

# 2017-2018 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



Provisional  
30 March 2017

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## **1. INTRODUCTION**

The SDBIP provides the vital link between the executive mayor, council and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that ensures that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP therefore determines the performance agreements of the municipal manager and directors, including the outputs and deadlines for which they will be held responsible. The SDBIP further provides all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the executive mayor and council to monitor the in-year performance of the municipal manager and for the municipal manager to monitor the performance of directors and division heads in the municipality within the financial year. This enables the executive mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance.

## **2. LEGAL REFERENCE**

Section 1 of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) defines service delivery and budget implementation plan (SDBIP) as a detailed plan for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate -

- (a) projections for each month of -
  - (i) revenue to be collected, by source; and
  - (ii) operational and capital expenditure, by vote;
- (b) service delivery targets and performance indicators for each quarter.

The purpose of the SDBIP is to support the Municipality's management to achieve service delivery targets as well as the spending of the capital budget within given timeframes.

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. FIVE YEAR CAPITAL BUDGET PER DEPARTMENT

<i>Department</i>	<i>Division / Service</i>	<i>2017/2018</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/2021</i>	<i>2021/2022</i>
Office of the Municipal Manager	Equipment MM	5 500	6 000	10 000	10 000	10 000
	Equipment Council	5 500	6 000	10 000	10 000	10 000
	Ward Committees	800 000	800 000	800 000	800 000	800 000
	Vehicles			652 190		
<i>Subtotal</i>		<i>811 000</i>	<i>812 000</i>	<i>1 472 190</i>	<i>820 000</i>	<i>820 000</i>
Civil Engineering Services	Equipment	42 000	44 000	46 000	48 000	50 000
	Cemeteries					
	Parks and Amenities	1 341 450	2 013 100	641 640	1 668 510	1 348 408
	Sewerage	11 076 884	9 887 004	852 600	1 668 510	6 254 000
	Waste Water Treatment Works	8 800 000	10 844 201	29 963 893	28 771 349	3 853 705
	Sports Fields	6 472 285	1 303 265	5 897 195	4 294 803	4 970 000
	Roads	13 335 000	13 632 000	13 464 100	15 979 345	23 667 545
	Storm water	51 450	54 000	3 276 000	4 825 000	12 060 000
	Swimming Pools		4 700 000			
	Water Provision	3 804 400	41 300	5 069 620	5 155 510	4 611 943
	Water Storage	651 000	8 674 064	2 662 725		
	Buildings and Maintenance	3 331 000	772 050	276 000	355 000	
	Cleaning Services	515 500	2 498 200	3 668 000	2 256 000	3 742 000
	Solid Waste Disposal (Landfill Sites)			3 700 000		
<i>Subtotal</i>		<i>49 420 969</i>	<i>54 463 184</i>	<i>69 517 773</i>	<i>65 022 027</i>	<i>60 557 601</i>
Corporate Services	General, Secretariat and Records and Ward Committees	8 055 750	216 500	18 000	20 000	22 000
	Administration: Properties and Contracts	31 500	33 000	35 000	35 000	35 000
	Communication and Public Relations	100 000				
<i>Subtotal</i>		<i>8 187 250</i>	<i>249 500</i>	<i>53 000</i>	<i>55 000</i>	<i>57 000</i>
Development Services	Equipment	32 000	34 000	36 000	38 000	40 000
	Community Development		9 915 380	1 232 925		
	Built Environment	1 100 000	1 150 000	150 000	150 000	
	Human Settlements	12 263 451	3 500 000			
	Caravan Park Yzerfontein	530 000	1 030 000	30 000	30 000	30 000
<i>Subtotal</i>		<i>13 925 451</i>	<i>15 629 380</i>	<i>1 448 925</i>	<i>218 000</i>	<i>70 000</i>
Electrical Engineering Services	Equipment	300 000	340 000	350 000	350 000	350 000
	ICT Services	1 325 000	546 000	1 050 000	1 190 000	1 065 000
	Operations, Maintenance and Construction	7 800 000	8 630 000	8 500 000	9 650 000	9 300 000
<i>Subtotal</i>		<i>9 425 000</i>	<i>9 516 000</i>	<i>9 900 000</i>	<i>11 190 000</i>	<i>10 715 000</i>

<i>Department</i>	<i>Division / Service</i>	<i>2017/2018</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/2021</i>	<i>2021/2022</i>
Financial Services	Financial Services General	706 400	440 000	254 925	1 171 989	26 000
<i>Subtotal</i>		<i>706 400</i>	<i>440 000</i>	<i>254 925</i>	<i>1 171 989</i>	<i>26 000</i>
Protection Services	Traffic and Law Enforcement	1 945 000	742 000	844 000	1 816 000	628 000
	Fire and Emergency Services	22 050	5 843 000	785 000	1 007 000	1 108 000
<i>Subtotal</i>		<i>1 967 050</i>	<i>6 585 000</i>	<i>1 629 000</i>	<i>2 823 000</i>	<i>1 736 000</i>
<b>TOTAL</b>		<b>84 443 120</b>	<b>87 695 064</b>	<b>84 275 813</b>	<b>81 300 016</b>	<b>73 981 601</b>

#### 4. FIVE YEAR CAPITAL BUDGET PER IDP STRATEGIC GOAL

<i>Strategic Goal</i>	<i>2017/2018</i>	<i>%</i>	<i>2018/2019</i>	<i>%</i>	<i>2019/2020</i>	<i>%</i>	<i>2020/2021</i>	<i>%</i>	<i>2021/2022</i>	<i>%</i>
1: Improved quality of life for citizens	1 967 050	2.3	16 500 380	18.8	2 861 925	3.4	2 823 000	3.5	1 736 000	2.3
2: Inclusive economic growth	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
3: Quality and sustainable living environment	13 925 451	16.5	5 714 000	6.5	216 000	0.3	218 000	0.3	70 000	0.1
4: Caring, competent and responsive institutions, organisations and business	11 029 650	13.1	2 047 500	2.3	2 830 115	3.4	3 236 989	4.0	1 968 000	2.7
5: Sufficient, affordable and well-run services	57 520 969	68.1	63 433 184	72.3	78 367 773	93.0	75 022 027	92.3	70 207 601	94.9
<b>TOTAL</b>	<b>84 443 120</b>	<b>100.0</b>	<b>87 695 064</b>	<b>100.0</b>	<b>84 275 813</b>	<b>100.0</b>	<b>81 300 016</b>	<b>100.0</b>	<b>73 981 601</b>	<b>100.0</b>

#### 5. TEN LARGEST CAPITAL PROJECTS - 2017/18

<i>PROJECT</i>	<i>BUDGET</i>	<i>SOURCE(S) OF FINANCE</i>
Bulk Sewer: De Hoop Housing Project	10 833 184	Municipal Infrastructure Grant (MIG)
Swartland: Resealing of Roads	10 000 000	Capital Replacement Reserve Fund (CRRF)
Sewerage : Darling	8 325 000	Capital Replacement Reserve Fund (CRRF)
Purchase of Erven: Green Lilly	8 040 000	Capital Replacement Reserve Fund (CRRF)
Upgrading of Sports Grounds: Chatsworth	6 472 285	Municipal Infrastructure Grant (MIG)
Renewal of old/aging electrical networks/new networks.	6 200 000	Capital Replacement Reserve Fund (CRRF)
Riebeek Wes (Streets and Sormwater)	5 869 981	R3 806 935 - Dept. Human Settlements (DHS) R2 063 046 - Capital Replacement Reserve Fund (CRRF)
Replacement water reticulation network	3 765 000	Municipal Infrastructure Grant (MIG)
Phola Park/ Ilinge Lethu UISP Electrical Services	3 000 000	Dept. Human Settlements (DHS)
Riebeek Kasteel: Community Hall/New Clubhouse	1 700 000	Capital Replacement Reserve Fund (CRRF)

The ten largest capital projects represent a total budget of R64.2 million which is 76% of the total capital budget.

