

# 2016-2017 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



31 March 2016

## Contents

1	Introduction.....	1
2	Legal Reference.....	1
3	Strategic outcomes, risks and outputs in the IDP.....	1
	Annexure 1: Monthly projections of revenue to be collected for each source.....	3
	Annexure 2: Monthly projections of expenditure (operating and capital) and revenue for each vote.....	4
	Annexure 3: Quarterly projections of service delivery targets and performance indicators for each vote.....	6
	Annexure 3A: Performance indicators and benchmarks (operating budget).....	7
	Annexure 3B: 2016/2017 KPIs and targets from the IDP.....	9
	Strategic Outcome 1: A financially sustainable municipality with well-maintained assets.....	9
	Strategic Outcome 2: Satisfied, involved and well informed stakeholders.....	10
	Strategic Outcome 3: An effective, efficient, motivated and appropriately skilled work force.....	10
	Strategic Outcome 4: Access to affordable and reliable municipal infrastructure.....	11
	Strategic Outcome 5: Sustainable development of the municipal area.....	13
	Strategic Outcome 6: An agile, integrated, stable and corruption free organisation.....	13
	Strategic Outcome 7: Increased community safety through traffic policing, by-law enforcement and disaster management.....	14
	Annexure 3C: Generic KPIs and targets for Municipal Manager and Directors.....	15
	Annexure 3D: Targets and projected expenditure for each capital budget item.....	21
	Annexure 4: Ward information for expenditure and service delivery.....	38

## 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 linked to the National Government's Back to basics approach

Back to basics approach	Strategic outcomes	Major risks	Outputs
1 Sound Financial Management	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 revenue 1.2 Affordable and well managed budget 1.3 Curtailing expenditure 1.4 Well managed and maintained assets
2 Public participation: Putting people first	2 Satisfied, involved and well informed stakeholders	2.1 If clients are unsatisfied / uninformed / 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 stakeholders / clients that are well informed on and actively participating in municipal matters
3 Building capable institutions and administrations	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 <i>Removed</i> 3.3 Safe and healthy working environment

Back to basics approach	Strategic outcomes	Major risks	Outputs
4 Basic services: Creating conditions for decent living	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
	5 Sustainable development of the municipal area	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
	7 Increased community safety through traffic / 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 firefighting service 7.3 Effective disaster management
5 Good Governance	6 An agile, 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

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 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Revenue By Source</b>																
Property rates		15 203	5 486	6 414	6 827	6 561	6 807	6 725	6 677	6 628	6 647	6 530	6 412	86 917	93 627	101 341
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		22 602	21 435	19 497	19 449	18 958	18 864	19 072	17 479	20 915	18 692	21 056	22 848	240 868	263 141	287 315
Service charges - water revenue		2 116	2 720	2 574	2 960	4 149	4 446	5 877	5 051	4 915	4 565	4 192	3 340	46 904	59 926	67 300
Service charges - sanitation revenue		2 290	2 290	2 297	2 294	2 299	2 300	2 300	2 298	2 299	2 299	2 298	2 298	27 562	28 997	29 884
Service charges - refuse revenue		1 700	1 700	1 700	1 700	1 700	1 700	1 700	1 700	1 700	1 700	1 700	1 700	20 405	21 193	21 984
Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		161	270	329	282	350	391	245	254	262	266	335	440	3 586	3 759	3 940
Interest earned - external investments		25	25	25	25	25	25	25	25	25	25	25	17 025	17 300	17 300	
Interest earned - outstanding debtors		131	127	126	163	129	114	126	118	110	112	128	99	1 483	1 495	1 509
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines		3	3	3	3	3	3	3	3	3	3	3	28 203	28 236	30 236	32 237
Licences and permits		308	297	293	300	279	290	286	281	294	276	277	295	3 475	3 491	3 509
Agency services		271	251	271	268	206	242	251	246	241	209	205	279	2 939	3 086	3 240
Transfers recognised - operational		27 390	1 830	1 837	4 005	19 613	1 800	4 005	1 830	19 583	1 800	1 800	17 633	103 126	113 514	86 829
Other revenue		739	1 529	1 115	1 303	1 321	1 113	1 095	929	1 206	1 158	1 117	4 240	16 866	17 303	17 743
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	200	200	200	200
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>72 939</b>	<b>37 963</b>	<b>36 481</b>	<b>39 579</b>	<b>55 594</b>	<b>38 095</b>	<b>41 711</b>	<b>36 893</b>	<b>58 182</b>	<b>37 753</b>	<b>39 666</b>	<b>105 012</b>	<b>599 866</b>	<b>657 270</b>	<b>674 333</b>
<b>Expenditure By Type</b>																
Employee related costs		12 093	12 863	12 885	12 973	19 638	13 053	13 029	12 997	12 917	12 984	12 886	27 340	175 658	183 962	198 062
Remuneration of councillors		676	676	676	676	676	676	676	1 272	791	791	791	791	9 165	9 671	9 813
Debt impairment		-	-	-	-	-	-	-	-	-	-	-	17 983	17 983	19 062	20 206
Depreciation & asset impairment		6 765	6 765	6 765	6 765	6 765	6 765	6 765	6 765	6 765	6 765	6 765	9 265	83 678	91 981	93 725
Finance charges		10	10	10	10	10	6 914	10	10	10	10	10	6 914	13 923	28 448	27 138
Bulk purchases		3 986	25 105	19 136	18 298	12 820	18 544	13 570	16 509	16 088	16 748	18 953	37 731	217 488	233 384	259 330
Other materials		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services		317	302	357	353	376	389	365	354	361	357	314	394	4 239	4 467	4 762
Transfers and grants		14	357	14	883	18	196	14	18	63	192	116	254	2 137	2 137	2 206
Other expenditure		7 693	8 127	8 127	8 127	8 127	8 274	8 121	8 121	8 122	8 184	8 122	27 747	116 894	116 696	80 807
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	2 251	2 251	2 364	2 482
<b>Total Expenditure</b>		<b>31 552</b>	<b>54 205</b>	<b>47 969</b>	<b>48 084</b>	<b>48 429</b>	<b>54 810</b>	<b>42 550</b>	<b>46 045</b>	<b>45 117</b>	<b>46 029</b>	<b>47 957</b>	<b>130 669</b>	<b>643 416</b>	<b>692 172</b>	<b>698 532</b>
<b>Surplus/(Deficit)</b>																
Transfers recognised - capital		41 387	(16 242)	(11 489)	(8 504)	7 165	(16 715)	(839)	(9 152)	13 065	(8 276)	(8 292)	(25 657)	(43 550)	(34 902)	(24 199)
Contributions recognised - capital		5 382	-	4 811	1 010	10 187	-	1 010	-	11 904	-	-	-	34 304	36 072	36 559
Contributed assets		-	-	-	-	-	-	-	-	-	-	-	666	666	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>46 769</b>	<b>(16 242)</b>	<b>(6 677)</b>	<b>(7 494)</b>	<b>17 352</b>	<b>(16 715)</b>	<b>171</b>	<b>(9 152)</b>	<b>24 968</b>	<b>(8 276)</b>	<b>(8 292)</b>	<b>(24 991)</b>	<b>(8 580)</b>	<b>1 170</b>	<b>12 360</b>
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	1	<b>46 769</b>	<b>(16 242)</b>	<b>(6 677)</b>	<b>(7 494)</b>	<b>17 352</b>	<b>(16 715)</b>	<b>171</b>	<b>(9 152)</b>	<b>24 968</b>	<b>(8 276)</b>	<b>(8 292)</b>	<b>(24 991)</b>	<b>(8 580)</b>	<b>1 170</b>	<b>12 360</b>

