

# 2019-2020 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



Draft  
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## 1. INTRODUCTION

The service delivery and budget implementation plan (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 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.

Regulation 14 of the Municipal Budget and Reporting Regulations (April 2009) determines that -

- (2) when complying with section 68 of the MFMA, the municipal manager must submit the draft SDBIP to the executive mayor together with the annual budget to be considered by the executive mayor for tabling at a council meeting in terms of section 16(2) of the MFMA (i.e. at least 90 days before the start of the budget year); and
- (3) for effective planning and implementation of the annual budget, the draft SDBIP may form part of the budget documentation and be tabled at the council meeting if so recommended by the Budget Steering Committee.

Regulation 15(3) of the Municipal Budget and Reporting Regulations determines that, when submitting the annual budget to the National Treasury and the relevant provincial treasury in terms of section 22(b) (i) of the MFMA, the municipal manager must also submit to the National Treasury and the relevant provincial treasury, in both printed and electronic form, the draft SDBIP.

In terms of Section 69 of the MFMA the draft SDBIP must be submitted to the executive mayor within 14 days after the approval of an annual budget (in May annually) and in terms of Section 53 the final SDBIP must be approved by the executive mayor within 28 days after the approval of the annual budget.

### 3. THREE YEAR CAPITAL BUDGET PER DEPARTMENT

<i>Department</i>	<i>Division / Service</i>	<i>2019/2020</i>	<i>2020/2021</i>	<i>2021/2022</i>
Office of the Municipal Manager	Equipment MM	10 000	10 000	10 000
	Equipment Council	10 000	10 000	10 000
	Vehicles	0	0	0
<i>Subtotal</i>		<i>20 000</i>	<i>20 000</i>	<i>20 000</i>
Civil Engineering Services	Equipment	42 000	44 000	50 000
	Cemeteries	0	0	0
	Parks and Amenities	848 000	1 518 800	1 280 000
	Sewerage	54 000	662 800	2 354 000
	Sports Fields	850 000	2 128 749	6 700 000
	Roads	21 494 000	38 502 960	40 372 640
	Storm water	1 876 000	5 8 000	1 060 000
	Swimming Pools	0	0	0
	Water Provision	6 644 913	401 400	8 450 200
	Buildings and Maintenance	5 156 750	5 545 300	25 500
	Cleaning Services	6 518 000	2 816 000	8 109 200
	Sewerage plant	38 898 409	51 656 998	26 753 000
<i>Subtotal</i>		<i>82 382 072</i>	<i>103 335 007</i>	<i>95 154 540</i>
Corporate Services	General, Secretariat and Records as well as Ward Committees	18 000	560 000	22 000
	Administration: Properties and Contracts	60 000	50 000	37 000
	Communication and Public Relations	50 000	0	0
<i>Subtotal</i>		<i>128 000</i>	<i>610 000</i>	<i>59 000</i>
Development Services	Equipment	36 000	38 000	40 000
	Community Development	700 000	7 231 168	0
	Built Environment	5 150 000	2 000 000	0
	Human Settlements	32 780 000	24 800 000	0
	Caravan Park Yzerfontein	1 230 000	30 000	30 000
<i>Subtotal</i>		<i>39 896 000</i>	<i>34 099 168</i>	<i>70 000</i>
Electrical Engineering Services	General and equipment	350 000	350 000	350 000
	ICT Services	490 000	1 190 000	1 065 000
	Operations, Maintenance and Construction	19 793 650	24 450 000	25 229 000
<i>Subtotal</i>		<i>20 633 650</i>	<i>25 990 000</i>	<i>26 644 000</i>
Financial Services	Financial Services General	46 000	469 824	756 656
<i>Subtotal</i>		<i>46 000</i>	<i>469 824</i>	<i>756 656</i>
Protection Services	Traffic and Law Enforcement	886 850	844 720	979 360
	Fire and Emergency Services	115 000	961 000	125 000
<i>Subtotal</i>		<i>1 001 850</i>	<i>1 805 720</i>	<i>1 104 360</i>
<b>TOTAL</b>		<b>144 107 572</b>	<b>166 329 719</b>	<b>123 808 556</b>