**ANNEXURE 1**  
**Monthly projections of revenue to be collected for each source**

WC015 Swartland - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue By Source</b>															
Property rates	16 847	9 755	7 680	7 461	7 509	7 190	7 460	6 540	6 540	6 392	6 324	6 029	95 729	102 917	110 641
Service charges - electricity revenue	24 245	23 650	21 781	19 828	19 672	20 502	19 414	18 289	21 245	19 453	19 853	29 941	257 873	269 088	276 579
Service charges - water revenue	2 471	2 524	2 924	3 371	3 950	4 481	4 466	3 450	3 450	2 683	2 471	(7 815)	28 425	42 129	51 743
Service charges - sanitation revenue	2 521	2 521	2 521	2 521	2 521	2 521	2 521	2 521	2 521	2 521	2 521	3 350	31 084	32 679	33 816
Service charges - refuse revenue	1 823	1 823	1 823	1 823	1 823	1 823	1 823	1 823	1 823	1 823	1 823	1 929	21 984	22 831	23 682
Rental of facilities and equipment	240	273	273	372	537	570	306	306	273	240	207	207	3 805	3 982	4 174
Interest earned - external investments	25	25	25	25	25	25	25	25	25	25	25	21 601	21 876	23 127	24 384
Interest earned - outstanding debtors	118	123	131	141	144	149	155	141	136	156	130	152	1 677	1 811	1 956
Fines	2 562	1 610	1 468	1 592	1 921	2 022	1 729	1 475	1 449	1 930	3 453	3 635	24 848	26 801	28 910
Licences and permits	336	336	336	336	336	336	336	336	336	336	336	336	4 037	4 239	4 451
Agency services	343	259	294	355	268	274	280	326	266	308	319	306	3 600	3 700	3 800
Transfers recognised - operational	31 425	3 231	37	4 243	25 826	1 776	1 776	5 008	19 516	1 776	1 776	21 486	117 878	96 203	102 559
Other revenue	1 361	1 398	1 462	1 535	1 562	1 601	1 645	1 538	1 499	1 655	1 455	3 621	20 331	21 144	21 981
Gains on disposal of PPE	17	17	17	17	17	17	17	17	17	17	17	17	200	200	200
<b>Total Revenue (excluding capital transfers and</b>	<b>84 336</b>	<b>47 546</b>	<b>40 774</b>	<b>43 621</b>	<b>66 112</b>	<b>43 288</b>	<b>41 954</b>	<b>41 796</b>	<b>59 097</b>	<b>39 317</b>	<b>40 711</b>	<b>84 795</b>	<b>633 346</b>	<b>650 850</b>	<b>688 875</b>
<b>Expenditure By Type</b>															
Employee related costs	14 099	14 099	14 099	14 099	22 666	14 099	14 099	14 099	14 099	14 099	14 099	27 551	191 206	206 425	223 720
Remuneration of councillors	746	746	746	746	746	746	746	827	827	827	827	827	9 359	9 920	10 515
Debt impairment	1 310	1 310	1 310	1 310	1 310	1 310	1 310	1 310	1 310	1 310	1 310	1 310	15 718	17 058	18 419
Depreciation & asset impairment	83	83	83	83	83	83	83	83	83	83	83	83 066	83 983	85 948	88 837
Finance charges	-	-	-	-	-	6 669	-	-	-	-	-	6 669	13 338	12 820	12 279
Bulk purchases	-	27 066	19 180	16 026	15 018	18 977	11 243	14 920	18 546	19 899	18 671	28 843	208 391	218 748	226 115
Contracted services	308	321	343	368	377	390	405	369	355	408	340	397	4 381	4 673	5 040
Transfers and subsidies	188	188	188	188	188	188	188	188	188	188	188	188	2 258	2 328	2 328
Other expenditure	6 746	8 139	8 184	7 557	8 988	9 071	6 478	8 738	8 928	7 783	7 248	33 502	121 360	97 206	89 122
Loss on disposal of PPE	197	197	197	197	197	197	197	197	197	197	197	197	2 364	2 482	2 606
<b>Total Expenditure</b>	<b>23 678</b>	<b>52 150</b>	<b>44 331</b>	<b>40 574</b>	<b>49 574</b>	<b>51 730</b>	<b>34 750</b>	<b>40 730</b>	<b>44 533</b>	<b>44 794</b>	<b>42 963</b>	<b>182 550</b>	<b>652 357</b>	<b>657 608</b>	<b>678 981</b>
<b>Surplus/(Deficit)</b>	<b>60 658</b>	<b>(4 604)</b>	<b>(3 557)</b>	<b>3 047</b>	<b>16 538</b>	<b>(8 442)</b>	<b>7 204</b>	<b>1 066</b>	<b>14 564</b>	<b>(5 478)</b>	<b>(2 252)</b>	<b>(97 755)</b>	<b>(19 011)</b>	<b>(6 757)</b>	<b>9 894</b>
Transfers recognised - capital	-	(11 000)	(3 000)	-	(9 000)	-	-	(4 869)	-	-	-	62 840	34 971	37 737	23 724
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>60 658</b>	<b>(15 604)</b>	<b>(6 557)</b>	<b>3 047</b>	<b>7 538</b>	<b>(8 442)</b>	<b>7 204</b>	<b>(3 803)</b>	<b>14 564</b>	<b>(5 478)</b>	<b>(2 252)</b>	<b>(34 915)</b>	<b>15 961</b>	<b>30 980</b>	<b>33 618</b>
<b>Surplus/(Deficit)</b>	<b>60 658</b>	<b>(15 604)</b>	<b>(6 557)</b>	<b>3 047</b>	<b>7 538</b>	<b>(8 442)</b>	<b>7 204</b>	<b>(3 803)</b>	<b>14 564</b>	<b>(5 478)</b>	<b>(2 252)</b>	<b>(34 915)</b>	<b>15 961</b>	<b>30 980</b>	<b>33 618</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	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
<b>R thousand</b>															
<b>Revenue by Vote</b>															
Vote 1 - Corporate Services	300	2 528	62	2 536	83	86	65	2 531	162	59	58	158	8 629	9 236	9 644
Vote 2 - Civil Services	24 036	15 153	8 250	8 761	29 545	9 942	9 924	13 786	18 513	8 141	7 784	34 644	188 479	194 339	206 509
Vote 3 - Council	20	20	20	20	20	20	20	20	20	20	20	20	237	239	242
Vote 4 - Electricity Services	25 523	23 781	24 922	19 979	20 730	20 661	19 579	18 440	22 076	19 619	19 992	20 870	256 173	264 081	271 247
Vote 5 - Financial Services	30 791	9 984	7 917	7 707	17 321	7 445	7 720	6 787	14 026	6 654	6 560	27 862	150 774	166 814	181 106
Vote 6 - Development Services	422	4 481	501	2 331	4 493	2 499	2 297	2 570	2 247	2 246	2 187	3 164	29 437	18 704	6 658
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services	3 244	2 599	2 102	2 287	2 919	2 636	2 349	2 532	2 055	2 577	4 110	5 179	34 589	35 173	37 194
<b>Total Revenue by Vote</b>	<b>84 336</b>	<b>58 546</b>	<b>43 774</b>	<b>43 621</b>	<b>75 112</b>	<b>43 288</b>	<b>41 954</b>	<b>46 665</b>	<b>59 097</b>	<b>39 317</b>	<b>40 711</b>	<b>91 897</b>	<b>668 318</b>	<b>688 587</b>	<b>712 599</b>
<b>Expenditure by Vote to be appropriated</b>															
Vote 1 - Corporate Services	1 940	1 999	2 002	1 976	2 809	2 040	1 933	2 026	2 033	1 987	1 963	4 261	26 969	29 104	31 060
Vote 2 - Civil Services	8 687	11 116	10 950	10 980	14 843	18 072	11 372	12 041	11 486	11 345	11 307	113 449	245 649	243 262	247 665
Vote 3 - Council	1 102	1 162	1 164	1 137	1 199	1 202	1 090	1 268	1 276	1 227	1 204	1 277	14 307	15 135	16 011
Vote 4 - Electricity Services	2 592	27 698	20 013	16 644	16 395	19 681	11 150	14 868	19 100	20 264	18 838	43 084	230 327	240 213	246 995
Vote 5 - Financial Services	2 702	2 857	2 864	2 795	4 240	2 964	2 677	2 927	2 947	2 822	2 760	7 620	40 175	42 623	46 269
Vote 6 - Development Services	2 431	3 084	3 105	2 809	4 180	3 519	2 304	3 367	3 456	2 916	2 668	5 049	38 888	26 203	25 350
Vote 7 - Municipal Manager	480	480	490	480	907	490	480	480	490	480	480	846	6 585	6 858	7 350
Vote 8 - Protection Services	3 743	3 753	3 743	3 753	5 001	3 762	3 743	3 753	3 743	3 753	3 743	6 964	49 457	54 212	58 280
<b>Total Expenditure by Vote</b>	<b>23 678</b>	<b>52 150</b>	<b>44 331</b>	<b>40 574</b>	<b>49 574</b>	<b>51 730</b>	<b>34 750</b>	<b>40 730</b>	<b>44 533</b>	<b>44 794</b>	<b>42 963</b>	<b>182 550</b>	<b>652 357</b>	<b>657 608</b>	<b>678 981</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>60 658</b>	<b>6 396</b>	<b>(557)</b>	<b>3 047</b>	<b>25 538</b>	<b>(8 442)</b>	<b>7 204</b>	<b>5 935</b>	<b>14 564</b>	<b>(5 478)</b>	<b>(2 252)</b>	<b>(90 652)</b>	<b>15 961</b>	<b>30 980</b>	<b>33 618</b>
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>60 658</b>	<b>6 396</b>	<b>(557)</b>	<b>3 047</b>	<b>25 538</b>	<b>(8 442)</b>	<b>7 204</b>	<b>5 935</b>	<b>14 564</b>	<b>(5 478)</b>	<b>(2 252)</b>	<b>(90 652)</b>	<b>15 961</b>	<b>30 980</b>	<b>33 618</b>