## Annexure 2

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

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

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Revenue by Vote</b>																
Vote 1 - Corporate Services		3 265	60	64	3 275	58	62	3 272	63	60	59	62	90	10 390	7 802	8 454
Vote 2 - Civil Services		24 347	7 479	9 561	7 852	29 270	9 313	10 700	9 689	30 957	9 343	8 981	26 984	184 475	209 469	198 417
Vote 3 - Council		2	2	2	102	2	2	2	2	2	2	2	2	125	125	125
Vote 4 - Electricity Services		23 882	21 992	21 736	19 499	20 067	18 888	19 111	17 538	21 945	18 740	21 111	22 905	247 414	267 957	302 535
Vote 5 - Financial Services		25 970	5 699	6 627	7 076	13 583	7 008	6 938	6 882	13 630	6 846	6 745	23 797	130 803	144 043	156 103
Vote 6 - Development Services		271	2 177	2 640	2 211	2 310	2 284	2 154	2 186	2 817	2 272	2 277	2 703	26 302	26 196	5 835
Vote 7 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services		584	553	662	574	491	538	543	533	674	491	487	29 196	35 328	37 749	39 422
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>		<b>78 321</b>	<b>37 963</b>	<b>41 292</b>	<b>40 589</b>	<b>65 781</b>	<b>38 095</b>	<b>42 721</b>	<b>36 893</b>	<b>70 085</b>	<b>37 753</b>	<b>39 666</b>	<b>105 678</b>	<b>634 836</b>	<b>693 342</b>	<b>710 892</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 - Corporate Services		1 780	1 954	1 780	1 954	2 316	1 954	1 780	1 780	1 780	1 954	1 780	3 104	23 917	24 927	26 876
Vote 2 - Civil Services		13 164	15 798	15 802	15 901	19 061	23 471	16 931	17 273	16 988	16 917	17 071	52 227	240 603	269 700	252 206
Vote 3 - Council		995	1 165	997	1 752	1 001	1 044	997	1 597	1 161	1 176	1 215	1 382	14 483	15 276	15 646
Vote 4 - Electricity Services		7 556	26 698	20 754	19 821	14 789	19 611	14 106	16 698	16 542	17 348	19 288	38 659	231 871	253 188	277 877
Vote 5 - Financial Services		2 133	2 365	2 408	2 390	3 278	2 417	2 391	2 390	2 400	2 389	2 364	11 977	38 901	40 700	44 674
Vote 6 - Development Services		3 122	3 145	3 144	3 143	3 733	3 144	3 141	3 142	3 142	3 145	3 143	4 307	39 452	32 099	21 236
Vote 7 - Municipal Manager		510	510	510	510	631	510	510	510	510	510	510	829	6 562	5 916	6 348
Vote 8 - Protection Services		2 292	2 570	2 574	2 613	3 618	2 658	2 694	2 654	2 594	2 590	2 587	18 183	47 628	50 366	53 668
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>		<b>31 552</b>	<b>54 205</b>	<b>47 969</b>	<b>48 084</b>	<b>48 429</b>	<b>54 810</b>	<b>42 550</b>	<b>46 045</b>	<b>45 117</b>	<b>46 029</b>	<b>47 957</b>	<b>130 669</b>	<b>643 416</b>	<b>692 172</b>	<b>698 532</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>46 769</b>	<b>(16 242)</b>	<b>(6 677)</b>	<b>(7 494)</b>	<b>17 352</b>	<b>(16 715)</b>	<b>171</b>	<b>(9 152)</b>	<b>24 968</b>	<b>(8 276)</b>	<b>(8 292)</b>	<b>(24 991)</b>	<b>(8 580)</b>	<b>1 170</b>	<b>12 360</b>
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>46 769</b>	<b>(16 242)</b>	<b>(6 677)</b>	<b>(7 494)</b>	<b>17 352</b>	<b>(16 715)</b>	<b>171</b>	<b>(9 152)</b>	<b>24 968</b>	<b>(8 276)</b>	<b>(8 292)</b>	<b>(24 991)</b>	<b>(8 580)</b>	<b>1 170</b>	<b>12 360</b>

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

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b>Multi-year expenditure to be appropriated</b>	1															
Vote 1 - Corporate Services		500	500	500	500	500	500	-	-	-	-	-	-	3 000	-	-
Vote 2 - Civil Services		-	-	-	500	500	500	200	600	850	100	1 500	1 500	6 250	39 815	100 843
Vote 3 - Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Development Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services		-	-	-	25	25	-	-	100	-	75	-	-	225	900	400
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	500	500	500	1 025	1 025	1 000	200	700	850	175	1 500	1 500	9 475	40 715	101 243
<b>Single-year expenditure to be appropriated</b>																
Vote 1 - Corporate Services		4	4	4	4	4	34	4	4	4	4	4	1 004	1 075	247	450
Vote 2 - Civil Services		2 705	3 805	3 882	6 570	8 140	4 000	3 151	7 228	6 661	1 655	1 508	1 471	50 779	27 598	23 032
Vote 3 - Council		66	66	66	66	66	66	66	66	66	66	66	74	805	806	806
Vote 4 - Electricity Services		125	135	135	334	135	135	2 035	4 155	237	135	780	110	8 456	9 230	19 352
Vote 5 - Financial Services		1	1	1	1	1	1	1	1	1	1	1	1	15	536	1 187
Vote 6 - Development Services		476	506	956	456	356	206	206	206	206	206	206	56	4 044	10 762	1 064
Vote 7 - Municipal Manager		0	0	0	0	0	0	0	0	0	0	0	0	5	6	6
Vote 8 - Protection Services		8	8	8	208	8	8	8	8	8	8	8	8	291	2 216	1 313
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	2	3 386	4 526	5 054	7 640	8 711	4 451	5 472	11 669	7 184	2 076	2 574	2 724	65 470	51 400	47 208
<b>Total Capital Expenditure</b>	2	3 886	5 026	5 554	8 665	9 736	5 451	5 672	12 369	8 034	2 251	4 074	4 224	74 945	92 115	148 450