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

<i>Strategic Goal</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	1 851 850	1.29%	9 036 888	5.43%	1 104 360	0.89%
2: Inclusive economic growth	0	0.00%	0	0.00%	0	0.00%
3: Quality and sustainable living environment	39 046 000	27.10%	26 868 000	16.15%	70 000	0.06%
4: Caring, competent and responsive institutions, organisations and business	684 000	0.47%	2 289 824	1.38%	1 900 656	1.54%
5: Sufficient, affordable and well-run services	102 525 722	71.15%	128 135 007	77.04%	120 733 540	97.52%
<b>TOTAL</b>	<b>144 107 572</b>	<b>100.00%</b>	<b>166 329 719</b>	<b>100.00%</b>	<b>123 808 556</b>	<b>100.00%</b>

#### 5. TEN LARGEST CAPITAL PROJECTS - 2019/20

<i>PROJECT</i>	<i>BUDGET</i>	<i>SOURCE(S) OF FINANCE</i>
Sewerage: Moorreesburg	R30 200 420	MIG (R16 267 200) , External Loan (R13 933 220)
Roads Swartland: Resealing of roads	R15 000 000	CRR
Riebeek Kasteel Housing Project	R13 980 000	DHS
Sibanye Moorreesburg	R10 000 000	DHS
Sewerage: Darling	R8 697 989	External Loan
Renewal of old/ageing electrical networks or new networks	R8 000 000	CRR
Kalbaskraal Housing Project	R5 000 000	DHS
Phola Park / De Hoop electrical infrastructure and bulk supply	R5 000 000	INEP
Energy Efficiency projects including upgrading of street lights, flood lighting and building installations	R5 000 000	EEDSM
Darling RSEP Project	R5 000 000	RSEP (R4 000 000), CRR (R1 000 000)

