water losses	From 2013/14: Reduce by 1% p.a. until 14%

Actions	Processes	Performance indicators	Targets
4.2.2 Set standards for operating costs	Develop standards for operating costs i.r.o. civil engineering services	Standards developed	By Dec 2013
	Develop standards for operating costs i.r.o. electrical engineering services	Standards developed	By Dec 2013
4.2.3 <u>Refuse removal</u> : Consider restructuring the service in the interest of affordable tariffs	Restructuring investigation	Investigation completed	By end of Oct 2013

Output 4.3: Reliable, safe and well operated and maintained municipal infrastructure

Actions	Processes	Performance indicators	Targets
4.3.1 <u>Water, electricity and sewerage</u> : Ensure that the annual budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment	Secure a realistic amount on the annual budget for this purpose	% compliance with Nersa licence condition with respect to 5% of revenue for upgrading and refurbishment annually	Maintain 100%
	<i>Note: All legislative and licence conditions re maintenance and refurbishment to be complied with, i.e. Nersa licence condition to allocate 5% of revenue annually.</i>	Amount allocated for water and sewerage in terms of depreciated value of assets must be made available for upgrading and refurbishment.	100% by 2016
4.3.2 <u>Roads and storm water</u> : Speed up routine maintenance to temporarily stop the deterioration of roads and storm water <i>Note: There are not sufficient funds to do preventative maintenance, which means roads and storm water will inevitably deteriorate in the long run</i>	Secure an increased amount on the operating budget for routine maintenance of roads and storm water	Amount allocated for roads and storm water in terms of depreciated value of assets must be made available for upgrading and refurbishment.	100% by 2016 OR Acceptance of deteriorated roads and storm water and inevitable loss of asset
4.3.3 <u>Gravel roads</u> : Maintain existing policy i.e. existing gravel roads will not be tarred.	Maintain current condition of gravel roads and storm water	Adequate operational funding provided for maintenance from 2013/14. Report on how to improve cost.	R500 000 p.a. by 2016
4.3.4 <u>Waste management</u> : Address unlicensed waste disposal facilities	Address the six unlicensed waste disposal facilities in Yzerfontein, Moorreesburg, Riebeeck West, Riebeeck Kasteel, Koringberg and Darling	Apply to the Department of Environmental Affairs for the necessary permits	By June 2014
4.3.5 <u>Sport and recreation</u> : Limit the resources allocated to sport and recreation based on the Municipality's financial ability Divide the responsibility in respect of maintenance of facilities between the Municipality and sport clubs	Determine existing resources allocated to sport and recreation; Determine the maximum that the Municipality can allocate based on its financial ability	Amount allocated for sport and recreation in terms of depreciated value of assets must be made available for upgrading and refurbishment	100% of the maximum amount determined

Actions	Processes	Performance indicators	Targets
4.3.6 Ensure adequate play areas for children with special reference to low-cost housing areas	Plan and budget for the provision of new (and the maintenance of existing) play areas for children with special reference to low-cost housing areas	Include the upgrading and development of parks in the area plans	By 1 July 2013
		Planning and budgeting for the upgrading and development of parks completed	By Oct 2013
4.3.7 <u>Municipal Buildings and facilities</u> : To be maintained to minimum level to prevent deterioration.	Secure a realistic amount on the annual budget for this purpose.	Amount allocated for buildings and facilities in terms of depreciated value of assets must be made available for upgrading and refurbishment	100% by 2016

STRATEGIC OUTCOME 5: SUSTAINABLE DEVELOPMENT OF THE MUNICIPAL AREA (WITH SPECIAL EMPHASIS ON PREVIOUSLY NEGLECTED AREAS)

Output 5.1: Social development that improves people's quality of life

Actions	Processes	Performance indicators	Targets
5.1.1 Implementation of the Social Development Strategy	Committee must identify projects, prioritise, set objectives and submit to relevant department for budget consideration	Report submitted	By October 2013
5.1.2 Establish a meaningful and sustained working arrangement or partnership between the Municipality and the NGO sector to address social challenges	Formalise a working arrangement/partnership that addresses the following: <ul style="list-style-type: none"> ▪ Availability of facilities and vacant land for social development organisations ▪ Support for social development initiatives and programmes ▪ Facilitation of access to funding for social development organisations to implement social upliftment projects ▪ Sharing of and access to information ▪ Coordination of services ▪ Establishment and support of networking platforms for NGO's and CBO's 	Working arrangement/ partnership formalised and documented	By July 2013
		Memorandum of agreement or memorandum of undertaking signed between Municipality and the organised NGO sector	By Oct 2013

Output 5.2: Sound management of the urban and rural environment

Actions	Processes	Performance indicators	Targets
5.2.1 Implementation of the Spatial Development Framework <i>Note: SDF forms an integral part of the organisational strategy and of which the implementation is continuously monitored</i>	Implementation of action plans	Agree on programme, timeframes and costs and refer to budget prioritisation	By Oct 2013
	Focussed marketing of Swartland to optimise the potential of existing infrastructure	Meeting with all private developers to discuss marketing of Swartland	July 2012

Actions	Processes	Performance indicators	Targets
		Implement most efficient marketing strategy	After July 2012
	Facilitate new income generating developments	Report annually to Management Team on new income generating developments realised during term of Strategic Plan	Annually by May
5.2.2 Protect environmental quality	Climate change awareness / strategy / initiatives for Swartland	Formulate strategy / initiatives and implement	By June 2013
		Awareness sessions with all departments	Aug 2013
		Ensure the co-operation / involvement of other role-players	Continuously
	Effectively manage scarce natural resources	Report on the number of projects / programmes that make use of or directly support renewable energy use	Quarterly
	Enforce relevant municipal legislation	Create effective mechanisms for law enforcement	By July 2013
5.2.3 Land use and building control management	Apply conditions of land use approval during implementation of projects	Report on monitoring of the application of conditions and the number of non-compliance	Continuously
5.2.4 Implementation of the integrated human settlement plan	Finalise integrated human settlement plan and submit to council for final approval	Document approved	July 2013
		Housing pipeline revised	Annually by March
	Compile budget programme for Council contributions	Budget programme completed	Annually by Oct 2012

Output 5.3: Economic growth that benefits all

Actions	Processes	Performance indicators	Targets
5.3.1 Formulate LED strategy and action plan	Complete LED strategy and action plan and submit to Council for approval	Draft document approved	End of Nov 2013
5.3.2 Give urgent attention to getting the economy going	Adapt the Developers Contribution Policy (investigate e.g. the necessity of the almost R10 000 levy that developers must pay to the WCDM and another amount of more than R6 000 for SM, both just for water)	Amended policy approved	By 1 July 2013
		Discuss bulk capital contributions at the Water Monitoring Committee and give feedback of the end result to the Mayoral Committee	By Dec 2013