### **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: 2016/2017 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	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<b><u>Borrowing Management</u></b>											
Credit Rating		A3	A3	A3	A3	A3	A3	A3	A3	A3	A3
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.7%	4.3%	3.7%	4.6%	3.3%	3.3%	3.3%	2.9%	5.3%	5.3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	4.4%	5.2%	4.5%	6.0%	4.4%	4.4%	4.4%	3.8%	6.7%	6.3%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.1%	0.0%	4.3%	21.6%	0.0%	0.0%	0.0%	0.0%	148.5%	0.0%
<b><u>Safety of Capital</u></b>											
Gearing	Long Term Borrowing/ Funds & Reserves	155.3%	157.7%	134.1%	154.7%	129.0%	129.0%	129.0%	123.8%	196.4%	186.3%
<b><u>Liquidity</u></b>											
Current Ratio	Current assets/current liabilities	4.1	3.9	3.4	2.5	3.1	3.1	3.1	2.8	2.9	2.3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4.1	3.9	3.4	2.5	3.1	3.1	3.1	2.8	2.9	2.3
Liquidity Ratio	Monetary Assets/Current Liabilities	3.2	3.0	2.5	1.8	2.2	2.2	2.2	2.0	2.1	1.6
<b><u>Revenue Management</u></b>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	100.0%	100.0%	100.1%	96.8%	95.0%	95.0%	95.0%	95.0%	97.2%	97.2%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100.0%	100.1%	96.8%	95.0%	95.0%	95.0%	95.0%	97.2%	97.2%	97.2%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	12.6%	12.5%	15.4%	11.5%	16.3%	16.3%	16.3%	16.5%	17.7%	20.1%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

<b>Creditors Management</b>											
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%	100.0%
Creditors to Cash and Investments		21.2%	25.4%	31.8%	32.2%	35.3%	35.3%	35.3%	37.5%	27.4%	28.2%
<b>Other Indicators</b>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	10 753 638	10 395 811	10 589 733	10 649 590	10 649 590	10 649 590	10 649 590	10 649 590	10 649 590	10 649 590
	Total Cost of Losses (Rand '000)	R 6 882 328	R 7 105 537	R 7 772 864	R 8 769 937	R 8 769 937	R 8 769 937	R 8 769 937	R 9 629 359	R 10 572 913	R 11 609 118
	% Volume (units purchased and generated less units sold)/units purchased and generated	5.85%	5.71%	5.71%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%	5.81%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	949 451	660 621	926 814	787 303	787 303	787 303	787 303	787 303	787 303	787 303
	Total Cost of Losses (Rand '000)	R 7 776 004	R 5 734 190	R 8 610 102	7 314 044	7 314 044	7 314 044	7 314 044	8 838 179	9 898 761	11 086 612
	% Volume (units purchased and generated less units sold)/units purchased and generated	17.24%	12.13%	15.67%	15.36%	15.36%	15.36%	15.36%	15.36%	15.36%	15.36%
Employee costs	Employee costs/(Total Revenue - capital revenue)	32.5%	28.3%	27.4%	31.5%	30.0%	30.0%	30.0%	29.3%	28.0%	29.4%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	34.3%	30.0%	29.0%	33.5%	31.8%	31.8%	34.8%	30.8%	29.5%	30.8%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	4.1%	3.7%	4.0%	4.1%	6.5%	6.5%	8.8%	7.8%	8.0%	3.7%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	21.6%	18.6%	17.9%	19.9%	17.6%	17.6%	17.6%	16.3%	18.3%	17.9%
<b>IDP regulation financial viability indicators</b>											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	18.96	18.8	28.0	18.1	18.1	18.1	18.7	18.5	18.8	20.3
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received	15.8%	17.6%	21.8%	15.2%	23.1%	23.1%	23.1%	23.2%	24.7%	26.5%
iii. Cost coverage	(Available cash + Investments)/monthly fixed	8.5	7.7	8.0	5.0	6.3	6.3	6.3	6.0	8.0	7.3

**Annexure 3B**  
**Revised KPIs and targets from the IDP for 2015/2016**

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

<b>Actions</b>	<b>Performance Objectives</b>	<b>Responsible</b>	<b>Key Performance Indicators</b>	<b>Targets</b>
<b>Output 1.1: Secured and increased sources of revenue</b>				
<i>1.1.1 (Review tariffs in respect of water, sewerage and refuse) deleted</i>				
1.1.2 Maintain and improve on debt collection	Housing education - financial responsibility in respect of payments of accounts	Director Fin Services Director Dev Services	Housing consumer education at Phola Park housing project completed	Yes (by June 2017)
	Evaluate the result of the use of the water demand management devices by comparing the outstanding debt for 2013/14 with that of 2014/15	Director Fin Services	Evaluation done and result reported to Management Team	Yes (by June 2017)
<i>(Implementation of the Collaborator Debt Collection Program versus Legal Suite) deleted</i>				
1.1.3 Secure new sources of revenue	Investigate new sources of revenue, external funding sources and government grants	Strategic Manager	Investigate and report to management meeting	Yes (annually in October)
	Marketing of Swartland to attract new economic development	Municipal Manager and Strategic Manager	Marketing Plan for Swartland popularised during 2015/2016	Yes (by June 2016)
			Report on the success of the Marketing Plan during 2016/2017 submitted to the Mayoral Committee	Yes (by June 2017)
Facilitate new businesses to establish in the area	Municipal Manager	Report to the Mayoral Committee on the number of engagements with potential investors and stakeholders to bring growth to the area and the number of successes	Yes (annually by June)	
<b>Output 1.2: Affordable and well managed budget</b>				
1.2.1 Monitor the financial health of the Municipality against financial standards	Measure and report on financial performance against ratio's and standards and identify controls	Director Fin Services	Report to Management Team on Municipality's performance against ratio's and standards	Yes (annually by November)
<b>Output 1.3: Curtailing expenditure</b>				
1.3.1 Streamlining of municipal organisation	Investigate and report to the Mayoral Committee on the streamlining of municipal services to curtail expenditure	Municipal Manager	Investigation completed and reported to the Mayoral Committee	Yes (annually by October)

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 1.4: Well managed and maintained assets</b>				
1.4.1 Maintain and utilise assets effectively and efficiently	Investigate an asset management programme	Director Fin Services	Investigation completed and submitted to Management Team	Yes (by June 2017)

## STRATEGIC OUTCOME 2: SATISFIED, INVOLVED AND WELL INFORMED STAKEHOLDERS

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 2.1: Prompt, courteous and responsive service that is sensitive to the needs/concerns of the public and respectful of individual rights</b>				
<i>No actions at present</i>				
<b>Output 2.2: External and internal stakeholders/-clients that are well informed on and actively participating in municipal matters</b>				
2.2.1 Formulate and implement a communication strategy and plan	Annual review of communication action plans and relevant IDP indicators and targets for next financial year	Director Corp Services Manager Public Relations	Annual review completed	Yes (annually by June)
<i>Output 2.3 (Citizens that are actively participating in municipal decision-making) deleted and combined with Output 2.2</i>				
<i>2.3.1 (Involve external and internal clients in the compilation of municipal strategies, policies and programmes) deleted</i>				
2.3.2 Ensure actively functioning and adequately represented ward committees	Amend ward committee rules and procedures	Manager Secretariat & Records	Rules and procedures amended	Yes (May 2016)