The ten largest capital projects represent a total budget of R105 878 40 which is 73.47% 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 2019/20												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue By Source</b>																
Property rates	10 624	11 356	10 233	10 107	10 356	10 106	10 183	10 230	10 055	9 984	10 078	7 977	121 289	137 273	145 129	
Service charges - electricity revenue	25 995	25 943	21 584	22 373	22 738	22 735	20 689	23 928	24 015	25 498	26 785	26 705	288 988	325 763	360 519	
Service charges - water revenue	4 235	4 547	4 579	4 812	5 242	5 497	5 671	5 242	4 298	4 429	4 236	3 709	56 497	60 840	65 524	
Service charges - sanitation revenue	3 133	3 735	3 621	3 757	3 830	3 662	3 757	3 672	3 626	3 551	3 557	5 357	45 258	48 109	51 159	
Service charges - refuse revenue	2 166	2 168	2 233	2 287	2 233	2 168	2 286	2 224	2 259	2 263	2 267	2 601	27 157	28 945	30 850	
Rental of facilities and equipment	195	121	114	106	114	99	129	125	126	127	126	204	1 586	1 681	1 781	
Interest earned - external investments	650	667	580	502	452	601	562	550	562	572	582	34 639	40 920	43 455	46 113	
Interest earned - outstanding debtors	187	199	248	207	231	217	197	235	263	266	263	284	2 799	2 970	3 152	
Fines, penalties and forfeits	72	25	68	11	59	7	26	46	48	48	48	32 341	32 800	33 130	33 463	
Licences and permits	323	338	306	382	353	285	361	344	357	360	357	356	4 122	4 328	4 544	
Agency services	310	368	340	511	374	317	395	338	362	365	361	258	4 300	4 408	4 518	
Transfers and subsidies	38 142	1 550	3 630	88	4 264	30 508	3 842	7 048	22 884	-	-	-	111 956	117 140	136 872	
Other revenue	596	901	890	1 392	1 160	859	810	1 036	985	992	984	759	11 364	11 848	12 356	
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	200	200	200	200	
<b>Total Revenue (excluding capital transfers)</b>	<b>86 628</b>	<b>51 918</b>	<b>48 427</b>	<b>46 535</b>	<b>51 408</b>	<b>77 061</b>	<b>48 908</b>	<b>55 018</b>	<b>69 841</b>	<b>48 457</b>	<b>49 644</b>	<b>115 390</b>	<b>749 235</b>	<b>820 089</b>	<b>896 180</b>	
<b>Expenditure By Type</b>																
Employee related costs	16 298	16 407	16 429	16 429	27 226	16 559	16 551	16 555	16 564	16 574	16 583	21 739	213 915	227 629	247 719	
Remuneration of councillors	855	855	855	855	855	855	855	1 026	1 026	1 026	1 026	1 026	11 112	11 932	12 588	
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	35 285	35 285	37 321	39 478	
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	88 293	88 293	96 908	103 720	
Finance charges	-	-	-	-	-	9 476	-	-	-	-	-	9 105	18 581	17 022	15 772	
Bulk purchases	-	23 019	23 042	16 065	12 688	18 811	22 834	22 857	15 080	18 203	18 227	34 876	225 700	259 905	298 488	
Other materials	1 014	1 112	1 070	1 462	1 545	1 101	1 734	1 256	4 557	4 514	4 490	10 825	34 680	31 729	33 372	
Contracted services	1 185	3 112	3 388	3 873	4 088	4 105	3 687	4 948	4 919	4 924	4 924	22 229	65 382	48 064	58 829	
Transfers and subsidies	191	461	201	231	311	221	231	311	241	241	241	257	3 139	2 780	2 801	
Other expenditure	919	2 419	2 884	3 056	3 308	2 356	2 742	1 842	2 747	2 781	2 893	10 410	38 356	40 619	43 901	
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	1 000	1 000	1 000	1 000	
<b>Total Expenditure</b>	<b>20 462</b>	<b>47 384</b>	<b>47 868</b>	<b>41 969</b>	<b>50 020</b>	<b>53 484</b>	<b>48 634</b>	<b>48 795</b>	<b>45 134</b>	<b>48 264</b>	<b>48 384</b>	<b>235 045</b>	<b>735 443</b>	<b>774 908</b>	<b>857 668</b>	
<b>Surplus/(Deficit)</b>	<b>66 165</b>	<b>4 534</b>	<b>559</b>	<b>4 566</b>	<b>1 388</b>	<b>23 577</b>	<b>274</b>	<b>6 223</b>	<b>24 708</b>	<b>193</b>	<b>1 259</b>	<b>(119 655)</b>	<b>13 792</b>	<b>45 181</b>	<b>38 512</b>	
(monetary allocations) (National /	3 000	8 120	8 400	1 500	16 521	320	7 560	8 120	-	14 620	-	-	68 161	71 936	40 439	
<b>Surplus/(Deficit)</b>	<b>69 165</b>	<b>12 654</b>	<b>8 959</b>	<b>6 066</b>	<b>17 909</b>	<b>23 897</b>	<b>7 834</b>	<b>14 343</b>	<b>24 708</b>	<b>14 813</b>	<b>1 259</b>	<b>(119 655)</b>	<b>81 953</b>	<b>117 117</b>	<b>78 951</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 2019/20												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21
<b>Revenue by Vote</b>															
Vote 1 - Corporate Services	53	62	3 506	43	3 263	69	3 694	83	46	46	46	44	10 953	11 437	10 989
Vote 2 - Civil Services	34 517	10 719	16 309	11 193	20 730	29 369	12 100	16 228	23 563	15 082	10 397	11 898	212 105	220 313	243 675
Vote 3 - Council	4	25	2	17	30	5	0	2	23	23	23	107	260	263	266
Vote 4 - Electricity Services	27 393	25 947	24 589	23 875	22 740	23 853	24 193	23 929	24 855	27 502	26 788	26 708	302 372	344 716	381 867
Vote 5 - Financial Services	26 537	13 858	11 143	10 904	11 117	22 989	11 028	11 422	19 961	10 899	10 999	43 202	204 060	228 757	246 851
Vote 6 - Development Services	395	8 663	559	1 050	8 792	473	4 640	8 755	577	8 702	577	377	43 562	41 227	7 600
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services	729	764	719	954	1 257	621	812	2 719	799	806	798	33 106	44 084	45 311	45 371
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>89 628</b>	<b>60 038</b>	<b>56 827</b>	<b>48 035</b>	<b>67 929</b>	<b>77 381</b>	<b>56 468</b>	<b>63 138</b>	<b>69 824</b>	<b>63 060</b>	<b>49 627</b>	<b>115 441</b>	<b>817 396</b>	<b>892 025</b>	<b>936 619</b>
<b>Expenditure by Vote to be appropriated</b>															
Vote 1 - Corporate Services	1 989	2 460	2 298	2 504	3 026	2 628	2 378	2 922	2 502	2 502	2 503	2 530	30 242	31 561	33 889
Vote 2 - Civil Services	7 632	9 616	10 060	10 556	14 693	18 986	10 737	10 803	13 943	13 927	14 016	123 282	258 252	248 668	270 783
Vote 3 - Council	980	1 580	1 252	1 296	1 356	1 280	1 265	1 519	1 475	1 476	1 476	1 989	16 944	18 088	19 099
Vote 4 - Electricity Services	2 234	25 348	25 950	18 928	18 437	21 566	25 870	25 228	17 770	20 904	20 930	54 048	277 214	315 001	357 622
Vote 5 - Financial Services	2 648	3 010	3 025	3 307	4 516	3 211	3 009	2 992	3 695	3 704	3 707	13 421	50 245	52 617	56 884
Vote 6 - Development Services	1 530	1 524	1 546	1 573	2 535	1 846	1 560	1 719	1 744	1 746	1 747	5 831	24 901	27 645	31 811
Vote 7 - Municipal Manager	497	546	511	514	724	554	547	518	557	557	558	1 126	7 208	7 509	8 276
Vote 8 - Protection Services	2 952	3 300	3 225	3 292	4 733	3 412	3 268	3 094	3 448	3 447	3 447	32 818	70 436	73 818	79 303
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>20 462</b>	<b>47 384</b>	<b>47 868</b>	<b>41 969</b>	<b>50 020</b>	<b>53 484</b>	<b>48 634</b>	<b>48 795</b>	<b>45 134</b>	<b>48 264</b>	<b>48 384</b>	<b>235 045</b>	<b>735 443</b>	<b>774 908</b>	<b>857 668</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>69 165</b>	<b>12 654</b>	<b>8 959</b>	<b>6 066</b>	<b>17 909</b>	<b>23 897</b>	<b>7 834</b>	<b>14 343</b>	<b>24 691</b>	<b>14 796</b>	<b>1 243</b>	<b>(119 605)</b>	<b>81 953</b>	<b>117 117</b>	<b>78 951</b>
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>69 165</b>	<b>12 654</b>	<b>8 959</b>	<b>6 066</b>	<b>17 909</b>	<b>23 897</b>	<b>7 834</b>	<b>14 343</b>	<b>24 691</b>	<b>14 796</b>	<b>1 243</b>	<b>(119 605)</b>	<b>81 953</b>	<b>117 117</b>	<b>78 951</b>