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

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
<b>R thousand</b>															
<b>Multi-year expenditure to be appropriated</b>															
Vote 1 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Civil Services	-	1 025	2 100	2 300	3 300	2 500	2 300	3 550	3 575	2 800	2 193	1 113	26 756	24 611	34 627
Vote 3 - Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Financial Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Development Services	246	246	246	246	246	396	246	246	246	-	-	800	3 163	6 361	1 000
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	<b>246</b>	<b>1 271</b>	<b>2 346</b>	<b>2 546</b>	<b>3 546</b>	<b>2 896</b>	<b>2 546</b>	<b>3 796</b>	<b>3 821</b>	<b>2 800</b>	<b>2 193</b>	<b>1 913</b>	<b>29 920</b>	<b>30 972</b>	<b>35 627</b>
<b>Single-year expenditure to be appropriated</b>															
Vote 1 - Corporate Services	8 040	-	-	-	-	90	-	10	-	32	-	15	8 187	250	53
Vote 2 - Civil Services	4	604	1 134	1 754	1 565	1 601	2 954	6 242	3 499	2 204	1 054	54	22 665	29 852	34 891
Vote 3 - Council	67	67	67	67	67	67	67	67	67	67	67	67	806	806	1 462
Vote 4 - Electricity Services	88	173	298	373	713	673	223	6 113	293	193	193	98	9 425	9 516	9 900
Vote 5 - Financial Services	1	1	600	1	94	1	1	1	1	1	1	1	706	440	255
Vote 6 - Development Services	786	1 890	1 286	1 820	1 386	794	786	886	862	3	3	263	10 762	9 268	449
Vote 7 - Municipal Manager	0	0	0	0	0	0	0	0	0	0	0	0	6	6	10
Vote 8 - Protection Services	-	70	118	-	475	1 058	-	-	18	-	230	-	1 967	6 585	1 629
<b>Capital single-year expenditure sub-total</b>	<b>8 986</b>	<b>2 805</b>	<b>3 502</b>	<b>4 015</b>	<b>4 299</b>	<b>4 284</b>	<b>4 031</b>	<b>13 319</b>	<b>4 740</b>	<b>2 500</b>	<b>1 547</b>	<b>497</b>	<b>54 524</b>	<b>56 723</b>	<b>48 649</b>
<b>Total Capital Expenditure</b>	<b>9 232</b>	<b>4 076</b>	<b>5 847</b>	<b>6 561</b>	<b>7 845</b>	<b>7 180</b>	<b>6 577</b>	<b>17 115</b>	<b>8 561</b>	<b>5 300</b>	<b>3 740</b>	<b>2 411</b>	<b>84 443</b>	<b>87 695</b>	<b>84 276</b>



### **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	2017/18 Medium Term Revenue & Expenditure Framework		
		Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b><u>Borrowing Management</u></b>				
Credit Rating				
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.8%	2.8%	2.7%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	3.5%	3.3%	3.1%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	9.8%	31.9%
<b><u>Safety of Capital</u></b>				
Gearing	Long Term Borrowing/ Funds & Reserves	80.1%	79.7%	88.8%
<b><u>Liquidity</u></b>				
Current Ratio	Current assets/current liabilities	3.9	4.3	4.7
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	3.9	4.3	4.7
Liquidity Ratio	Monetary Assets/Current Liabilities	3.1	3.3	3.7
<b><u>Revenue Management</u></b>				
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0.0%	97.9%	97.9%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		97.9%	97.9%	97.9%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	14.5%	15.8%	16.7%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%
<b><u>Creditors Management</u></b>				
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))	100.0%	100.0%	100.0%
Creditors to Cash and Investments		24.3%	23.1%	20.9%