STRATEGIC OUTCOME 6: A LEAN, INTEGRATED, STABLE AND CORRUPTION FREE ORGANISATION

Output 6.1: Improved organisational focus and performance

Actions	Processes	Performance indicators	Targets
6.1.1 Monitor the implementation of the Municipality's strategic plan (IDP)	Regular strategy meetings with top management	Meetings with top management held	Quarterly
	Monitor success with actions and processes	Problems addressed and adjustments made if necessary	Quarterly
	Annually revise the strategic plan (IDP) as per legislative requirements	Strategic plan (IDP) revised	Annually by May

Output 6.2: Improved organisational control environment

Actions	Processes	Performance indicators	Targets
6.2.1 Full implementation of risk management	Annual revision of Risk Management Policy and Strategy	Framework finalised	Annually by July
	Identify risks affecting the organisation	Updated strategic risk assessment	By Aug 2013
	Evaluate in light of the above-mentioned risk assessment	Evaluation completed	Bi-annually
	Compile RBAP according to updated risk assessments	RBAP updated	Annually

Output 6.3: Sound work ethics

Actions	Processes	Performance indicators	Targets
6.3.1 Maintain a zero tolerance to fraud and corruption	Fraud and Corruption awareness under staff and the public	Awareness campaign by external service provider for all departments up to supervisor level	Annually by Aug
	Make staff and public aware of whistle blowing procedure and contact number	Include in above-mentioned awareness campaign	As above

Output 6.4: An effective, efficient and well-disciplined institution with sustainable capacity

Actions	Processes	Performance indicators	Targets
6.4.1 Maintain a high level of discipline	Apply disciplinary code	Continuous application of code and reporting of hearing outcomes	Bi-annually
6.4.2 Improve community confidence and trust in the municipality	Maintain an effective independent Audit Committee function as per legislation	Annual evaluation of Audit Committee by Mayor and MM	Annually
	Manage the Municipality in an economically, effective and efficient way	A clean audit obtained	Annually

Output 6.5: Relevant and efficient IT service and infrastructure

Actions	Processes	Performance indicators	Targets
6.5.1 Implement a redundant Wireless Network (WAN) throughout Swartland municipal area	Implement a redundant WAN	WAN implemented	June 2015z
6.5.2 Upgrade server infrastructure that provide for improved performance and redundancy	Replace existing server infrastructure	Replacement of existing server infrastructure completed	December 2014
	Replace existing Storage Area Network (SAN)	Replace existing SAN completed	June 2015

STRATEGIC OUTCOME 7: INCREASED COMMUNITY SAFETY THROUGH TRAFFIC POLICING, BY-LAW ENFORCEMENT AND DISASTER MANAGEMENT

Output 7.1: Increase in law compliance

Actions	Processes	Performance indicators	Targets
7.1.1 Establish a more efficient and focused structure in terms of registration and licensing of vehicles	Effectively address the underfunded mandates regarding driver and vehicle licensing	Cost analysis by PGWC	Completed
		Enter into a SLA with PGWC	2014
		Implementation	2014
7.1.2 Step up the enforcement of municipal by-laws and traffic legislation through restructuring of the Municipal Police Service	Establish specialised unit for law enforcement after restructuring of Municipal Police to become Traffic and Law Enforcement	Unit established	1 July 2013
	Bi-annual interaction with public prosecutors in respect of withdrawal of traffic fines and court sentences	Bi-annual interaction held	Bi-annually by Dec and June
	Investigate partnerships to monitor illegal structures	Investigation completed	Feb 2013
	Review current by-laws applicable to traffic policing and law enforcement and update where necessary	By-laws reviewed	Before end of June 2013
7.1.3 Implement awareness campaigns with regards to law enforcement services	Major law enforcement awareness campaigns	At least two per annum	Annually

Output 7.2: Strengthening of fire fighting service

Actions	Processes	Performance indicators	Targets
7.2.1 Adopt a fire-fighting by-law	Adjust Standard Fire-fighting By-law according to local conditions and adopt	By-law adopted by Council	End of Dec 2012
	Annual review of by-law	By-law reviewed	Annually after adoption of by-law

Output 7.3: Effective disaster recovery

Actions	Processes	Performance indicators	Targets
7.3.1 Disaster recovery plan	Annually review of Disaster Recovery Plan	Review completed	End of May 2014

Annexure 3C

Generic KPIs and targets for Municipal Manager and Directors

MUNICIPAL MANAGER

The performance objectives, KPI's, annual targets and risks in the following table are applicable to the Municipal Manager:

Perf Objective	KPI	Target	Target Description
pr-09-0001: Promote local economic development through liaison with business role-players	Annual event with local business held before end of June 2013?	Yes	
pr-09-0002: Promote and facilitate the creation of jobs	% of the LED funds actually spent	90.0%	for the year
pr-09-0003: Ensure sound management	Monthly management meetings held?	Yes	
pr-09-0004: Promote proper procurement through sound management	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0	maximum
pr-09-0005: Promote implementation by ensuring that the performance of the municipality is monitored	Monthly performance and financial assessments done?	Yes	
pr-09-0006: Promote good governance through the publication of an annual report	Annual Report as required by MFMA (121) tabled before end of January and approved before end of March?	Yes	
pr-09-0007: Promote council's objectives by ensuring tasks are implemented	% of due council decisions initiated	100.0%	
pr-09-0008: Ensure that participative planning takes place	Monthly checking of IDP/Budget process schedule done?	Yes	
pr-09-0009: Ensure the organisation functions optimally by maintaining a functional macro-structure	Annual review of the macro structure completed?	Yes	
pr-09-0010: Ensure good cooperation between the political and administrative components of the municipality	Performance Management System for Councillors evaluated and revised?	Yes	
pr-09-0011: Improve decision-making through the formalisation of delegations	System of delegations revised?	Yes	
pr-10-0001: Ensure that the financial statement fairly represent the position of the Municipality and that performance information is reliable, accurate and complete	Was a clean audit obtained from the Auditor-General?	Yes	
pr-10-0002: MFMA Section 21(2): When preparing the annual budget take into account the municipality's IDP	IDP taken into account when preparing the annual budget ?	Yes	
pr-10-0003: MFMA Section 27(1): Inform the MEC for finance of any non-compliance by the municipality of any provisions of this Act or any other legislation pertaining to the tabling or approval of an annual budget or compulsory consultation processes	MEC informed of non-compliance, if any?	Yes	