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

Description	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<i>Multi-year expenditure to be appropriated</i>																
Vote 1 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Civil Services	3 067	4 300	4 113	3 850	3 450	2 600	2 533	3 850	6 150	6 350	6 300	6 998	53 561	79 555	46 453	
Vote 3 - Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 4 - Electricity Services	550	550	550	650	650	50	4 400	800	2 000	700	500	-	11 400	16 000	17 229	
Vote 5 - Financial Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 6 - Development Services	1 450	2 500	2 385	3 000	2 485	2 600	2 385	4 250	3 585	3 500	3 935	3 805	35 880	28 231	-	
Vote 7 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 8 - Protection Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital multi-year expenditure sub-total	5 067	7 350	7 048	7 500	6 585	5 250	9 318	8 900	11 735	10 550	10 735	10 803	100 841	123 786	63 682	
<i>Single-year expenditure to be appropriated</i>																
Vote 1 - Corporate Services	-	33	10	-	32	-	20	-	13	-	10	10	128	610	59	
Vote 2 - Civil Services	500	500	605	1 327	6 649	955	6 088	8 252	6 495	250	-	-	31 621	29 349	48 702	
Vote 3 - Council	-	2	-	-	2	-	2	-	2	-	2	-	10	10	10	
Vote 4 - Electricity Services	500	542	542	542	909	535	2 629	592	592	802	542	507	9 234	9 990	9 415	
Vote 5 - Financial Services	-	2	3	24	3	2	5	3	2	2	-	-	46	470	757	
Vote 6 - Development Services	6	6	106	156	306	6	106	6	206	106	206	6	1 216	299	70	
Vote 7 - Municipal Manager	-	2	-	-	2	-	2	-	2	-	2	-	10	10	10	
Vote 8 - Protection Services	-	-	185	25	368	300	20	40	20	-	39	5	1 002	1 806	1 104	
Capital single-year expenditure sub-total	1 006	1 087	1 451	2 074	8 270	1 798	8 871	8 893	7 332	1 160	801	528	43 266	42 544	60 127	
Total Capital Expenditure	6 073	8 437	8 498	9 574	14 855	7 048	18 189	17 793	19 067	11 710	11 536	11 330	144 108	166 330	123 809	