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

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 3.1: A motivated, productive work force pursuing Swartland Municipality's vision, mission, philosophy and values</b>				
3.1.1 Undertake and implement an Organisation and Work study / productivity survey	Undertake detailed surveys / studies per department over a three year period with the aim of a more effective and efficient organisation	Director Corp Services Manager HR	Survey / study completed	Yes (by June 2017)
3.1.2 Improve staff interaction and motivation	Monitor the level of motivation of the workforce	Manager HR	Perception / satisfaction survey completed	Yes (by December 2016)
3.1.3 Recognition of achievements	Implement policy for the recognition of achievement	Manager HR	Policy implemented	Yes (by July 2016)
<i>Output 3.2 (A well trained and appropriately skilled work force, striving towards service excellence) deleted</i>				
<b>Output 3.3: Safe and healthy working environment</b>				
3.3.1 Establish a culture of workplace health and safety	Workplace safety awareness campaigns in all departments	Manager OHS	Awareness campaigns conducted	Yes (bi-annually by October and March)

**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**

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 4.1: Sufficient capacity in respect of infrastructure</b>				
4.1.1 Ensure that there is always sufficient water and sewerage infrastructure capacity to accommodate demand	Ensure up to date master planning with respect to water and sewerage services	Civil Engineering Services	Annual review of master plan for water services completed	Yes (annually by June)
			Annual review of master plan for sewerage services completed	Yes (annually by June)
<i>If not sufficient, plan and budget to rectify capacity in line with relevant master plan(s) deleted</i>				
4.1.2 Ensure that there is always sufficient electricity infrastructure capacity to accommodate demand	Ensure up to date master planning with respect to electricity services	Electrical Engineering Services	Annual review of master plan for electricity services completed	Yes (annually by June)
			<i>(If not sufficient, plan and budget to rectify capacity in line with relevant master plan) deleted</i>	
<b>Output 4.2: Affordable municipal infrastructure</b>				
4.2.1 Minimise water distribution losses and departmental operating costs	Maintain water losses at an acceptable level	Director Civil Engineering Services	% total water losses	Maintain the annual average below 17%
4.2.2 Minimise energy distribution losses and departmental operating costs	Maintain energy losses at an acceptable level	Director Electrical Eng Services	% total energy losses (technical + non-technical)	Maintain the annual average below 8%
<b>Output 4.3: Reliable, safe and well operated and maintained municipal infrastructure</b> <i>(Measurements against benchmarks / standards to confirm reliability and safety levels)</i>				
4.3.1(a) <u>Water</u> : Ensure that the Annual Budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment	<u>Water</u> : Secure a realistic amount on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Director Civil Engineering Services	<u>Water</u> : % of the depreciated asset value provided on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Norm = 7.5%
4.3.1(b) <u>Sewerage</u> : Ensure that the Annual Budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment	<u>Sewerage</u> : Secure a realistic amount on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Director Civil Engineering Services	<u>Sewerage</u> : % of the depreciated asset value provided on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Norm = 7.5%

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
4.3.1(c) <u>Electricity</u> : Ensure that the Annual Budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment	<u>Electricity</u> : Secure a realistic amount on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Director Electrical Engineering Services	<u>Electricity</u> : % compliance with Nersa licence condition with respect to 5% of revenue for maintenance, renewal, upgrading and refurbishment annually	50%
4.3.2 <u>Roads and storm water</u> : Speed up routine maintenance to temporarily stop the deterioration of roads and storm water	<u>Roads and stormwater</u> : Secure a realistic amount on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Director Civil Engineering Services	<u>Roads and stormwater</u> : % of the depreciated asset value provided on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Norm = 7.5%
<i>4.3.3 (Gravel roads) deleted</i>				
<i>4.3.4 (Waste Management: Address unlicensed waste disposal facilities) deleted</i>				
4.3.5(a) <u>Parks</u> : Ensure that the Annual Budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment.	<u>Parks</u> : Secure a realistic amount on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Director Civil Engineering Services	<u>Parks</u> : % of the depreciated asset value provided on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Norm = 7.5%
4.3.5(b) <u>Sport Grounds and Swimming Pools</u> : Ensure that the Annual Budget makes adequate provision for maintenance, renewal, upgrading and refurbishment of existing obsolete networks and equipment.	<u>Sport Grounds and Swimming Pools</u> : Secure a realistic amount on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Director Civil Engineering Services	<u>Sport Grounds and Swimming Pools</u> : % of the depreciated asset value provided on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Norm = 7.5%
<i>4.3.6 (Adequate play areas for children) deleted</i>				
4.3.7 <u>Municipal Property Maintenance</u> : To be maintained to minimum level to prevent deterioration.	<u>Municipal Property Maintenance</u> : Secure a realistic amount on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Director Civil Engineering Services	<u>Municipal Property Maintenance</u> : % of the depreciated asset value provided on the Annual Budget for maintenance, renewal, upgrading and refurbishment	Norm = 7.5%

**STRATEGIC OUTCOME 5: SUSTAINABLE DEVELOPMENT OF THE MUNICIPAL AREA**

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 5.1: Social development that improves people's quality of life</b>				
5.1.1 Implementation of the Social Development Policy and Strategy	Internal Social Development : Committee must identify projects, prioritise, set objectives and submit to relevant department for budget consideration (Marguerite inligting LDAP)	All depts according to assigned responsibilities	Report submitted	Yes (annually by October for budget purposes)
<b>Output 5.2: Sound management of the urban and rural environment</b>				
<i>5.2.1 (Implementation of the Spatial Development Framework) deleted</i>				
<i>5.2.2 (Protect environmental quality) deleted</i>				
<i>5.2.3 (Land use and building control management) deleted</i>				
5.2.4 Implementation of the integrated human settlement plan	Annual review of the integrated human settlement plan	Manager Housing	Annual review completed	Yes (annually by May)
			Housing pipeline revised	Yes (annually by April)
<b>Output 5.3: Economic growth that benefits all</b>				
<i>5.3.1 (Formulate LED strategy and action plan)deleted</i>				

**STRATEGIC OUTCOME 6: AN AGILE, INTEGRATED, STABLE AND CORRUPTION FREE ORGANISATION**

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 6.1: Improved organisational focus and performance</b>				
6.1.1 Monitor the implementation of the Municipality's strategic plan (IDP)	Ensure up to date strategic plan (IDP) as per legislative requirements	Strategic Manager	Annual review of Strategic plan (IDP) completed	Yes (annually by May)
<b>Output 6.2: Improved organisational control environment</b>				
6.2.1 Full implementation of risk management	Identify risks affecting the organisation	Shared Services and Management team	Updated strategic risk assessment	Yes (annually by June)
	Compile / review RBAP according to updated risk assessments	Internal Audit	RBAP updated	Yes (annually by July)

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 6.3: Sound work ethics</b>				
6.3.1 Maintain a zero tolerance to fraud and corruption	Promote awareness of fraud and corruption and whistle blowing procedures and contact numbers under staff and the public	Internal Audit	Awareness campaign by external service provider for all departments up to supervisor level	Yes (annually by August)
<b>Output 6.4: An effective, efficient and well-disciplined institution with sustainable capacity</b>				
6.4.2 Improve community confidence and trust in the municipality	Maintain an effective independent Audit Committee function as per legislation	Mayor, MM and Internal Audit	Annual evaluation of Audit Committee by Mayor and MM completed	Yes (annually by January)
<i>Output 6.5 (Relevant and efficient IT service and infrastructure) deleted</i>				