Perf Objective	KPI	Target	Target Description
pr-10-0004: MFMA Section 29(1): Authorise unforeseeable and unavoidable expenditure for which no provision was made in an approved budget in emergency or other exceptional circumstances	Unforeseeable and unavoidable expenditure, if any, authorised?	Yes	
pr-10-0005: MFMA Section 31: Give approval that expenditure for a programme during a financial year may exceed the amount of that year's appropriation.	Approval, if applicable, given?	Yes	
pr-10-0006: MFMA Section 46(2): Sign a resolution of council which approves the debt agreement regarding the incurrence of long-term debt	Resolution, if applicable, signed?	Yes	
pr-10-0007: MFMA Section 52(c): Take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions	Municipality performed its constitutional and statutory functions?	Yes	
pr-10-0008: MFMA Section 53(1)(b): Co-ordinate the annual revision of the IDP and the preparation of the annual budget, and determine how the IDP is to be taken into account or revised for the purposes of the budget	Annual revision and preparation co-ordinated?	Yes	
	Was it determined how the IDP is to be taken into account or revised?	Yes	
pr-10-0009: MFMA Section 53(2): Report to council and the MEC for finance any delay in the tabling of the budget, the approval of the SDBIP or the signing of the annual performance agreements	Any delay reported to council and the MEC, if applicable?	Yes	
pr-10-0010: MFMA Section 54(1): On receipt of section 71 monthly statements or section 72 mid-year assessment, check whether the municipality's approved budget is implemented in accordance with the SDBIP	Implementation of the approved budget in accordance with the SDBIP checked?	Yes	
pr-10-0011: MFMA Section 54(1): On receipt of section 71 monthly statements or section 72 mid-year assessment, consider and, if necessary, make revisions to the SDBIP	SDBIP considered and revisions made if necessary?	Yes	
pr-10-0012: MFMA Section 54(1): On receipt of section 71 monthly statements or section 72 mid-year assessment, issue instructions to ensure that budget is implemented i.a.w. SDBIP and that spending of funds and revenue collection proceed i.a.w. budget	Appropriate instructions issued?	Yes	
pr-10-0013: MFMA Section 54(1): On receipt of section 71 monthly statements or section 72 mid-year assessment, identify any financial problems facing the municipality	Financial problems identified, if any?	Yes	

Perf Objective	KPI	Target	Target Description
pr-10-0014: MFMA Section 55: If the municipality has not approved a budget by the 1st day of the budget year or if it encounters a serious financial problem referred to in section 136, to immediately report the matter to the MEC for local government	Was a serious financial problem referred to in section 136, if any, immediately reported to the MEC?	Yes	
pr-10-0015: MFMA Section 133(1): If accounting officer fails to submit financial statements to the Auditor-General or if the mayor fails to table the annual report, to promptly table in council a written explanation setting out the reasons for the failure	Written explanation, if applicable, tabled in the council?	Yes	
pr-10-0040: MFMA Section 131(1): Ensure that any issues raised by the Auditor-General in an audit report are addressed	% of issues raised by the Auditor-General in an audit report addressed	100.0%	
ADDED BY THE COUNCIL:			
Consider removing all the vacant posts from the organogram instead of talking of a closed purse and still showing vacant posts	Submit a report with the results to Mayoral Committee by September	Yes	

DIRECTORS

The performance objectives, KPI's and targets in the following table are on a management level and are applicable to all the directors:

Perf Objective	KPI	Target	Target Description
Ensure that capital expenditure is in line with budget and time frames	% of capital budget spent		Between 95% and 105%
Implement capital projects	Average % completion of capital projects	95.0%	for the year
Ensure that operating expenditure is in line with budget and time frames	% of operating budget spent		Between 90% and 100%
Ensure that the workforce is appropriately skilled	% of planned training sessions realised	100.0%	
Implement all council decisions	% of due council decisions initiated	100.0%	
Ensure proper performance and financial monitoring	Monthly performance assessments and reconciliation of departmental records of expenditure with finance records done?	Yes	
Ensure legal compliance in relation to the annual report	Departmental input to the annual report submitted by due date?	Yes	
Facilitate adequate budget planning	Budget requests provided to financial department in accordance with the budget time schedule?	Yes	
Complete all assignments from the municipal manager by set date	Number of written warnings received from municipal manager	0	maximum
Address all correspondence in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	90.0%	
Implement transformation in the organisation	% of employment opportunities applied for appropriate equity appointments	75.0%	

Perf Objective	KPI	Target	Target Description
Ensure that all procurement comply with the legal process	% compliance with SCM policy with the exception of approved deviations	100.0%	
Resolve all audit issues	% internal audit queries for which an action plan was submitted within 10 working days	90.0%	
	% internal actions implemented within agreed time frame	100.0%	
	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100.0%	
	% of Auditor General's findings implemented within agreed time frame	100.0%	
Identify risks and implement controls	Quarterly confirmation of risk assessment?	Yes	
Ensure employee involvement through communication	% of invocoms held according to approved schedule	100.0%	
Reduce the average duration of vacancies	Average duration of vacancies after decision was taken by management to fill the post	3 mths	maximum
Promote a productive workforce	% of person days lost per month	4% pm	maximum
Ensure the effective monitoring of the EPWP with respect to implementation and reaching of targets	Number of person days of work created during the financial year	11 792	achieved in 2011/2012
	Number of work opportunities created during the financial year	221	for the whole organisation for the year
Adherence to the Municipality's Virement Policy	Not more than 4 virements with respect to any line item on the budget been done during the financial year?	Yes	
ADDED BY THE COUNCIL:			
Consider removing all the vacant posts from the organogram instead of talking of a closed purse and still showing vacant posts	Report in this regard to Management Team	Yes	by July 2013
Ensure the timeous purchase and issuing of protective clothing	Purchase and issuing of protective clothing completed	Yes	End of July 2013
ADDED DUE TO ITEM ON MAYCO AGENDA OF 15 May 2013			
Ensure the safeguarding of assets	Each director to confirm the existence of all moveable assets within the department at a relevant Management Team meeting	Yes	Bi-annually in October and April
	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes	

Over and above the performance objectives, KPI's and targets in the preceding table, the under mentioned are only applicable to the specific directors, as indicated:

Perf Objective	KPI	Target	Target Description
Director Civil Engineering Services			
ADDED BY THE COUNCIL:			
Provide cheaper and more speed bumps	A proposal on alternatives and the cost of the different options submitted to the Mayoral Committee by August 2013	Yes	
Ensure that the water level of the Perdeberg dam stays within an acceptable level (taking into consideration the contractual water rights)	Investigation into the water level of the dam historically during March and the determination of an acceptable indicator in this regard.	Yes	Report submitted to MayCo by Nov 2013
Director Development Services			
pr-10-0024: Provide for Integrated Housing projects	Bulk services for integrated housing projects available?	Yes	
ADDED BY THE COUNCIL:			
The installation of electronic water control systems as opportunities arise (e.g. housing projects) and in terms of the financial capacity of the Municipality.	Number of systems installed in Phase 1 of Abbotsdale		
Director Financial Services			
pr-09-0096: PM Regulations Reg 10(g): Ensure general financial viability	% Outstanding service debtors to revenue = $B \div C$ <i>B represents total outstanding service debtors</i> <i>C represents annual revenue actually received for services</i>	15.6%	
	% Cost coverage = $(B+C) \div D$ <i>B represents all available cash at a particular time</i> <i>C represents investments</i> <i>D represents monthly fixed operating expenditure</i>	6.4%	
	% Debt coverage = $(B-C) \div D$ <i>B represents total operating revenue received</i> <i>C represents operating grants</i> <i>D represents debt service payments (i.e. interest + redemption) due within the financial year</i>	27.0%	
pr-10-0021: Systems Act Section 99(a): Oversee and monitor the implementation and enforcement of the credit control and debt collection policy and any by-laws enacted in terms of section 98	Implementation and enforcement of the debt collection and credit control policy/by-laws overseen and monitored?	Yes	
pr-10-0022: MFMA Section 21(1)(a): Co-ordinate the processes for preparing the annual budget and budget-related policies	Processes co-ordinated	Yes	
pr-10-0023: MFMA Section 45(2): Sign a resolution of council which approves the debt agreement regarding the incurrence of short-term debt	Resolution, if applicable, signed?	Yes	
pr-11-0003: Monthly reconciliation of free units in respect of free electricity	Monthly reconciliation of free units in respect of free electricity done?	Yes	