<b>Other Indicators</b>				
Electricity Distribution Losses (2)	Total Volume Losses (kW)	11 636 750	11 636 750	11 636 750
	Total Cost of Losses (Rand '000)			
	% Volume (units purchased and generated less units sold)/units purchased and generated	6.12%	6.12%	6.12%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	1 058 029	1 058 029	1 058 029
	Total Cost of Losses (Rand '000)	13 310 005	14 907 629	16 695 698
	% Volume (units purchased and generated less units sold)/units purchased and generated	19.29%	19.29%	19.29%
Employee costs	Employee costs/(Total Revenue - capital revenue)	30.1%	31.7%	32.4%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	31.6%	33.2%	33.9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	10.6%	7.4%	6.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	15.3%	15.1%	14.6%
<b>IDP regulation financial viability indicators</b>				
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	17.0	17.3	18.3
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	20.9%	21.7%	23.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	8.0	8.5	9.3

**ANNEXURE 3B**  
**KPIs and targets from the 2017-2022 IDP**

**Strategic Goal 1: Improved quality of life for citizens**

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
1.1 Facilitate access to the economy	Make information about economic opportunities and options more easily accessible (including referrals)	Number of people supported	3200 by June 2018 with a 10% increase annually
	Entrepreneurship development	Number of people benefited from entrepreneurial initiatives	60 per annum
1.2 Promote childcare facilities and early child development (0-6 years)	Develop ECD information guidelines in respect of childcare facilities	ECD information guidelines approved	Yes (by June 2019)
1.3 Increase the number of legal childcare facilities	Assistance with the legalisation of facilities	Number of facilities registered	2 per annum
1.4 Promote child development (7-14 years)	Implementing educational programmes	Number of educational programmes implemented	2 per annum
1.5 Facilitate youth development	Provide access to career guidance for young adults	Number of people assisted with career guidance	3200 per annum
1.6 Coordinate social development internally and externally with partners.	Promote the coordination of social development through partnerships:		
	<ul style="list-style-type: none"> <li>▪ Internally: Internal Social Development Committee to identify additional action plans in each department that contributes to social development</li> </ul>	Agreement reached on additional action plans in each department	Yes (by June annually)
	<ul style="list-style-type: none"> <li>▪ Externally: Local Drug Action Committee to compile a Local Drug Action Plan that must be reviewed every two years</li> </ul>	Local Drug Action Plan compiled	Yes (by June 2019)
1.7 Lobby for the basic needs and rights of vulnerable groups	Develop guidelines for assistance to persons with disabilities	Guidelines approved	Yes (by June 2020)
1.8 Establish a Municipal Court to increase the effectiveness of municipal law enforcement	If financially viable and sustainable, complete all administrative procedures for the application to establish a Municipal Court	Funds for the establishment of a Municipal Court obtained	Yes (by March 2018)
		Application to establish a Municipal Court submitted to the Department of Justice	Yes (by June 2018)
		Municipal Court operational	Yes (by January 2019)
1.9 Integrated Crime Prevention / Safety stakeholder collaboration	Effective safety partnerships in terms of the Integrated Safety Strategy established and operational	Report on progress submitted to the Mayoral Committee	Yes (by June 2018 and annually by June thereafter)

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
1.10 Prevent and manage land invasion. Monitor informal settlements.	Effective operation of a Land Management Unit	Report on progress submitted to the Mayoral Committee	Yes (by June 2018 and annually by June thereafter)

### Strategic Goal 2: Inclusive economic growth

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
2.1 Relevant stakeholders systematically improve local competitive advantages	Gain commitment from key stakeholders to collaborate systematically to strengthen local competitive advantages.	Number of key stakeholder groups (see note) actively contributing to improved competitive advantage	5 by end of 2018 10 by end of 2020 15 by end of 2022
2.2 Well located, serviced sites and premises available for commercial and industrial investors	Ensure adequate supply of land and services for commercial and industrial premises.	Number of well located, serviced industrial sites available.	10 by end of 2018 15 by end of 2020 20 by end of 2022
2.3 The specific opportunities and benefits for investors are actively promoted	Establish an Investment promotion and facilitation system.	Number of qualified investor enquiries.	12 by end of 2018 24 by end of 2020 36 by end of 2022
2.4 Local markets work better to increase opportunity for local small businesses	Establish a local business opportunity network incl. a local business directory	Number of opportunities advertised / shared with Swartland businesses.	20 by end of 2018 50 by end of 2020 100 by end of 2022
2.5 Easier for farmers to add and grow new / promising business models	New (more enabling) Spatial Development Framework	Number of key constraints to growth removed.	1 by end of 2018 2 by end of 2020 3 by end of 2022
2.6 Easier for local citizens to access economic opportunity	Establish an information portal pointing to best information sources incl. local support services	Number of unique visitors (local, with more than 1 page view)	100 by end of 2018 300 by end of 2020 400 by end of 2022
2.7 Increase tourism visitors and brand as a good place to live	Develop a more effective tourism destination marketing and development business model	Study done and revised tourism business model finalised.	Yes (by end of 2018)

### Strategic Goal 3: Quality and sustainable living environment

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
3.1 Maximise economic opportunities and comparative advantage	Facilitate economic sector growth (including mining, agriculture and tourism) of Swartland wards in accordance with their potential.	Develop economic growth models (EGM) for Swartland growth towns (subject to availability of funds)	By June 2018
	Spatially strengthen mobility and economic links.	An economic mobility spatial plan developed and integrated into LED and EGM (subject to availability of funds).	By June 2018

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
3.2 Enable sustainable rural and agricultural development	Grow and diversify the agricultural sector through support of alternative and intensive uses like agri-processing, agri-tourism, smallholdings and product development.	Formalisation of the Integrated Agriculture, Rural and Culture Development Corridor (Intensive Rural Development Corridor) and develop a precinct plan.	By June 2019
3.3 Enhance conservation and biodiversity	Partnership with stakeholder Cape Nature, Heritage Western Cape (HWC), Department of Environmental Affairs and Development Planning (DEADP) and the SA National Biodiversity Institute (SANBI) on areas of conservation and biodiversity	Identify municipal land for conservation and biodiversity	By June 2018
		Survey the identified areas	By June 2018
		Obtain Council decision	By June 2018
	Finalise stewardship programme	Registration of stewardship programme with Cape Nature on municipal land	By June 2018
	Contribute towards establishment of a Greater West Coast National Park	Develop management plan for conservation and biodiversity areas	By June 2020
3.4 Protect cultural and built heritage landscape	Partnership with stakeholder HWC to reach agreement on areas with cultural potential and heritage value	Align Spatial Development Framework (SDF) with this initiative	By December 2017
		Combine urban and rural heritage surveys	By June 2019
3.5 Spatially enable sustainable settlements	Provide sustainable infrastructure and services	Obtain approval from HWC	By June 2020
		Develop overlay precinct plans for Yzerfontein, Malmesbury, Riebeeck Valley and Darling	By June 2019
3.6 Enhance safe, healthy, liveable and sustainable communities and neighbourhoods	Provide for adequate social infrastructure to support communities	Review SDF residential space and infrastructure based on growth models	By June 2019
		Identification of land for the establishment of a new hospital	By June 2018
3.7 Provide the whole spectrum of government subsidised housing (Integrated Residential Development Programme (IRDP), Upgrading of Informal Settlements Programme (UISP) and Community Residential Unit Programme (CRU))	Facilitate land availability, bulk infrastructure provision and the implementation of the Housing Pipeline	Enable transfer of properties providing subsidised housing or land reform.	By June 2018
		Targets achieved as per Housing Pipeline	Annually