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

Actions	Performance Objectives	Responsible	Key Performance Indicators	Targets
<b>Output 7.1: Increase in law compliance</b>				
<i>7.1.1 (Establish a more efficient and focused structure in terms of registration, licensing and roadworthiness of vehicles) deleted</i>				
7.1.2 Effective enforcement of municipal by-laws and traffic legislation	Review current by-laws and fines applicable to traffic and law enforcement service	Director Protection Services and Director Corporate Services	By-laws reviewed	Yes (annually before end of June)
7.1.3 Implement awareness campaigns with regards to law enforcement services	Major law enforcement awareness campaigns	Chief Traffic & Law Enforcement	At least one per annum	Yes (annually before end of June)
<b>Output 7.2: Strengthening of firefighting service</b>				
7.2.1 Updated firefighting by-law	Annual review of firefighting by-law	Chief Fire Services	By-law reviewed	Yes (annually by June)
<b>Output 7.3: Effective disaster management</b>				
7.3.1 Disaster management plan	Annual review of Disaster Management Plan	Director Protection Services	Review completed	Yes (annually by June)



## 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 Objectives	Key Performance Indicators	Targets
pr-09-0001: Liaison with business role-players	Annual event with local business held	Yes (before end of June)
pr-09-0003: Sound management	Number of monthly management meetings held	At least 10 p.a.
pr-09-0004: Legally compliant procurement	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum
pr-09-0005: Performance and financial monitoring	Number of monthly performance and financial assessments done	At least 10 p.a.
pr-09-0006: Annual report compilation and approval	Annual Report as required by MFMA (121) tabled	Yes (annually by end of January)
	Annual Report as required by MFMA (121) approved	Yes (annually by end of March)
pr-09-0007: Council decision implementation	% of due council decisions initiated	100%
pr-09-0008: Monitoring the IDP / Budget process	Number of months that the IDP / Budget process schedule were checked	At least 10 p.a.
pr-09-0009: Functional macro-structure maintained	Annual review of the macro-structure completed	Yes (before end of June)
pr-09-0012: LED fund management	% of the LED funds actually spent	90% for the year
<i>[duplication of IDP indicator 6.4.2]</i>		
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%
pr-14-0026: General KPI: Jobs created through Municipality's LED initiatives including capital projects	Number of jobs created through Municipality's capital project (contracts > R200 000)	100 for the year
pr-14-0029: General KPI: % of capital budget spent on IDP projects	% of capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's IDP (% of capital budget spent)	Between 90%% and 105%

## 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
Capital expenditure in line with budget and time frames	% of capital budget spent	Between 90% and 105%
Capital project implementation	Average % completion of capital projects	90% for the year
Operating expenditure in line with budget and time frames	% of operating budget spent	Between 90% and 100%
Workforce training roll-out	% of planned training sessions according to the Workplace Skills Plan realised	100%
Council decision implementation	% of due council decisions initiated	100%
Performance and financial monitoring	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	At least 10 p.a.
Annual report inputs provided by departments	Departmental input to the annual report submitted by due date	Yes
Budget inputs provided by departments	Budget requests provided to financial department in accordance with the budget time schedule	Yes
Assignments from the municipal manager completed	Number of written warnings received from municipal manager	0 maximum
Correspondence addressed in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	90%
Equal employment opportunity management	% of employment opportunities applied for appropriate equity appointments	75%
Procurement in line with legal process	% compliance with SCM policy with the exception of approved deviations	100%
Audit issues resolved	% internal audit queries for which an action plan was submitted within 10 working days	90%
	% internal actions implemented within agreed time frame	100%
	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%
	% of Auditor General's findings implemented within agreed time frame	100%
Risk identification and control implementation	Quarterly confirmation of risk assessment	Yes
Invocoms held	Number of invocoms held	At least 10 p.a.
Average duration of vacancies reduced	Average duration of vacancies after decision was taken by management to fill the post	3 months maximum
Productive workforce	% of person days lost per month due to sick leave	4% pm maximum

Perf Objective	KPI	Target
EPWP monitoring (not applicable to Financial Services)	Number of Full Time Equivalents (FTE's)* for the financial year <u>FTE: (Full Time Equivalent):</u> Total people (workers) x person days of work (total days worked) <b>divided</b> by 240 gives you total FTE	103 for the whole organisation (DORA target = 53 Appendix W4)
	Number of work opportunities created during the financial year	296 for the whole organisation
Assets safeguarding	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)
	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes
Communication Strategy implementation	Submit all planned communication activities for the next financial year in terms of the Communication Strategy to the Director Corporate Services	Yes (annually by end of May)
	Report quarterly on all communication activities undertaken by the department to the Director Corporate Services	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
<b><i>Director Civil Engineering Services</i></b>		
pr-15-0007: Availability of bulk services (civil) for all projects on the housing pipeline	If bulk services (civil) are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
<b><i>Director Electrical Engineering Services</i></b>		
pr-15-0009: Availability of bulk services (electrical) for all projects on the housing pipeline	If bulk services (electrical) are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
<b><i>Director Development Services</i></b>		
pr-10-0024: Availability of bulk services for all projects on the housing pipeline	If bulk services are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
<b><i>Director Corporate Services</i></b>		
pr-14-0013: Communication Strategy implementation	Submit a consolidated report on all communication activities in terms of the Communication Strategy to the Management Team	Yes (bi-annually by January and June)

## GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In terms of section 43 of the Municipal Systems Act 32 of 2000 the Minister may by regulation prescribe general key performance indicators (KPI's) that are appropriate and that can be applied to local government generally. The KPI's set by a municipality must include any such general KPI's. Regulation 10 of the Municipal Planning and Performance Management Regulations, 2001 prescribes the following general KPI's that will be included with the top level KPI's of the Municipality in the Service Delivery and Budget Implementation Plan (SDBIP) and also reported on in the Bi-annual Report and the Annual Report:

(a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;

Objective	KPI	Target
pr-14-0023: General KPI: Households with access to basic level of water, sanitation and solid waste removal	% of urban households with access to at least piped (tap) water within 200 meters from dwelling	100.0%
	% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100.0%
	% households registered for refuse removal service which receive a service once a week	100.0%
pr-14-0024: General KPI: Households with access to basic level of electricity	% of urban households with access to electricity	100.0%

(b) The percentage of households earning less than R1100 per month with access to free basic services;

Objective	KPI	Target
pr-14-0025: General KPI: Households earning less than R1100 per month with access to free basic services	% of indigent households* with access to free basic services	100.0%
	*Households owning properties with municipal valuations of R115 000 or less OR households earning less than 4X old age pension (R5 400) subsidy per month	

(c) The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;

Objective	KPI	Target
pr-14-0029: General KPI: % of capital budget spent on IDP projects	% of capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP (% of capital budget spent)	Between 90% and 105%