Perf Objective	KPI	Target	Target Description
ADDED BY THE COUNCIL:			
Ensure that the installation of electronic water control systems as opportunities arise (e.g. housing projects) is in terms of the financial capacity of the Municipality	Financial viability of the installation investigated and reported to the Management Team	Yes	
Transfer of the last houses in housing scheme's to the residents	Transfer completed by the end of 2013	Yes	
Putting street names onto curbs	Establish the need for street names in different areas	Yes	By Oct 2013
	First phase of implementation completed (starting in Rozenhof and using existing staff)	Yes	End of June 2014
	Report on further phases of implementation based on the availability of funds	Yes	Annually by Oct
Director Protection Services			
Effectively prevent uncontrolled in migration	A plan for the effective control of illegal structures on either private or public land to be compiled and submitted (Look at what City of Cape Town did in this regard)	Yes	Management Team in Aug 2013 MayCo on 10 Sept 2013
Management of informal trading	By-law for the supervision and control of the carrying on of the business of street vendor, pedlar and hawker (2005) to be revised to extend restricted areas to other towns and areas in the Swartland municipal area where such need exist.	Yes	30 April 2014
	Establishment of management structures for informal traders in areas that need formalising and that are not currently included in the By-law.	Yes	30 April 2014

Annexure 3D
Targets and projected expenditure for each capital budget item

**SWARTLAND MUNICIPALITY
STRATEGIC MANAGEMENT SYSTEM**



2013/4 - [SDBIP] PROJECT SCHEDULES

- | | |
|--|---------------------------------------|
|  | Planned Activity |
|  | Actual Activity |
|  | Planned Milestone |
|  | Actual Milestone |
|  | Actual Milestone on Planned Milestone |

Office of the Municipal Manager

Office of the Municipal Manager General

Project: pj-09-0021aa - Equipment Council

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital			3 000			3 000			4 000		3 594		13 594	15 000	-13 594	-100.0%	15 000	100.0%

Project: pj-09-0021ab - Equipment Municipal Manager

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital			4 500			4 500			5 000		5 058		19 058	10 000	-19 058	-100.0%	10 000	100.0%

Integrated Development Planning

Project: pj-10-0150 - MSIG: Changes and extensions to the Strategic Management System

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating				20 000				30 000			33 000		83 000	83 000	-83 000	-100.0%	83 000	100.0%

Project: pj-10-0151 - MSIG: Contract appointment of an IDP Practitioner in the Office of the Municipal Manager

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Monthly salary													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating	8 800	8 800	8 800	8 800	11 475	11 475	11 475	11 475	11 475	11 475	11 475	11 475	127 000	127 000	-127 000	-100.0%	127 000	100.0%

Project: pj-11-0109 - MSIG: Development of a new 5 year macro strategy for the Municipality

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating						10 000			5 000				15 000	15 000	-15 000	-100.0%	15 000	100.0%

Civil Engineering Services

Civil Engineering Services General

Project: pj-09-0021ac - Equipment Civil Services

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Purchase Equipment													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital				10 000	20 000	10 000	10 000	20 000	20 000	19 009			109 009	109 009	-109 009	-100.0%	109 009	100.0%

Parks and Amenities

Project: pj-11-0058 - Equipment Parks: Global amount

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Purchase Equipment													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital					10 000		10 000	20 000	20 000	15 000			75 000	75 000	-75 000	-100.0%	75 000	100.0%

Roads

Project: pj-09-0004 - Roads Swartland: Resealing of roads

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital					2 000 000	2 000 000	2 000 000	1 000 000					7 000 000	7 000 000	-7 000 000	-100.0%	7 000 000	100.0%

Project: pj-11-0060 - Equipment Streets and Storm Water: Global amount

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipmen purchasing													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital					20 000	20 000	20 000	20 000	20 000	32 848			132 848	132 848	-132 848	-100.0%	132 848	100.0%

Project: pj-13-0028 - Vehicles Roads: Replace CK28966 (Concrete mixer)

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
1	2	Delivery/collection													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital							60 000						60 000	60 000	-60 000	-100.0%	60 000	100.0%

Project: pj-13-0098 - Pedestrian Pathways: Darling (Phase2)

Location: Darling

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
1	2	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital	50 000	8 000	50 000	100 000	100 000	50 000	50 000	50 000	50 000				508 000	508 000	-508 000	-100.0%	508 000	100.0%

Sewerage

Project: pj-09-0001 - Sewerage: WWTW Malmesbury

Location: Malmesbury

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Payment of Retention													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital										4 984 750			4 984 750	4 984 750	-4 984 750	-100.0%	4 984 750	100.0%

Project: pj-09-0003 - Telemetry: New installations

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Purchase and Installation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital					20 000			20 000	20 000	11 500			71 500	42 900	-71 500	-100.0%	42 900	100.0%

Project: pj-10-0114 - Equipment Sewerage

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital							10 000	10 000	8 000				28 000	28 200	-28 000	-100.0%	28 200	100.0%

Project: pj-10-0157 - Sewerage: Upgrading of WWTW - Riebeek Kasteel and Riebeek West

Location: Various locations

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital	500 000	500 000	500 000	500 000	500 000	500 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	713 905	8 713 905	26 108 905	-8 713 905	-100.0%	26 108 905	100.0%
Projected Cash Flow		Capital (Ext.)	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	1 395 000	17 395 000			0%		0%

Project: pj-13-0005 - Vehicles Sewerage: Replace CK29300 (Replace Tractor with Front-end loader)

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
1	2	Delivery/collection													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital							600 000						600 000	600 000	-600 000	-100.0%	600 000	100.0%

Project: pj-13-0008 - Sewerage: WWTW Moorreesburg

Location: Moorreesburg

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	1	Planning and Design													N/A				
Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital						125 000						125 000	250 000	250 000	-250 000	-100.0%	250 000	100.0%

Project: pj-13-0010 - Sewerage: Services and development costs - Abbotsdale

Location: Abbotsdale

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	1	Construction													N/A				
Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital	500 000	500 000	500 000	500 000	1 000 000	390 965							3 390 965	2 894 000	-3 390 965	-100.0%	2 894 000	100.0%