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
3.8 Increase access for citizens in new settlements to urban amenities, work, schools, clinics, parks, etc.	Do new housing developments in terms of the Social economic Facility Policy and the Spatial Development Framework (SDF) Secure funding for the social facilities	Council approval of budget and implementation for social facilities in terms of the Housing Pipeline	Annually
3.9 Maintain a balance between non-paying and paying households through the increased provision of affordable housing, Finance Linked Individual Subsidy Programme (FLISP) housing, Gap housing and social housing.	Identify suitable pockets of land for (FLISP) housing, Gap housing and social housing	Land identified	By November 2018
	Obtain land use rights and secure funding for (FLISP) housing, Gap housing and social housing	Rights obtained	By June 2018
		Funding secured	By June 2019
	Appoint credible housing institution to build and manage social housing	Appointment finalised	By December 2018

#### **Strategic Goal 4: Caring, competent and responsive institutions, organisations and business**

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
4.1 A redesigned organisation structure that effectively facilitate the strategic objectives and purpose of the organisation	Review the organisation design in light of the IDP Strategy and recommend a new organisation design	Review completed	By June 2019
	Implement the redesigned organisation structure	Redesigned organisation structure implemented	During the 2019/2020 financial year
4.2 Proactive succession and talent management that ensures consistent high levels of employee performance	Implement a succession and talent management programme that links and develops high potential employees with key future roles in the organisation	Talent pool and succession plan compiled and implemented	By December 2018
4.3 Employment relations that create a climate of trust, cooperation and stability and accomplish a harmonious and productive workforce	Develop a programme of innovative interventions, e.g. diversity management and awareness, climate creation to ensure sound employee relations and practices	Programme developed and implemented	By June 2019
4.4 More informed and effective ward councillors and ward committees	Compile, implement and monitor communication plans for individual ward councillors to enhance public participation	Annual communication activity plans for ward councillors compiled, implemented and shared	Annually by June
		Councillors' performance monitored by the Executive Mayor as part of the PMS for councillors.	Annually
4.5 An IT connectivity strategy for the Swartland	Develop an IT connectivity strategy and status quo report	Report finalised	By Jun 2018

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
4.6 Identify risks and implement preventative and corrective controls	Assign Risk Management responsibilities to Internal Audit as RM Shared Services contract ended	Updated Internal Audit Charter which include risk management facilitation role	By Jan 2017 and thereafter every second year
	Compile a Handover procedure to newly appointed Manager, Internal Audit	Complete handover procedure	By March 2019
	Assign Disciplinary Committee responsibilities to four newly appointed members	Appointment of new members for the Disciplinary Committee over a period of six months for continuity	2 members by J July 2017 Thereafter every three years
	Maintain an effective independent Performance, Risk and Financial Audit Committee as per legislation (Appoint for three years, but can extend for six years)	Appointment of new members for the PRF Committee over a period of three years for continuity	Annually by June
4.7 Sound long-term financial planning including making the right investment decisions	Review the Long Term Financial Plan	Review completed	By Feb 2018
	Review budget related policies in line with the LTFP	Review completed	By Feb 2018
4.8 Sound financial management, budgeting and expenditure control	Critical review of the free basic services model	Review and implementation of an improved basic services model	By Mar 2018
	Each director to do a critical review of the cost drivers and implement a savings plan	Review completed	By Sep 2017
4.9 Broaden the tax/ revenue base	Create institutional capacity to facilitate this	Budget approved for critical interventions to give effect to increased revenue	By Mar 2018

#### Strategic Goal 5: Sufficient, affordable and well-run services

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
5.1 Secure sufficient long term bulk water provision	Conduct a section 78 investigation	Section 78 investigation completed	Yes (by end of June 2019)
	Work with relevant role-players to commit to an agreed service delivery model.	An agreed service delivery model	Yes (by end of June 2020)
5.2 Maintenance and upgrading that sustain and improve the current condition of surfaced roads	Report annually on the status quo condition of surfaced roads	Report submitted to the Portfolio Committee	Yes (by September annually)
	Inform budgetary processes of funding requirement for maintenance and upgrading of surfaced roads.	Budget and motivation submitted to budget office (norm = 7.5% of the asset value)	Yes (by end of November annually)



<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
5.3 Ensure sufficient civil services capacity for planned developments	Review and maintain master plans	Master plans reviewed and maintained where necessary	Within one year after approval of the SDF and every second year thereafter subject to budget provision
5.4 Maintenance and upgrading that sustain and improve the current condition of civil infrastructure	Inform budgetary processes of funding requirement for maintenance, renewal, upgrading and refurbishment of civil infrastructure	Budget and motivation submitted to budget office (norm = 7.5% of the asset value)	Yes (by end of November annually)
5.5 Ensure sufficient electricity capacity for planned developments (built environment) that are feasible	Review and maintain master plans	Master plans reviewed and maintained where necessary	Within one year after approval of the SDF and every second year thereafter subject to budget provision
	Secure capacity for the De Hoop, Malmesbury, Development (2000 plots) subject to availability of budget	Capacity secured	By June 2023
	Secure available capacity for Yzerfontein	Capacity secured	By June 2018
5.6 Maintenance and upgrading that sustain and improve the current condition of electrical infrastructure	Inform budgetary processes of funding requirement for maintenance, renewal, upgrading and refurbishment of electrical infrastructure	Budget and motivation submitted to budget office (minimum 6% of annual electricity revenue allocation is a Nersa license condition)	Yes (by end of November annually)
5.7 Provide electricity cost effectively	Provide competitive tariffs for industrial consumers in support of economic growth	Approval of tariffs by Nersa	Annually before end of June
	Maintain energy losses at an acceptable level	% total energy losses (technical + non-technical)	Maintain the annual average below 8%

**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:

<i>Perf Objectives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
Liaison with business role-players	Annual event with local business held	Yes (before end of June)
Sound management	Number of monthly management meetings held	At least 10 p.a.
Legally compliant procurement	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum
Performance and financial monitoring	Number of monthly performance and financial assessments done	At least 10 p.a.
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)
Council decision implementation	% of due council decisions initiated	100%
Monitoring the IDP / Budget process	Number of months that the IDP / Budget process schedule were checked	At least 10 p.a.
Functional macro-structure maintained	Annual review of the macro-structure completed	Yes (before end of June)
LED fund management	% of the LED funds actually spent	90% for the year
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%
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
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:

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
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

<b>Perf Objective</b>	<b>KPI</b>	<b>Target</b>
EPWP monitoring (not applicable to Financial Services)	Number of Full Time Equivalents (FTE's)* for the financial year FTE: (Full Time Equivalent): Total people (workers) x person days of work (total days worked) <b>divided</b> by 240 = 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:

<b>Perf Objective</b>	<b>KPI</b>	<b>Target</b>
<b>Director Civil Engineering Services</b>		
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>Director Electrical Engineering Services</b>		
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>Director Development Services</b>		
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>Director Corporate Services</b>		
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;