(d) The number of jobs created through municipality's local economic development initiatives including capital projects;

Objective	KPI	Target
pr-14-0026: General KPI: Jobs created through municipality's LED initiatives 100 for the year including capital projects	Number of jobs created through Municipality's capital projects (contracts > R200 000)	100 for the year

(e) The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;

Objective	KPI	Target
pr-14-0027: General KPI: People from employment equity target groups employed	% of PDI's appointed for the month in terms of the Municipality's approved Employment Equity plan	70.0%
ph-09-0097: General KPI: Promote employment equity through continuous planning	Compilation/review of Employment Equity plan completed	Yes (by end of November)

(f) The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and

Objective	KPI	Target
pr-14-0028: General KPI: % of the budget spent on implementing the workplace skills plan	% of the municipality's salary budget actually spent on implementing its workplace skills plan (cumulative)	1.0%

(g) Financial viability as expressed by ratios

Objective	KPI	Target
pr-09-0096: General KPI: Ensure general financial viability	% outstanding service debtors to revenue	Norm = 20%
	Cost coverage	Norm = 1-3 months
	% debt coverage	Norm = 45%

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

Office of the Municipal Manager

**Office of the Municipal Manager General**

**Project: pj-09-0021aa - Equipment Council**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)



Civil Engineering Services

**Civil Engineering Services General**

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-13-0096 - Ward Committees**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Buildings and Structures**

**Project: pj-16-0006 - Equipment Buildings & Maintenance**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Cemeteries**

**Project: pj-15-0034 - Cemetery New: Riebeeck Wes**

**Location:** Riebeeck-Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0007 - Cemeteries Moorreesburg: Charles Malherbe New Cemetery Fencing**

**Location:** Moorreesburg

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Parks and Amenities**

**Project: pj-11-0058 - Equipment Parks**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-13-0015 - Vehicles Parks: Replace CK17851 (Nissan UD 35A)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0008 - Parks: New Fencing for Park - Riebeek West**

**Location:** Riebeek-Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0009 - Pigeon Club: Moorreesburg**

**Location:** Moorreesburg

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0010 - Vehicles Parks: CK31724 Case Tractor**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Roads**

**Project: pj-09-0004 - Roads: Resealing/upgrading of roads and sidewalks (Swartland)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0032 - Roads: Building of streets (Swartland)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0014 - Roads: Bokomo Rd / Spoorweg Street Intersection: Traffic Light**

**Location:** Malmesbury

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0016 - Vehicles Roads: CK31717 Nissan Cabster - UD35**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

### Sewerage

**Project: pj-09-0003 - Sewerage: Telemetry - new installations**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-10-0044 - Sewerage: Darling sewerage works**

**Location:** Darling

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-10-0114 - Equipment Sewerage**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0095 - Sewerage: Chatsworth sewerage works**

**Location:** Chatsworth

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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

**Location:** Moorreesburg

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0001 - Sewerage: Bulk sewer De Hoop Housing Project (MIG)**

**Location:** Wesbank

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0002 - Sewerage: Purified Sewerage Water: Malmesbury Cricket**

**Location:** Malmesbury

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0003 - Vehicles Sewerage: CK14612 Nissan UD290**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Sports Fields**

**Project: pj-14-0037 - Sport: Projects: (MIG)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0017 - Sport: New Clubhouse/Community Hall - Riebeek Wes Sportgrounds**

**Location:** Riebeek-Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Storm Water**

**Project: pj-09-0009 - Storm water: Upgrading of old networks (Swartland)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-12-0020 - Vehicles Storm water: Replace CK18292 (Case Digger)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-13-0035 - Storm water: Replace part of channel under Voortrekker Street**

**Location:** Malmesbury

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-13-0036 - Storm water: Retention structure - inlet to channel Malmesbury**

**Location:** Malmesbury

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Water**

**Project: pj-10-0038 - Water: Reservoir - Koringberg (0.25 MI)**

**Location:** Koringberg

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0062 - Equipment Water**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-13-0039 - Vehicles Water: Replace CK21807 (Bakkie)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-13-0041 - Water reservoir - Riebeek Kasteel (0.5 ML)**

**Location:** Riebeek-Kasteel

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-15-0004 - Water: Malmesbury & Wesbank BPT and PRV - to increase supply to Darling (WCW.S11)**

**Location:** Various locations

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0019 - Water: Upgrade to water network: Sunnyside**

**Location:** Sunnyside

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0020 - Vehicles Water: CK34796 J/Deere Digger- Sloopgrawer**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Cleansing Services**

**Project: pj-09-0027 - Refuse bins, traps, skips**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0059 - Equipment Refuse Removal**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0021 - Vehicles Refuse: CK34487 Volvo L40B Wheel Loader**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0041 - Welcome in Swartland Signs x 8**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0042 - Land swap: Swartland Municipality / The Anstucy Trust**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0043 - Purchase of Land: Part of Farm 645 (for RK Cemetry)**

**Location:** Riebeek-Kasteel

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Properties, Contracts and Legal Administration**

**Project: pj-09-0024 - Equipment Corporate: Halls and buildings**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Public Relations, Library and Tourism Services**

**Project: pj-15-0017 - Libraries: New Library: Abbotsdale**

**Location:** Abbotsdale

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project:** pj-16-0040 - People Counters x3

**Location:** Municipal area

<i>Grp</i>	<i>No</i>	<i>Activity</i>	<i>Jul16</i>	<i>Aug16</i>	<i>Sep16</i>	<i>Oct16</i>	<i>Nov16</i>	<i>Dec16</i>	<i>Jan17</i>	<i>Feb17</i>	<i>Mar17</i>	<i>Apr17</i>	<i>May17</i>	<i>Jun17</i>	<i>Notes (Activity)</i>



Development Services

**Development Services General**

**Project: pj-11-0097 - Equipment Development Services**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Housing**

**Project: pj-16-0025 - Housing: Phola Park/Ilinge Lethu - New wall between sportground and new plots**

**Location:** Ilinge Lethu

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0026 - Housing Riverlands: Private plots (cost will be recovered from individual grants)**

**Location:** Riverlands

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Caravan Parks**

**Project: pj-16-0044 - Equipment: YZF Caravan Park**

**Location:** Yzerfontein

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Planning**

**Project: pj-15-0010 - Box city - business centres**

**Location:** Malmesbury Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-15-0021 b - RSEP - Parks and Amenities: Activity recreation nodes (playgrounds, trees & benches)**

**Location:** Malmesbury Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-15-0022 - RSEP - Parks and Amenities: Splash pool / Fountain**

**Location:** Malmesbury Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-15-0024 - RSEP - Parks and Amenities: Landscaping / treeplanting**

**Location:** Malmesbury Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-15-0027 - RSEP - Roads: Safe taxi stops and shelters**

**Location:** Malmesbury Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-15-0029 - RSEP - Protection Services: Container for police/neighbourhood watch contact point**

**Location:** Malmesbury Wes

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

### Valuations

**Project: pj-09-0094 - Valuation - Supplementary**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-10-0008 - Valuation - General**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