Sports Fields

Project: pj-09-0069 - Sport: Gene Louw - Fencing

Location: Moorreesburg

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	1	Procurement process													N/A				
1	2	Construction													N/A				
Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital								20 000	20 000	10 000			50 000	50 000	-50 000	-100.0%	50 000	100.0%

Project: pj-11-0123 - Sport: Riebeek Wes Sports grounds

Location: Riebeek-Wes

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	6	Construction													N/A				
Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital	100 000	250 000	300 000	200 000									850 000	850 000	-850 000	-100.0%	850 000	100.0%

Storm Water

Project: pj-13-0037 - Storm water: Services and development costs - Abbotsdale

Location: Abbotsdale

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	1	Construction													N/A				
Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	1 020 638							11 020 638	9 405 500	-11 020 638	-100.0%	9 405 500	100.0%

Water

Project: pj-10-0040 - Water network: Riebeek West

Location: Riebeek-Wes

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital			100 000	200 000	100 000								400 000	400 000	-400 000	-100.0%	400 000	100.0%

Project: pj-11-0062 - Equipment Water: Global amount

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Purchase equipment													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital				5 000	10 000	5 000	5 000	10 000	13 200	10 000			58 200	58 200	-58 200	-100.0%	58 200	100.0%

Project: pj-12-0013 - Water: Upgrading/Replacement water reticulation network

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital	400 000	400 000	400 000	400 000	400 000	100 000							2 100 000	2 100 000	-2 100 000	-100.0%	2 100 000	100.0%

Project: pj-12-0022 - Water: Secondary Chlorination

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Planning and Design													N/A					
1	2	Procurement process													N/A					
1	3	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital						100 000	100 000	50 000					250 000	250 000	-250 000	-100.0%	250 000	100.0%

Project: pj-13-0046 - Water: Services and development costs - Abbotsdale

Location: Abbotsdale

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital	250 000	250 000	500 000	500 000	500 000	543 224							2 543 224	2 170 500	-2 543 224	-100.0%	2 170 500	100.0%

Cleaning Services

Project: pj-11-0059 - Equipment Refuse Removal: Global amount

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital				20 000	10 900								30 900	30 900	-30 900	-100.0%	30 900	100.0%

Project: pj-11-0077 - Vehicles Refuse: Replace CK38964 (Truck)

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
1	2	Delivery/collection													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital						2 000 000							2 000 000	2 000 000	-2 000 000	-100.0%	2 000 000	100.0%

Project: pj-12-0026 - Refuse: Upgrading Recycling Plant

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Tender process													N/A					
1	2	Appoint contractor													N/A					
1	3	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital			50 000		500 000			500 000		950 000	500 000		2 500 000	2 500 000	-2 500 000	-100.0%	2 500 000	100.0%

Corporate Services

Corporate Services General

Project: pj-09-0021ad - Equipment Corporate

Location: Municipal area

Notes: 2010/11 fin year: Subdivided - see projects 10-0141, 10-0142 and 10-0143

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital							20 000			5 000			25 000	25 000	-25 000	-100.0%	25 000	100.0%

Project: pj-12-0037 - MSIG: Preparation for an Organisation and Work Study

Location: Municipal area

Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Operating																0%		0%

Project: pj-13-0100 - MSIG: Revision of financial and other by-laws

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating												100 000	100 000	100 000	-100 000	-100.0%	100 000	100.0%

Administration: Properties and Contracts

Project: pj-09-0024 - Halls and buildings: Sundry equipment Swartland Halls

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital							30 000			18 000			48 000	48 000	-48 000	-100.0%	48 000	100.0%

Communication and Public Relations

Project: pj-09-0166 - Libraries: Chatsworth Toilet and fencing

Location: Chatsworth

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Obtain approval from DOH													N/A					
1	2	Adjust layout plans as per Dep													N/A					
1	3	Redraft building plans													N/A					
1	4	Tender process													N/A					
1	5	Site meeting													N/A					
1	6	Evaluation of tenders and app													N/A					
1	7	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital								140 000					140 000	140 000	-140 000	-100.0%	140 000	100.0%

Project: pj-13-0057 - Equipment Libraries

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital							40 000			10 000			50 000	50 000	-50 000	-100.0%	50 000	100.0%

Project: pj-13-0058 - Equipment Libraries: Replace air conditioners

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Electricity Dept to provide spe													N/A					
1	2	Procurement process													N/A					
1	3	Installation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital				50 000									50 000	50 000	-50 000	-100.0%	50 000	100.0%

Project: pj-13-0096 - Ward Committees

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Construction / Implementation													N/A					
S/Notes: To be determined in collaboration with respective wards.																				
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital												800 000	800 000	800 000	-800 000	-100.0%	800 000	100.0%
C/Notes: Amount still to be subdivided																				

Project: pj-13-0097 - Libraries: Book recovery system (Malmesbury Library)

Location: Malmesbury

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Construction / Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital												115 000	115 000	115 000	-115 000	-100.0%	115 000	100.0%
C/Notes: Amount still to be subdivided																				

Development Services

Community Development

Project: pj-10-0011 - ECD / Thusong facility

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)
1	1	Complete project plan													N/A	
1	2	Tender process													N/A	
1	3	Tenders - award and sign con													N/A	
1	4	Construction / Implementation													N/A	

S/Notes: Onderstaande skedule is onderhewig aan goedkeuring van die projek deur DHS

Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital	500 000						500 000	500 000	500 000	500 000	500 000	100 000	3 100 000	3 000 000	-3 100 000	-100.0%	3 000 000	100.0%

Housing

Project: pj-13-0065 - Housing Chatsworth: UISP (Upgrading of Informal Settlements Programme) - Sewerage

Location: Chatsworth

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)
1	1	To be compiled after approval													N/A	

S/Notes: ASLA/Devco is tans besig met aansoek na DHS. Skedule en cashflow sal na goedkeuring van projek opgestel word.

Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital												600 000	600 000	600 000	-600 000	-100.0%	600 000	100.0%

C/Notes: Amount still to be subdivided

Project: pj-13-0073 - Housing Chatsworth: UISP (Upgrading of Informal Settlements Programme) - Streets and Stormwater

Location: Chatsworth

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)
1	2	To be compiled after approval													N/A	

S/Notes: ASLA/Devco is tans besig met aansoek na DHS. Skedule en cashflow sal na goedkeuring van projek opgestel word.

Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital												1 950 000	1 950 000	1 950 000	-1 950 000	-100.0%	1 950 000	100.0%

C/Notes: Amount still to be subdivided

Project: pj-13-0081 - Housing Chatsworth: UISP (Upgrading of Informal Settlements Programme) - Water

Location: Chatsworth

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)
1	1	To be compiled after approval													N/A	

S/Notes: ASLA/Devco is tans besig met aansoek na DHS. Skedule en cashflow sal na goedkeuring van projek opgestel word.

Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital												450 000	450 000	450 000	-450 000	-100.0%	450 000	100.0%

C/Notes: Amount still to be subdivided

Project: pj-13-0091 - Municipal Flats

Location: Wesbank

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Tender process													N/A					
1	2	Construction / Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital				8 000 000									8 000 000			0%		0%

Valuations

Project: pj-09-0094 - Valuation - Supplementary

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1		First supplementary valuation																		
1	1	Provide valuer with information													N/A					
1	2	Feedback from valuer on valuation													N/A					
1	3	Advertise valuation roll													N/A					
2		Second supplementary valuation																		
2	1	Provide valuer with information													N/A					
2	2	Feedback from valuer on valuation													N/A					
2	3	Advertise valuation roll													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating			200 000						120 000				320 000	320 000	-320 000	-100.0%	320 000	100.0%

Project: pj-10-0008 - Valuation - General

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	1	Complete valuation													N/A				

Electrical Engineering Services

Electrical Engineering Services General

Project: pj-11-0034 - Vehicles Electricity: Replace CK27350 (Nissan Cabstar)

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
1	2	Delivery													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital						750 000							750 000	750 000	-750 000	-100.0%	750 000	100.0%

Project: pj-11-0096 - Equipment Electricity

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital	33 000	33 000	33 000	33 000	33 000	33 000	33 000	33 000	33 000	33 000	20 000		350 000	350 000	-350 000	-100.0%	350 000	100.0%

Electricity Operations, Maintenance and Construction

Project: pj-09-0044 - Electricity networks: New infrastructure

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement and construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital		10 000	10 000	110 000	280 000		10 000	1 710 000	470 000	770 000	260 000	370 000	4 000 000	4 000 000	-4 000 000	-100.0%	4 000 000	100.0%

Project: pj-10-0010 - CCTV Camera System Yzerfontein

Location: Yzerfontein

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital									30 000	10 000			40 000	40 000	-40 000	-100.0%	40 000	100.0%

Project: pj-10-0032 - Electricity: Supply Klipfontein regional sub/Tosca

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
1	2	Construction													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital				200 000	200 000	200 000	200 000	200 000	200 000				1 200 000	1 200 000	-1 200 000	-100.0%	1 200 000	100.0%

Project: pj-13-0099 - Electricity: Energy efficiency and demand side management

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Procurement process													N/A					
1	2	Installation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital					1 500 000			700 000	700 000	700 000	700 000	700 000	5 000 000	5 000 000	-5 000 000	-100.0%	5 000 000	100.0%

Information Management

Project: pj-11-0100 - IT: MS Software

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Microsoft software - purchasin													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital									250 000				250 000	250 000	-250 000	-100.0%	250 000	100.0%

Project: pj-11-0104 - IT: Terminal replacements

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment - purchasing													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital					80 000								80 000	80 000	-80 000	-100.0%	80 000	100.0%

Project: pj-11-0106 - IT: General capital

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment - purchasing													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000	60 000	-60 000	-100.0%	60 000	100.0%

Project: pj-11-0107 - IT: Wireless and fiber network

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment - purchasing													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital				50 000				50 000			50 000		150 000	150 000	-150 000	-100.0%	150 000	100.0%

Project: pj-13-0052 - IT: New biometric equipment

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment - purchasing													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital								80 000					80 000	80 000	-80 000	-100.0%	80 000	100.0%

Project: pj-13-0053 - IT: Server replacement

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment - purchasing													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital										450 000			450 000	450 000	-450 000	-100.0%	450 000	100.0%

Financial Services

Financial Services General

Project: pj-09-0021af - Equipment Financial

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Equipment/appliance - purcha													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Capital					10 000		10 000		4 500		4 467		28 967	28 967	-28 967	-100.0%	28 967	100.0%

Project: pj-12-0038 - MSIG: Upgrading of electronic document management system: Collaborator

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating							30 000					45 000	75 000	75 000	-75 000	-100.0%	75 000	100.0%

Asset and Vehicle Management

Project: pj-10-0152 - MSIG: Unbundling of assets

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating												250 000	250 000	250 000	-250 000	-100.0%	250 000	100.0%

Reporting and Policy

Project: pj-11-0108 - MSIG: Completion of financial statements according to GRAP standards

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Implementation													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating									25 000			25 000	50 000	50 000	-50 000	-100.0%	50 000	100.0%

Project: pj-13-0101 - MSIG: Software for financial reporting to National Treasury

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)				
1	1	Purchase of software													N/A					
Projected/Actual ETD		Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow		Operating		190 000											190 000	190 000	-190 000	-100.0%	190 000	100.0%

Protection Services

Operational Services

Project: pj-10-0138 - Equipment Municipal Police

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	1	Equipment/appliance - purcha													N/A				
Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital			45 000			90 000			45 000				180 000	165 000	-180 000	-100.0%	165 000	100.0%

Fire and Emergency Services

Project: pj-10-0139 - Equipment Fire and Emergency Services

Location: Municipal area

Grp	No	Activity	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Activity Type	Notes (Activity)			
1	1	Equipment/appliance - purcha													N/A				
Projected/Actual ETD	Bdgt Type	Jul13	Aug13	Sep13	Oct13	Nov13	Dec13	Jan14	Feb14	Mar14	Apr14	May14	Jun14	YTDJun	Budget	YTD Var	Var %	Year Bal	Bal %
Projected Cash Flow	Capital						30 000				18 000			48 000	48 000	-48 000	-100.0%	48 000	100.0%

Annexure 4

Ward information for expenditure and service delivery

Project Ref	Project Description	Budget				
		2013/14	2014/15	2015/16	2016/17	2017/18
WARDS 1 & 2						
pj-10-0043	Sewerage: WWTW Koringberg			2 118 173	2 701 372	210 000
pj-13-0008	Sewerage: WWTW Moorreesburg	250 000				
pj-13-0012	Vehicles Parks: Replace CEA1019 (Trailor)				80 000	
pj-10-0038	Water: Reservoir - Koringberg (0.25 MI)		2 900 000			
pj-09-0069	Sport: Gene Louw - Fencing	50 000				
WARDS 3 & 12						
pj-09-0042	Sewerage pipe: Smuts Street Riebeeek-Wes		1 200 000			
pj-10-0157	Sewerage: Upgrading of WWTW - Riebeeek Kasteel and Riebeeek West	26 108 905	28 755 348	2 160 000		
pj-11-0123	Sport: Riebeeek Wes Sports grounds	850 000				
pj-10-0040	Water network: Riebeeek West	400 000				
pj-13-0051	Electricity - Street lights: Housing project Riebeeek West					200 000
pj-13-0041	Water reservoir - Riebeeek Kasteel (0.5 ML)		100 000		3 200 000	
WARD 4						
pj-13-0073	Streets and Stormwater: Chatsworth UISP	1 950 000				
pj-11-0095	Sewerage: Chatsworth sewerage works (design work and determination of standards)				2 500 000	
pj-13-0065	Sewerage: Chatsworth UISP	600 000				
pj-09-0166	Libraries: Chatsworth Toilet and fencing	140 000				
pj-12-0023	Water: Chatsworth new reservoir		3 000 000			
pj-13-0081	Water: Chatsworth UISP	450 000				
WARDS 5 & 6						
pj-10-0044	Sewerage: Darling sewerage works (planning and design)			250 000	800 000	7 000 000
pj-10-0010	CCTV Camera System Yzerfontein	40 000				
pj-13-0092	Electricity: Darling Gap 75 erven			1 200 000		
pj-13-0098	Pedestrian Pathways: Darling (Phase2)	508 000				
WARD 7						
pj-11-0031	Roads Swartland: New pedestrian routes Abbotsdale		250 000	250 000		
pj-13-0010	Sewerage: Services and development costs - Abbotsdale	2 894 000	258 000			
pj-13-0046	Water: Services and development costs - Abbotsdale	2 170 500	193 500			
pj-13-0050	Electricity - Housing project 541 erven streetlighting Abbotsdale		220 000			