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
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%
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;

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
Households earning less than R1100 per month with access to free basic services	% of indigent households* with access to free basic services  *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	100.0%

(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;

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
% 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;

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
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;

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
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%
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

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
% 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

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
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 General**

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

**Location:** Municipal area

**Fin Source:** CRRF

<i>Projected/Actual ETD</i>	<i>Bdgt Type</i>	<i>Jul17</i>	<i>Aug17</i>	<i>Sep17</i>	<i>Oct17</i>	<i>Nov17</i>	<i>Dec17</i>	<i>Jan18</i>	<i>Feb18</i>	<i>Mar18</i>	<i>Apr18</i>	<i>May18</i>	<i>June18</i>	<i>YTDJune</i>	<i>Bud/Save</i>	<i>Commit</i>	<i>Total</i>	<i>Avail</i>	<i>Av %</i>	
Projected Cash Flow	Capital	458	458	458	458	458	458	458	458	458	458	458	462	5 500	5 500					

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

**Location:** Municipal area

**Fin Source:** CRRF

<i>Projected/Actual ETD</i>	<i>Bdgt Type</i>	<i>Jul17</i>	<i>Aug17</i>	<i>Sep17</i>	<i>Oct17</i>	<i>Nov17</i>	<i>Dec17</i>	<i>Jan18</i>	<i>Feb18</i>	<i>Mar18</i>	<i>Apr18</i>	<i>May18</i>	<i>June18</i>	<i>YTDJune</i>	<i>Bud/Save</i>	<i>Commit</i>	<i>Total</i>	<i>Avail</i>	<i>Av %</i>	
Projected Cash Flow	Capital	458	458	458	458	458	458	458	458	458	458	458	462	5 500	5 500					

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

**Location:** Municipal area

**Fin Source:** CRRF

<i>Projected/Actual ETD</i>	<i>Bdgt Type</i>	<i>Jul17</i>	<i>Aug17</i>	<i>Sep17</i>	<i>Oct17</i>	<i>Nov17</i>	<i>Dec17</i>	<i>Jan18</i>	<i>Feb18</i>	<i>Mar18</i>	<i>Apr18</i>	<i>May18</i>	<i>June18</i>	<i>YTDJune</i>	<i>Bud/Save</i>	<i>Commit</i>	<i>Total</i>	<i>Avail</i>	<i>Av %</i>	
Projected Cash Flow	Capital	66 666	66 666	66 666	66 666	66 666	66 666	66 666	66 666	66 666	66 666	66 666	66 674	800 000	800 000					



Civil Engineering Services

**Civil Engineering Services General**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	42 000	42 000					

**Buildings and Structures**

**Project: pj-16-0005 - Community Hall/New Clubhouse - Riebeek Kasteel**

**Location:** Riebeek-Kasteel

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			200 000	300 000	300 000	300 000	300 000	30 000	270 000				1 700 000	1 700 000					

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital				5 000	6 000	10 000							21 000	21 000					

**Project: pj-16-0048 - Upgrading / Construction of Monitoring office**

**Location:** Malmesbury

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital		100 000	100 000	200 000	200 000	100 000	100 000	60 000					860 000	860 000					

**Project: pj-17-0005 - Development of village square: Erf 12 Riebeek Kasteel**

**Location:** Riebeek-Kasteel

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital											750 000		750 000	750 000					

**Parks and Amenities**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital			10 000	15 000	15 000	11 450							51 450	51 450				

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

**Location:** Malmesbury Wes

**Fin Source:** DEADP

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital							50 000	50 000	200 000	200 000	200 000	50 000	750 000	750 000				

**Project: pj-15-0025 - RSEP - Parks and Amenities: Public toilets / landscaping**

**Location:** Malmesbury Wes

**Fin Source:** DEADP

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital											100 000		100 000	100 000				

**Project: pj-16-0011 - Vehicles Parks: CK32577 Case Tractor**

**Location:** Malmesbury

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital						440 000							440 000	440 000				

**Roads**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital							2 000 000	3 000 000	3 000 000	2 000 000			10 000 000	10 000 000				

**Project: pj-12-0020 - Vehicles Roads: CK18292 (Case Digger)**

**Location:** Moorreesburg

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital								1 430 000					1 430 000	1 430 000				

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

**Location:** Malmesbury Wes

**Fin Source:** DEADP

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital		100 000	400 000	400 000	200 000	200 000							1 300 000	1 300 000					

**Project: pj-17-0017 - Vehicles Roads: CK34112 Cabster UD40**

**Location:** Riebeek-Kasteel

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital								605 000					605 000	605 000					

**Sewerage**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital									25 700				25 700	25 700					

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital				5 000	5 000	10 000							20 000	20 000					

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

**Location:** Wesbank

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital		500 000	1 000 000	1 000 000	1 500 000	1 000 000	1 000 000	1 500 000	1 500 000	1 000 000	833 184		10 833 184	10 833 184					

**Project: pj-16-0004 - Vehicles Sewerage: CK24931 High pressure trailer**

**Location:** Yzerfontein

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital								198 000					198 000	198 000					

**Sports Fields**

**Project: pj-17-0074 - Sport: Upgrading of Sports Grounds: Chatsworth**

**Location:** Chatsworth

**Fin Source:** MIG

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital		200 000	600 000	800 000	800 000	800 000	800 000	800 000	800 000	800 000	72 285		6 472 285	6 472 285				

**Storm Water**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital			10 000	15 000	15 000	11 450							51 450	51 450				

**Water**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital			10 000	10 000	10 000	9 400							39 400	39 400				

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

**Location:** Municipal area

**Fin Source:** MIG

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital		400 000	400 000	800 000	800 000	500 000	500 000	365 000					3 765 000	3 765 000				

**Project: pj-16-0018 - Water: New Reservoir: MBY (Wesbank) De Hoop Development**

**Location:** Wesbank

**Fin Source:** MIG

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital								250 000			287 531	113 469	651 000	651 000				

**Cleansing Services**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital					10 000	5 500							15 500	15 500				

**Project: pj-16-0022 - Vehicles Refuse: CK36311 Nissan UD40**

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital								500 000					500 000	500 000				

**Sewerage: Waste Water Treatment Plant**

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

**Location:** Darling

**Fin Source:** External Loans

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital		325 000	500 000	500 000	1 000 000	500 000	500 000	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000	8 325 000	8 325 000				

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

**Location:** Moorreesburg

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital						200 000			275 000				475 000	475 000				

Corporate Services

**Corporate Services General**

**Project: pj-09-0021ad - Equipment Corporate**

**Location:** Municipal area

**Fin Source:** CRRF

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

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						10 000				5 750			15 750	15 750					

**Properties, Contracts and Legal Administration**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						20 000				11 500			31 500	31 500					

**Project: pj-17-0071 - Purchase of Erven: Glen Lilly**

**Location:** Malmesbury

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	8 040 000												8 040 000	8 040 000					

**Public Relations, Library and Tourism Services**

**Project: pj-17-0069 - Equipment Libraries**

**Location:** Municipal area

**Fin Source:** DCAS

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						10 000		10 000		15 000		15 000	50 000	50 000					