Electrical Engineering Services

**Electrical Engineering Services General**

**Project: pj-11-0096 - Equipment Electricity**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Electricity Operations, Maintenance and Construction**

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0036 - Electricity: Replace old mobile generator**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-14-0047 - Housing Phola Park/ Ilinge Lethu UISP: Electrical Services (CRRF)**

**Location:** Ilinge Lethu

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0027 - Vehicles Electricity: CK48994 Trailer - YZF**

**Location:** Yzerfontein

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Information, Communication and Technology**

**Project: pj-10-0004 - IT: Storage Array Network (SAN)**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0104 - IT: Terminals**

**Location:** Municipal area

**Notes:** Includes 12-0036, 14-0028, 14-0029 and 14-0030

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0105 - IT: Scanner replacements**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-11-0106 - IT: Equipment**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-12-0034 - IT: Backup sollution expansion**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-12-0036 - IT: Monitor replacement**

**Location:** Municipal area

**Notes:** Included in 11-0104

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project:** pj-14-0028 - IT: Printers

**Location:** Municipal area

**Notes:** Included in 11-0104

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project:** pj-14-0029 - IT: Desktops

**Location:** Municipal area

**Notes:** Included in 11-0104

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project:** pj-14-0030 - IT: Notebooks

**Location:** Municipal area

**Notes:** Included in 11-0104

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project:** pj-16-0031 - IT: Tools of Trade: Hardware & Software

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

Financial Services

**Financial Services General**

**Project: pj-09-0021af - Equipment Financial**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

Protection Services

**Traffic and Law Enforcement**

**Project: pj-10-0138 - Equipment Traffic and Law Enforcement**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Project: pj-16-0034 - Vehicles Traffic and Law Enforcement: CK37102 Focus**

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Fire and Emergency Services**

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

**Location:** Municipal area

Grp	No	Activity	Jul16	Aug16	Sep16	Oct16	Nov16	Dec16	Jan17	Feb17	Mar17	Apr17	May17	Jun17	Notes (Activity)

**Annexure 4**  
**Ward information for expenditure and service delivery**

Project Ref	Project Description	Budget				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
<b>WARDS 1 &amp; 2</b>						
14-0021	Refuse site Moorreesburg				2 200 000	3 000 000
13-0008	Sewerage: WWTW Moorreesburg	3 000 000	10 000 000	15 000 000		2 579 510
10-0038	Water: Reservoir – Koringberg (0.25 ML)				3 074 000	
16-0007	Cemeteries: Moorreesburg: Charles Malherbe new cemetery fencing	350 000				
16-0009	Pigeon Club: Moorreesburg	650 000				
<b>WARDS 3 &amp; 12</b>						
14-0022	Refuse site Riebeek West and Riebeek Kasteel				1 500 000	3 000 000
15-0034	Cemetery New: Riebeek West	150 000				
16-0008	Parks: New Fencing for Parks – Riebeek West	250 000				
16-0017	Sport: New Clubhouse / Community Hall – Riebeek West Sportsgrounds	1 500 000				
13-0041	Water reservoir: Riebeek Kasteel (0.5 ML)				3 500 000	
14-0022	Refuse site Riebeek West and Riebeek Kasteel				1 500 000	3 000 000
16-0043	Purchase of Land: Part of Farm 645 (for RK Cemetery)	350 000				
16-0005	Community Hall / New Clubhouse – Riebeek Kasteel		1 700 000			
<b>WARD 4</b>						
11-0095	Sewerage: Chatsworth sewerage works	2 500 000	65 000			
16-0026	Housing Riverlands: Private plots (cost will be recovered from individual grants)	500 000				
<b>WARDS 5 &amp; 6</b>						
10-0044	Sewerage: Darling sewerage works			300 000	3 000 000	10 568 400
14-0005	Sewerage: Darling – Upgrading of bulk collectors				2 750 000	
16-0044	Equipment: YZF Caravan Park	45 000	30 000	30 000		
16-0027	Vehicles Electricity: CK48994 Trailer - YZF	20 000				
<b>WARD 7</b>						
15-0017	Libraries: New Library: Abbotsdale	3 000 000				
14-0024	Community Development: ECD facilities Kalbaskraal		7 700 000			



Project Ref	Project Description	Budget				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
<b>WARDS 8, 9, 10 &amp; 11</b>						
13-0035	Storm water: Replace part of channel under Voortrekker Street	100 000			8 000 000	3 500 000
13-0036	Storm water: Retention structure – inlet to channel Malmesbury				2 200 000	110 000
14-0047	Housing: Phola Park / Illinge Lethu: UISP Electrical Services	2 100 000				
16-0014	Roads: Bokomo Rd / Spoorweg Street Intersection: Traffic Light	1 166 000				
16-0002	Sewerage: Purified Sewerage Water: Malmesbury Cricket	400 000				
16-0025	Housing: Phola Park / Illinge Lethu – New wall between sportsground and new plots	420 000				
16-0024	Sport: Indoor Sport Centre		2 000 000	1 000 000		
16-0019	Water: Upgrade to water network: Sunnyside	2 519 000				
16-0001	Sewerage: Bulk sewer De Hoop Housing Project (MIG)	250 000	10 250 000	4 870 000		
16-0018	Water: New Reservoir: MBY (Wesbank) De Hoop Development		500 000	9 680 000		
<b>VARIOUS WARDS</b>						
13-0055	Vehicles Finance: Replace CK39500 (Isuzu 240i 4x4)		250 000			
14-0008	Cemeteries Malmesbury: Fencing		280 000			
15-0004	Water: Malmesbury & Wesbank BPT and PRV – to increase supply to Darling (WCW.S11)	1 276 000				
<b>ALL WARDS</b>						
<b>Ward Committees</b>						
13-0096	Ward Committee Projects	800 000	800 000	800 000	800 000	
<b>Roads, streets and storm water</b>						
09-0004	Roads: Resealing / Upgrading of roads and sidewalks (Swartland)	10 000 000	11 000 000	10 000 000	18 400 000	
11-0032	Roads: Building of streets (Swartland)	6 000 000				
11-0060	Equipment Streets and Storm Water: Global amount	49 000	51 450	54 000	75 000	75 000
16-0015	Roads: New Roads and Stormwater (MIG Project)				3 402 381	5 500 000
16-0016	Roads: New Roads: CK31717 Nissan Cabster – UD35	350 000				
<b>Refuse removal and cleansing</b>						
09-0027	Refuse bins, traps, skips	28 300		32 000		
11-0059	Equipment Refuse Removal	14 700	15 500	16 200	35 000	35 000
16-0021	Vehicles Refuse: CK34487 Volvo L40B Wheel Loader	1 500 000				
16-0022	Vehicles Refuse: CK36311 Nissan UD40		500 000			
16-0023	Vehicles Refuse: CK37315 Nissan UD290			2 450 000		
<b>Sewerage</b>						
09-0003	Telemetry: New installations	24 500	25 700	27 000	30 000	30 000
10-0114	Equipment Sewerage	14 700	15 500	16 200	20 000	20 000