Project Ref	Project Description	Budget				
		2013/14	2014/15	2015/16	2016/17	2017/18
pj-13-0037	Storm water: Services and development costs - Abbotsdale	9 405 500	838 500			
WARDS 8, 9, 10 & 11						
pj-13-0036	Storm water: Retention structure - inlet to channel Malmesbury				100 000	2 200 000
pj-13-0045	Water tower: Refurbish pump station - Wesbank		180 000		1 200 000	
pj-13-0035	Storm water: Replace part of channel under Voortrekker Street		500 000		8 000 000	4 000 000
pj-13-0097	Libraries: Book recovery system (Malmesbury Library)	115 000				
VARIOUS WARDS						
pj-09-0001	Sewerage: WWTW Malmesbury	4 984 750				
pj-13-0061	Vehicles Municipal Police: Replace CK22540 (Bakkie)				260 000	
pj-10-0081	Vehicles Electricity: Replace CK15368 (Bakkie)				300 000	
pj-13-0093	Electricity: Malmesbury GAP 50 units erf 19,20,1766			700 000		
pj-13-0094	Electricity: Malmesbury GAP 108 units erf 327			1 300 000		
ALL WARDS						
Structures for community participation						
pj-13-0096	Ward Committees	800 000	800 000	800 000	800 000	800 000
Roads, streets and storm water						
pj-09-0004	Roads Swartland: Resealing of roads	7 000 000		21 273 000		17 080 000
pj-11-0032	Roads Swartland: Upgrading		7 000 000		16 240 000	
pj-11-0060	Equipment Streets and Storm Water: Global amount	132 848	78 000	43 181	150 920	158 466
pj-11-0070	Vehicles Roads: Replace CK14865 (Truck)				630 000	
pj-11-0071	Vehicles Roads: Replace CK31717 (Truck)			400 000		
pj-11-0072	Vehicles Roads: Replace CK13286 (Truck)				630 000	
pj-11-0073	Vehicles Roads: Replace CK18925 (Truck)					630 000
pj-12-0001	Vehicles Roads: Replace CK274 (Grader)			1 900 000		
pj-13-0023	Vehicles Roads: Replace CK43173 (Concrete mixer)			65 000		
pj-13-0024	Vehicles Roads: Replace CK43174 (Concrete mixer)				65 000	
pj-13-0025	Vehicles Roads: Replace CK43175 (Concrete mixer)					65 000
pj-13-0026	Vehicles Roads: Replace CK32121 (Truck)				560 000	
pj-13-0027	Vehicles Roads: Replace CK33809 (Truck)					745 000
pj-13-0028	Vehicles Roads: Replace CK28966 (Concrete mixer)	60 000				
pj-13-0030	Vehicles Roads: Replace CK28970 (Concrete mixer)		60 000			
pj-13-0031	Vehicles Roads: Replace CK34201 (Tractor)		80 000			
pj-13-0032	Vehicles Roads: Replace CK34112 (Truck)			400 000		
pj-13-0033	Vehicles Roads: Replace CK41130 (Bakkie)				220 000	

Project Ref	Project Description	Budget				
		2013/14	2014/15	2015/16	2016/17	2017/18
pj-09-0009	Storm water: Upgrading of old networks (Swartland)	650 000	700 000	750 000	800 000	840 000
pj-12-0020	Vehicles Storm water: Replace CK18292 (Case Digger)					1 400 000
Refuse removal and cleansing						
pj-09-0027	Refuse bins, traps, skips	22 440	24 684	28 800	30 000	31 500
pj-11-0059	Equipment Refuse Removal: Global amount	30 900	30 900	30 900	30 900	32 445
pj-11-0074	Vehicles Refuse: Replace CK19234 (Truck)		400 000			
pj-11-0075	Vehicles Refuse: Replace CK29021 (Truck)			400 000		
pj-11-0076	Vehicles Refuse: Replace CK33676 (Truck)				400 000	
pj-11-0077	Vehicles Refuse: Replace CK38964 (Truck)	2 000 000				
pj-12-0025	Vehicles Refuse: Replace CK36152 (Compactor)			2 200 000		
pj-12-0026	Refuse: Upgrading Recycling Plant	2 500 000				
Sewerage						
pj-09-0003	Telemetry: New installations	42 900	47 190	51 909	54 505	57 230
pj-09-0227	Vehicles Sewerage: Replace CK23408 (Truck)		1 500 000			
pj-10-0114	Equipment Sewerage	28 200	29 610	31 091	32 645	34 277
pj-11-0086	Vehicles Sewerage: Replace CK14612 (Truck)			1 600 000		
pj-11-0087	Vehicles Sewerage: Replace CK33244 (Bakkie)					290 000
pj-12-0014	Vehicles Sewerage: Replace CK19529 (Bakkie)					290 000
pj-13-0001	Vehicles Sewerage: Replace CK19776 (Trailer)					30 000
pj-13-0004	Vehicles Sewerage: Replace CK38709 (Trailer)		220 000			
pj-13-0005	Vehicles Sewerage: Replace CK29300 (Replace Tractor with Front-end loader)	600 000				
pj-13-0006	Vehicles Sewerage: Replace CK24931 (Trailer)			220 000		
pj-13-0007	Vehicles Sewerage: Replace CK43248 (Bakkie)					265 000
Municipal Manager and Council						
pj-09-0021ab	Equipment Municipal Manager	10 000	20 010	21 011	22 061	23 165
pj-09-0021aa	Equipment Council	15 000	14 274	14 988	15 737	16 524
Corporate Services						
pj-09-0021ad	Equipment Corporate	25 000	26 250	27 563	28 941	30 388
pj-11-0091	Vehicles Corporate: Replace CK1 (Sedan)				600 000	
pj-11-0092	Vehicles Corporate: Replace CK15265 (Microbus)					450 000
Development Services						
pj-11-0097	Equipment Development Services	148 390	168 025	170 426	172 948	181 595