### 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: 2019/2020 KPIs and targets from the IDP

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

General indicators in terms of the Municipal Planning and Performance Management Regulations, 2001

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	2019/20 Medium Term Revenue & Expenditure Framework		
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b><u>Borrowing Management</u></b>				
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	4.5%	3.9%	3.3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	5.2%	4.3%	3.7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	65.8%	0.0%	0.0%
<b><u>Safety of Capital</u></b>				
Gearing	Long Term Borrowing/ Funds & Reserves	62.1%	41.3%	29.3%
<b><u>Liquidity</u></b>				
Current Ratio	Current assets/current liabilities	4.7	4.8	5.4
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	4.7	4.8	5.4
Liquidity Ratio	Monetary Assets/Current Liabilities	3.7	3.8	4.2
<b><u>Revenue Management</u></b>				
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	94.4%	94.5%	94.5%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	18.8%	18.4%	17.9%
<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		21.0%	20.9%	18.3%

WC015 Swartland - Supporting Table SA8 Performance indicators and benchmarks				
Description of financial indicator	Basis of calculation	2019/20 Medium Term Revenue & Expenditure Framework		
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Other Indicators</b>				
Electricity Distribution Losses (2)	Total Volume Losses (kW)	10 476 182	11 104 753	11 771 038
	Total Cost of Losses (Rand '000)	R 12 334 657	R 13 074 736	R 13 859 220
	% Volume (units purchased and generated less units sold)/units purchased and generated	6%	6%	6%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	740 803	800 067	864 072
	Total Cost of Losses (Rand '000)	R 10 631 202	R 11 694 322	R 12 863 754
	% Volume (units purchased and generated less units sold)/units purchased and generated	15%	15%	15%
Employee costs	Employee costs/(Total Revenue - capital revenue)	28.6%	27.8%	27.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	30.0%	29.2%	29.0%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	7.9%	5.8%	6.5%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	14.3%	13.9%	13.3%
<b>IDP regulation financial viability indicators</b>				
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	10.7	11.5	12.4
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	26.1%	25.0%	24.5%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	11	11	10.5

**ANNEXURE 3B**
**KPIs and targets from the 2017-2022 IDP (Revision 2 - May 2019)**
**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>
<i>1.1 Facilitate access to the economy - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
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 2020)
<i>1.3 Increase the number of legal childcare facilities - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
<i>1.4 Promote child development (7-14 years) - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
<i>1.5 Facilitate youth development - Strategic Objective, Initiative, KPI and target moved to Manager: Community Development</i>			
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 2020)
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 Increase the effectiveness of the municipal traffic & law enforcement service	Effective traffic and law enforcement execution by using an Automated Number Plate Recognition (ANPD) Bus	Report on progress submitted to the portfolio committee	Yes (monthly - 10 per annum))
1.9 Integrated Crime Prevention / Safety stakeholder collaboration	Effective safety partnerships in terms of the Integrated Safety Strategy through an MOU with all role-players, especially SAPS	Report on progress submitted to the Mayoral Committee	Yes (annually by June)
1.10 Prevent and manage land invasion. Monitor informal settlements.	Effective operation and monitoring by Traffic and Law Enforcement Division	Report on progress submitted to the Portfolio Committee	Yes (monthly - 10 per annum)
1.11 Ensure that infrastructure development, resources and equipment are available to deliver an effective and efficient Fire and Rescue Service to all communities in the Swartland	An effective operational Fire and Rescue Service	Secure budget to expand the current firefighting and emergency resources	Yes (annually by November)
		A fire and rescue strategic plan developed	Yes (by September 2018)
		Disaster Management Plan and Disaster Recovery and Business Continuity Plan reviewed	Yes (annually by June)
		Fire Safety By-law reviewed	Yes (annually by June)