Project Ref	Project Description	Budget				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
16-0003	Vehicles Sewerage: CK14612 Nissan UD290	2 645 000				
16-0004	Vehicles Sewerage: CK24931 High pressure trailer			174 800		
<b>Municipal Manager and Council</b>						
09-0021ab	Equipment Municipal Manager	5 000	5 500	6 000	10 000	10 000
09-0021aa	Equipment Council	5 000	5 500	6 000	10 000	10 000
<b>Corporate Services</b>						
09-0021ad	Equipment Corporate	15 000	15 750	16 500	20 000	20 000
09-0024	Equipment Corporate: Halls and Buildings	30 000	31 500	33 000	35 000	35 000
16-0041	Welcome in Swartland Signs x 8	200 000	200 000	200 000		
16-0042	Land Swap: Swartland Municipality / The Anstucy Trust	450 000				
16-0040	People Counters x 3	30 000				
<b>Development Services</b>						
11-0097	Equipment Development Services	29 320	32 000	33 600	35 000	35 000
<b>Electricity</b>						
11-0096	Equipment Electricity	315 000	340 000	340 000	350 000	350 000
09-0044	Electricity networks: New infrastructure	7 000 000	7 000 000	7 000 000	8 000 000	
11-0036	Electricity: Replace old mobile generator		800 000			
13-0099	Electricity: Energy efficiency and demand side management			10 000 000		
14-0025	Vehicles Electricity: Replace CK20602 (Isuzu NPR300)		450 000			
16-0028	Vehicles Electricity: CK18712 Flatbed trailer			30 000		
16-0029	Vehicles Electricity: CK23693 Nissan UD80 – Crane Truck			1 200 000		
16-0030	Vehicles Electricity: CK37348 Nissan Hardbody			250 000		
<b>Financial Services</b>						
09-0021af	Equipment Financial	15 000	15 750	16 500	20 000	20 000
13-0116	Equipment Financial: Water Demand Management Systems		100 000	1 000 000	2 500 000	
16-0032	Vehicles Finance: CK40697 Citi Golf 310		170 000			
16-0033	Vehicles Finance: CK40702 Citi Golf 310			170 000		
<b>Civil Services, cemeteries, parks, sport facility, buildings and maintenance</b>						
09-0021ac	Equipment Civil Services	40 000	42 000	44 100	70 000	70 000
11-0058	Equipment Parks	49 000	51 450	54 000	65 000	65 000
13-0015	Vehicles Parks: Replace CK17851 (Nissan UD35A)			350 000		
16-0010	Vehicles Parks: CK31724 Case Tractor	400 000				
16-0011	Vehicles Parks: CK32577 Case Tractor		400 000			
16-0012	Vehicles Parks: CEA1019 J Smit Trailer			60 000		

Project Ref	Project Description	Budget				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
16-0013	Vehicles Parks: CK34808 Trailer			55 000		
14-0037	Sport: Projects: 15% of MIG	9 502 800	7 207 000	4 709 000	17 747 619	16 000 000
16-0006	Equipment: Buildings and Maintenance	20 000	21 000	22 050		
<b>IT Services</b>						
10-0004	IT: Storage Array Network (SAN)	650 000				700 000
11-0104	IT: Terminals	100 000	40 000	40 000		40 000
11-0105	IT: Scanner replacements			20 000		
11-0106	IT: Equipment			65 000	70 000	70 000
11-0107	IT: Wireless and fiber network	70 000				
12-0034	IT: Backup solution expansion		100 000			
12-0036	IT: Monitor replacement			45 000		
13-0053	IT: Server replacement		500 000		600 000	
14-0028	IT: Printers	56 000		56 000	60 000	60 000
14-0029	IT: Desktops	80 000		175 500	180 000	180 000
14-0030	IT: Notebooks	65 000		130 000	140 000	140 000
14-0031	IT: Telephone licenses & devices					140 000
16-0031	IT: Tools of Trade: Hardware & Software	100 000				
<b>Protection Services</b>						
10-0138	Equipment Traffic and Law Enforcement	70 000	73 500	77 000	75 000	90 000
16-0034	Vehicles Traffic and Law Enforcement: CK31936 (Sedan)	200 000				
16-0035	Vehicles Traffic and Law Enforcement: CK38353 Nissan Bakkie		250 000			
16-0036	Vehicles Traffic and Law Enforcement: CK40698 Citi Golf		170 000			
16-0037	Vehicles Law Enforcement: CK22540 Nissan Bakkie			260 000		
<b>Fire fighting</b>						
10-0139	Equipment Fire and Emergency Services	21 000	22 050	23 000	27 000	30 000
16-0038	Vehicles Fire Services: CK27542 Tata LPTA 713		1 700 000			
16-0039	Vehicles Fire Services: CK29449 UNIMOG			952 812		
<b>Water</b>						
11-0062	Equipment Water	37 500	39 400	41 300	43 000	43 000
12-0013	Water: Upgrading / Replacement water reticulation network	4 577 200	3 765 000	3 500 000	3 850 000	4 500 000
12-0022	Water: Secondary Chlorination	300 000				
13-0039	Vehicles Water: Replace CK21807 (Bakkie)	320 000				
15-0005	Water: Upgrading of Voëlvelei WTP (WCW.S24)		5 000 000	57 227 195	60 660 827	64 300 477
15-0006	Water: Voëlvelei: New 3.5 ML reservoir WTP (WCW.S22)				2 000 000	9 948 082
15-0007	Water: Upgrading of 600mm pipe between Voëlvelei WTP and		10 000 000	11 000 000	3 331 326	

Project Ref	Project Description	Budget				
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	Kasteelberg Reservoirs (WCW.S1)					
15-0008	Water: Upgrading of main supply to Riebeek Kasteel Reservoir (WCW.S.4)			65 600	585 000	
16-0020	Vehicles Water: CK34796 J/Deere Digger	895 000				
<b>Storm Water</b>						
09-0009	Storm Water: Upgrading of old networks (Swartland)	1 000 000	840 000	925 000	1 020 000	
12-0020	Vehicles Storm Water: Replace CK18292 (Case Digger)		895 000			
<b>RSEP</b>						
15-0010	Box City – business centres	950 000	1 000 000			
15-0021b	RSEP – Parks and Amenities: Activity recreation nodes (playgrounds, trees and benches)	4 350 000	750 000	500 000		
15-0022	RSEP – Parks and Amenities: Splash pool / Fountain	300 000	2 600 000	2 100 000		
15-0024	RSEP – Parks and Amenities: Landscaping / tree planting	300 000				
15-0025	RSEP – Parks and Amenities: Public toilets / Landscaping		100 000	600 000		
15-0027	RSEP – Parks and Amenities: Safe taxi stops and shelters	200 000	1 300 000			
15-0029	RSEP – Protection Services: Container for police / neighbourhood watch contact point	225 000	900 000	400 000		
15-0030	RSEP – Corporate Services: Information board / Signage			200 000		
<b>TOTAL</b>		<b>74 945 020</b>	<b>92 115 550</b>	<b>148 449 357</b>	<b>150 491 153</b>	<b>125 274 469</b>