Project Ref	Project Description	Budget				
		2013/14	2014/15	2015/16	2016/17	2017/18
Social development						
pj-10-0011	ECD Facilities	3 000 000				
pj-11-0089	Vehicles Community Development: Replace CK39039 (Bakkie)				160 000	
pj-11-0090	Vehicles Community Development: Replace CK18244 (Sedan)				140 000	
Electricity						
pj-11-0033	Vehicles Electricity: Replace CK24555 (Isuzu truck)			750 000		
pj-11-0034	Vehicles Electricity: Replace CK27350 (Nissan Cabstar)	750 000				
pj-11-0096	Equipment Electricity	350 000	350 000	350 000	350 000	350 000
pj-09-0044	Electricity networks: New infrastructure	4 000 000	4 000 000	6 000 000	6 000 000	7 000 000
pj-09-0197	Vehicles Electricity: Replace CK23734 (Mobile compressor)		280 000			
pj-10-0032	Electricity: Supply Klipfontein regional sub/Tosca	1 200 000				
pj-11-0036	Electricity: Replace old mobile generator					800 000
pj-12-0027	Vehicles Electricity: Replace CK23693 (Truck)				1 500 000	
pj-13-0099	Solar Water Project	5 000 000	5 000 000			
Financial Services						
pj-09-0021af	Equipment Financial	28 967	30 416	31 937	33 533	35 210
pj-11-0064	Vehicles Finance: Replace CK37749 (Hatch)				135 000	
pj-11-0065	Vehicles Finance: Replace CK37753 (Hatch)				135 000	
pj-11-0066	Vehicles Finance: Replace CK37750 (Hatch)				135 000	
pj-11-0068	Vehicles Finance: Replace CK37748 (Hatch)				135 000	
pj-13-0056	Vehicles Finance: Replace CK40702 (Hatch)					160 000
Library services						
pj-13-0057	Equipment Libraries	50 000				
pj-13-0058	Equipment Libraries: Replace air conditioners	50 000				
Civil Services, cemeteries, parks, buildings and maintenance						
pj-09-0021ac	Equipment Civil Services	109 009	114 459	120 182	126 191	132 501
pj-11-0058	Equipment Parks: Global amount	75 000	168 000	130 200	189 600	199 080
pj-11-0069	Vehicles Parks: Replace CK32577 (Tractor)			400 000		
pj-13-0013	Vehicles Parks: Replace CK27105 (Bakkie)				430 000	
pj-13-0014	Vehicles Parks: Replace CK13965 (Truck)					200 000
pj-13-0015	Vehicles Parks: Replace CK17851 (Truck)					350 000
pj-13-0016	Vehicles Parks: Replace CK28370 (Tractor)					450 000
pj-13-0017	Vehicles Parks: Replace CK39935 (Tractor)		60 000			
pj-13-0018	Vehicles Parks: Replace CK5027 (Tractor)		60 000			
pj-13-0019	Vehicles Parks: Replace CK31724 (Tractor)			400 000		

Project Ref	Project Description	Budget				
		2013/14	2014/15	2015/16	2016/17	2017/18
pj-13-0020	Vehicles Parks: Replace CK34808 (Trailer)			70 000		
pj-13-0021	Vehicles Parks: Replace CK43400 (Trailer)			70 000		
pj-13-0022	Parks: Replace lining - reticulation dams		400 000			
IT Services						
pj-10-0004	IT: Storage Array Network (SAN)		500 000			
pj-11-0100	IT: MS Software	250 000	200 000	300 000	200 000	250 000
pj-11-0103	IT: Xen	80 000				
pj-11-0104	IT: Terminal replacements	80 000	80 000	90 000	100 000	40 000
pj-11-0105	IT: Scanner replacements	20 000	20 000	20 000	20 000	20 000
pj-11-0106	IT: General capital	60 000	65 000	65 000	65 000	65 000
pj-11-0107	IT: Wireless and fiber network	150 000	150 000	150 000	150 000	
pj-12-0034	IT: Backup solution expansion					100 000
pj-12-0035	IT: UPS equipment					100 000
pj-12-0036	IT: Monitor replacement	45 000	45 000	45 000	45 000	45 000
pj-13-0052	IT: New biometric equipment	80 000		80 000		
pj-13-0053	IT: Server replacement	450 000			450 000	
Halls and buildings						
pj-09-0024	Halls and buildings: Sundry equipment Swartland Halls	48 000	42 000	36 000	30 000	30 000
Protection Services						
pj-10-0138	Equipment Municipal Police	165 000	180 000	180 000	180 000	180 000
pj-11-0080	Vehicles Mun Police: Replace CK30760 (Bakkie)		250 000			
pj-11-0081	Vehicles Mun Police: Replace CK31820 (Bakkie)				250 000	
pj-12-0028	Vehicles Mun Police: Replace CK40698 (Sedan)			220 000		
pj-12-0029	Vehicles Mun Police: Replace CK40686 (Bakkie)		250 000			
pj-12-0030	Vehicles Mun Police: Replace CK38353 (Bakkie)			260 000		
pj-12-0031	Vehicles Mun Police: Replace CK40471 (Bakkie)			260 000		
pj-13-0059	Vehicles Municipal Police: Replace CK37102 (Hatch)			220 000		
pj-13-0060	Vehicles Municipal Police: Replace CK36774 (Hatch)			220 000		
pj-13-0062	Vehicles Municipal Police: Replace CK10492 (Bakkie)					270 000
pj-13-0063	Vehicles Municipal Police: Replace CK32761 (Bakkie)					270 000
pj-13-0064	Vehicles Municipal Police: Replace CK31936 (Sedan)					240 000
pj-10-0139	Equipment Fire and Emergency Services	48 000	48 000	48 000	48 000	50 400
pj-12-0032	Vehicles Fire Services: Replace CK32735 (Bakkie)			700 000		
pj-12-0033	Vehicles Fire Services: Replace CK32736 (Bakkie)				700 000	

Project Ref	Project Description	Budget				
		2013/14	2014/15	2015/16	2016/17	2017/18
Water						
pj-11-0062	Equipment Water: Global amount	58 200	40 800	56 400	77 880	81 774
pj-11-0078	Vehicles Water: Replace CK22897 (Bakkie)				180 000	
pj-11-0079	Vehicles Water: Replace CK38172 (Truck)		320 000			
pj-12-0013	Water: Upgrading/Replacement water reticulation network	2 100 000	2 320 000	2 562 000	2 828 200	2 969 610
pj-12-0022	Water: Secondary Chlorination	250 000	260 000	270 000	100 000	0
pj-13-0040	Vehicles Water: Replace CK32912 (Backhoe Loader)					1 400 000
pj-13-0047	Vehicles Water: Replace CK34487 (Truck)					1 200 000
TOTAL		83 479 509	64 827 967	52 510 760	55 518 433	54 049 165