**Project: pj-17-0070 - Libraries: New air conditioners - Abbotsdale library**

**Location:** Abbotsdale

**Fin Source:** DCAS

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						50 000							50 000	50 000					

Development Services

**Development Services General**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital		4 000		4 000		8 000			16 000				32 000	32 000					

**Housing**

**Project: pj-13-0072 - Housing Riebeeck Wes: Sewerage**

**Location:** Riebeeck-Wes

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	138 930	138 930	138 930	138 930	138 930	138 930	138 930	138 930	138 927				1 250 367	1 250 367					

**Project: pj-13-0080 - Housing Riebeeck Wes: Streets and Stormwater**

**Location:** Riebeeck-Wes

**Fin Source:** DHS

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	652 220	652 220	652 220	652 220	652 220	652 220	652 220	652 220	652 221				5 869 981	5 869 981					

**Project: pj-16-0051 - Housing Riebeeck West: Professional fees**

**Location:** Riebeeck-Wes

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	86 738	86 738	86 738	86 738	86 738	86 738	86 738	86 738	86 734				780 638	780 638					

**Project: pj-17-0044 - Housing Phola Park/De Hoop: Block 4: Electrical infrastructure, connections and streetlights: 130 erven**

**Location:** Riebeeck-Wes

**Fin Source:** INEP

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital		1 000 000	500 000	1 000 000	500 000								3 000 000	3 000 000					

**Project: pj-17-0073 - Housing Riebeeck Wes: Water**

**Location:** Riebeeck-Wes

**Fin Source:** MIG

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital	151 385	151 385	151 385	151 385	151 385	151 385	151 385	151 385	151 385				1 362 465	1 362 465				

**Caravan Parks**

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

**Location:** Yzerfontein

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000	30 000				

**Project: pj-17-0041 - Caravan Park Yzerfontein: Expansion (Service of 8 plots + ablution block)**

**Location:** Yzerfontein

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital		100 000			100 000			100 000				200 000	500 000	500 000				

**Planning**

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

**Location:** Malmesbury Wes

**Fin Source:** DEDAT

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital						150 000						800 000	950 000	950 000				

**Project: pj-15-0011 - Planning and Development: SDF Plans**

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %
Projected Cash Flow	Capital				30 000					60 000			60 000	150 000	150 000				



Electrical Engineering Services

**Electrical Engineering Services General**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			10 000	200 000	10 000			10 000	20 000	20 000	20 000	10 000	300 000	300 000					

**Electricity Operations, Maintenance and Construction**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	85 000	170 000	170 000	170 000	170 000	170 000	170 000	4 500 000	170 000	170 000	170 000	85 000	6 200 000	6 200 000					

**Project: pj-16-0029 - Vehicles Electricity: CK23693 Nissan UD80 - Crane Truck**

**Location:** Malmesbury

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital								1 600 000					1 600 000	1 600 000					

**Information, Communication and Technology**

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

**Location:** Municipal area

**Fin Source:** CRRF

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

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			40 000										40 000	40 000					

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000	30 000					

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

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital									100 000				100 000	100 000					

**Project: pj-13-0053 - IT: Server SM virtual environment**

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						500 000							500 000	500 000					

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

Location: Municipal area

Fin Source: CRRF

Notes: Included in 11-0104

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			75 000										75 000	75 000					

**Project: pj-14-0031 - IT: Upgrade: 6 x PABX (telephone systems)**

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital					530 000								530 000	530 000					

**Project: pj-17-0049 - IT: Camera Monitoring Equipment**

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital							50 000						50 000	50 000					

Financial Services

**Financial Services General**

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

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital	1 312	1 312	1 312	1 312	1 312	1 312	1 312	1 312	1 312	1 312	1 312	1 318	15 750	15 750					

**Project: pj-13-0055 - Vehicles Financial Services: CK39500 (Isuzu 240i 4x4)**

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			313 500										313 500	313 500					

**Project: pj-16-0032 - Vehicles Financial Services: CK40697 Citi Golf 310**

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			192 500										192 500	192 500					

**Project: pj-17-0050 - Meter reading handhelds**

**Location:** Municipal area

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			92 325		92 325								184 650	184 650					

Protection Services

**Traffic and Law Enforcement**

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

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			17 500			17 500			17 500		17 500		70 000	70 000					

**Project: pj-16-0035 - Vehicles Traffic and Law Enforcement: CK38353 Nissan bakkie**

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital					250 000								250 000	250 000					

**Project: pj-16-0036 - Vehicles Traffic and Law Enforcement: CK40698 Citi Golf**

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital					225 000								225 000	225 000					

**Fire and Emergency Services**

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

Location: Municipal area

Fin Source: CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						10 000					12 050		22 050	22 050					

**Protection Services General**

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

Location: Malmesbury Wes

Fin Source: DEADP

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						900 000							900 000	900 000					

**Project: pj-17-0056 - CCTV Camera Systems - Malmesbury**

**Location:** Malmesbury

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital						100 000					100 000		200 000	200 000					

**Project: pj-17-0076 - CCTV Camera Systems - Moorreesburg**

**Location:** Moorreesburg

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital											100 000		100 000	100 000					

**Project: pj-17-0077 - CCTV Camera Systems - Darling**

**Location:** Darling

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital		70 000				30 000							100 000	100 000					

**Project: pj-17-0078 - CCTV Camera Systems - Yzerfontein**

**Location:** Yzerfontein

**Fin Source:** CRRF

Projected/Actual ETD	Bdgt Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	YTDJune	Bud/Save	Commit	Total	Avail	Av %	
Projected Cash Flow	Capital			100 000										100 000	100 000					

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

Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
<b>WARDS 1 &amp; 2</b>						
14-0021	Refuse site Moorreesburg			2 200 000		
13-0008	Sewerage: WWTW Moorreesburg	475 000	5 034 411	29 963 893	28 771 349	3 853 705
17-0076	CCTV Camera System - Moorreesburg	100 000				
-	Vehicles	1 430 000	96 800	1 448 600	550 000	1 932 612
<b>WARDS 3 &amp; 12</b>						
13-0072	Housing Riebeek Wes: Sewerage	1 250 367				
13-0080	Housing Riebeek Wes: Streets and Stormwater	5 869 981	2 763 628			
16-0051	Housing Riebeek Wes: Professional Fees	780 638	139 025			
17-0073	Housing Riebeek Wes: Water	1 362 465	597 347			
17-0044	Housing Phola Park/De hoop: Block 4: Electrical infrastructure, connections and streetlights: 130 erven	3 000 000				
14-0022	Refuse site Riebeek West and Riebeek Kasteel			1 500 000		
16-0005	Community Hall/New Clubhouse - Riebeek Kasteel	1 700 000				
17-0005	Municipal Property: Development of village square: Erf 12 Riebeek Kasteel	750 000	750 000			
17-0071	Purchase of Erven: Glen Lilly	8 040 000				
-	Vehicles	605 000		93 170		
<b>WARD 4</b>						
17-0016	Roads: Upgrading and Diversion: Kalbaskraal Riverlands Pipeline (N7 construction works)		2 664 000			
11-0095	Sewerage: Chatsworth sewerage works		4 233 790			
17-0074	Upgrading of Sports Grounds: Chatsworth	6 472 285	1 303 265	2 000 000		
<b>WARDS 5 &amp; 6</b>						
14-0005	Sewerage: Darling - Upgrading of bulk collectors					6 200 000
16-0044	Equipment: YZF Caravan Park	30 000	30 000	30 000	30 000	30 000
17-0041	Caravan Park Yzerfontein: Expansion (Service of 8 plots + ablution block)	500 000	1 000 000			
10-0044	Sewerage: Darling sewerage works	8 325 000	1 576 000			
17-0075	Upgrading of Sports Grounds - Darling			3 897 195		
17-0077	CCTV Camera System - Darling	100 000				
17-0078	CCTV Camera System - Yzerfontein	100 000				

Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
-	Vehicles	198 000	1 815 000	2 363 400	8 054 475	3 457 867
<b>WARD 7</b>						
14-0024	Community Development: ECD facilities Kalbaskraal		7 700 000			
17-0070	Libraries: New air conditioners - Abbotsdale library	50 000				
17-0016	Roads: Upgrading and Diversion: Kalbaskraal Riverlands Pipeline (N7 construction works)	See Ward 4				
<b>WARDS 8, 9, 10 &amp; 11</b>						
16-0048	Upgrading / Construction of Monitoring office	860 000				
16-0024	Sport: Indoor Sport Centre		2 000 000	1 000 000		
13-0035	Storm water: Replace part of channel under Voortrekker Street				2 000 000	12 000 000
13-0036	Storm water: Retention structure - inlet to channel Malmesbury			2 200 000	2 767 000	
16-0001	Sewerage: Bulk sewer De Hoop Housing Project (MIG)	10 833 184	8 023 004			
16-0018	Water: New Reservoir: MBY (Wesbank) De Hoop Development	651 000	8 674 064	2 662 725		
<b>RSEP</b>						
15-0010	Box city - business centres	950 000	1 000 000			
15-0021 b	Parks and Amenities: Activity recreation nodes (playgrounds, trees & benches)	750 000	500 000			
15-0022	Parks and Amenities: Splash pool / Fountain		4 700 000			
15-0025	Parks and Amenities: Public toilets / landscaping	100 000	600 000			
15-0027	Roads: Safe taxi stops and shelters	1 300 000				
15-0029	Protection Services: Container for police/neighbourhood watch contact point	900 000	400 000			
15-0030	Corporate Services: Information board / signage		200 000			
<b>VARIOUS WARDS</b>						
17-0056	CCTV Camera Systems - Malmesbury	200 000				
-	Vehicles	2 040 000	2 560 300		3 335 380	3 393 663
<b>ALL WARDS</b>						
<b>Electricity Distribution</b>						
09-0044	Electricity networks: New infrastructure	6 200 000	7 800 000	8 000 000	8 000 000	8 000 000
<b>Finance (Credit Control, income and Expenditures)</b>						
17-0050	Meter reading handhelds	184 650				
<b>ICT Services</b>						
10-0004	IT: Storage Array Network (SAN)				700 000	
11-0104	IT: Terminals	40 000	40 000		40 000	40 000
11-0105	IT: Scanner replacements		20 000			

Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
11-0106	IT: Equipment	30 000	65 000	70 000	70 000	70 000
11-0107	IT: Wireless and fibre network					75 000
12-0034	IT: Backup solution expansion	100 000				
12-0036	IT: Monitor replacement		45 000			
13-0053	IT: Server SM virtual environment	500 000		600 000		500 000
14-0028	IT: Printers Capital		56 000	60 000	60 000	60 000
14-0029	IT: Desktops Capital		140 000	140 000	140 000	140 000
14-0030	IT: Notebooks Capital	75 000	180 000	180 000	180 000	180 000
14-0031	IT: Upgrade: 6 x PABX (telephone systems)	530 000				
17-0049	IT: Camera Monitoring Equipment	50 000				
<b>Planning and Development</b>						
15-0011	Planning and Development: SDF Plans	150 000	150 000	150 000	150 000	
<b>Refuse Removal</b>						
09-0027	Refuse bins, traps, skips		32 000		36 000	
<b>Roads</b>						
09-0004	Roads: Resealing/upgrading of roads and sidewalks (Swartland)	10 000 000	10 000 000	12 000 000		
16-0015	Roads: New Roads and Stormwater (MIG Project)				8 000 000	18 191 811
<b>Sewerage</b>						
09-0003	Sewerage: Telemetry - new installations	25 700	27 000	30 000	32 000	34 000
<b>Sport</b>						
14-0037	Sport: Projects: (MIG)				4 294 803	4 970 000
<b>Storm Water</b>						
09-0009	Storm water: Upgrading of old networks (Swartland)			1 020 000		
<b>Ward Committees</b>						
13-0096	Ward Committees	800 000	800 000	800 000	800 000	800 000
<b>Water Distribution</b>						
12-0013	Water: Upgrading/Replacement water reticulation network	3 765 000		5 000 000	3 500 000	2 471 280
<b>Equipment</b>						
09-0021ac	Equipment Civil Services	42 000	44 000	46 000	48 000	50 000
16-0006	Equipment Buildings & Maintenance	21 000	22 050			
11-0058	Equipment Parks	51 450	54 000	56 000	58 000	60 000
11-0059	Equipment Refuse Removal	15 500	16 200	18 000	20 000	22 000
10-0114	Equipment Sewerage	20 000	22 000	24 000	26 000	20 000
11-0060	Equipment Streets and Storm Water: Global amount	51 450	54 000	56 000	58 000	60 000
11-0062	Equipment Water	39 400	41 300	43 000	45 000	47 000



Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
09-0021ad	Equipment Corporate	15 750	16 500	18 000	20 000	22 000
09-0024	Equipment Corporate: Halls and buildings	31 500	33 000	35 000	35 000	35 000
17-0069	Equipment Libraries	50 000				
09-0021aa	Equipment Council	5 500	6 000	10 000	10 000	10 000
09-0021ab	Equipment Municipal Manager	5 500	6 000	10 000	10 000	10 000
11-0097	Equipment Development Services	32 000	34 000	36 000	38 000	40 000
11-0096	Equipment Electricity	300 000	340 000	350 000	350 000	350 000
09-0021af	Equipment Financial	15 750	16 500	22 000	24 000	26 000
10-0138	Equipment Traffic and Law Enforcement	70 000	72 000	74 000	76 000	78 000
10-0139	Equipment Fire and Emergency Services	22 050	23 000	25 000	27 000	30 000
<b>Vehicles</b>						
-	Vehicles Community Development		215 380	232 925		
-	Vehicles Parks			93 170		
-	Vehicles Refuse	500 000	2 450 000	3 000 000	1 500 000	3 000 000
-	Vehicles Sewerage				1 610 510	
-	Vehicles Water			26 620	1 610 510	2 093 663
-	Vehicles Financial Services:	506 000	423 500	232 925	1 147 989	
-	Vehicles Traffic and Law Enforcement	475 000	270 000	770 000	1 740 000	550 000
-	Vehicles Fire Services		5 820 000	760 000	980 000	1 078 000
-	Vehicles Municipal Property			276 000	355 000	
-	Vehicles Municipal Manager			652 190		
<b>TOTAL</b>		<b>84 443 120</b>	<b>87 695 064</b>	<b>84 275 813</b>	<b>81 300 016</b>	<b>73 981 601</b>