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
1.12 Extension of service delivery of Protection Services Department	Extension of learners licence centres for Darling and Riebeek Valley	Learners licence centres operational in Darling and Riebeek Valley	Yes Darling: July 2020 Riebeek Valley: July 2021
1.13 Establishment of a Swartland Safety Initiative	Facilitate the establishment of a Swartland Community Safety Forum	Report on progress submitted to the Portfolio Committee	Yes (Bi-annually)
	Facilitate the establishment of four Community Police Forums (one per SAPS office)	Community Police Forums accredited, registered and trained	Yes (By June 2019)
	Facilitate the establishment of four Neighbourhood watches (one per CPF)	Neighbourhood watches accredited, registered and trained	Yes (4 By June 2019 and another 4 by June 2020)

### 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.	An investment promotion and facilitation system established	Yes (by June 2019)
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	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 2020
<i>3.2 Enable sustainable rural and agricultural development - Strategic Objective, Initiative, KPI and target deleted</i>			
3.3 Enhance conservation and biodiversity	Finalise stewardship programme	Registration of stewardship programme with Cape Nature on municipal land	By June 2020
<i>3.4 Protect cultural and built heritage landscape - Strategic Objective, Initiative, KPI and targets moved to Manager: Built Environment</i>			
<i>3.5 Spatially enable sustainable settlements - Strategic Objective, Initiative, KPI and targets moved to Manager: Built Environment</i>			
<i>3.6 Enhance safe, healthy, liveable and sustainable communities and neighbourhoods - Strategic Objective, Initiative, KPI and targets moved to Manager: Human Settlements</i>			
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	Targets achieved as per project approval by DHS	Annually
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 project approval by DHS	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	Funding secured	By December 2019
	Appoint credible housing institution to build and manage social housing	Appointment finalised	By December 2019

#### 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 <i>Proactive succession and talent management that ensures consistent high levels of employee performance - Strategic Objective, Initiative, KPI and target deleted</i>			
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 for implementation during the 2019/2020 financial year"	By July 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	Communication activities for ward councillors monitored	Yes (Quarterly)
		Councillors' performance monitored by the Executive Mayor as part of the PMS for councillors.	Quarterly
4.5 An IT connectivity strategy for the Swartland	Develop an IT connectivity strategy and status quo report	Report finalised subject to Provincial Government's broadband project	By Jun 2019
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 2019 and thereafter every second year
	Compile a Handover procedure to newly appointed Manager, Internal Audit	Complete handover procedure	By March 2020
	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 July 2020 and 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	Annually by March
	Review budget related policies in line with the LTFP	Review completed	Annually by Feb
4.8 Sound financial management, budgeting and expenditure control	Each director to do a critical review of the cost drivers and implement a savings plan	Review completed	By Nov 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 and report submitted to Portfolio Committee	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)
	Develop a water conservation and water demand management strategy (WCWDM Strategy)	Policy document completed and submitted to Portfolio Committee	Yes (by end of October 2019)
	Conduct an alternative water source study	Study completed and report submitted to Portfolio Committee	Yes (by end of June 2020)
5.2 Maintenance and upgrading that sustain and improve the current condition of surfaced roads	Investigate and report to council annually on the status quo condition of surfaced roads	Report submitted to the Portfolio Committee	Yes (by end of Sep annually)
	Inform budgetary processes of funding requirement for maintenance and upgrading of surfaced roads.	Budget requirements calculated and budget informed	Yes (by end of Nov annually)
5.3 Ensure sufficient civil services capacity for planned developments	Review and maintain master plans in accordance with the most recent growth model information	Master plans reviewed and maintained	Yes (annually by end of March)
5.4 Maintenance and upgrading that sustain the current condition of civil infrastructure	Inform budgetary processes of funding requirement for maintenance, renewal, upgrading, extension and refurbishment of civil infrastructure	Budget requirements calculated and budget informed	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	Yes (annually by end of June)
	Secure available capacity for Yzerfontein	Capacity secured	By June 2019
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, extension 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>Ref</i>	<i>Perf Objectives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
09-0001	Liaison with business role-players	Annual event with local business held	Yes (before end of June)
09-0003	Sound management	Number of monthly management meetings held	At least 10 p.a.
09-0004	Legally compliant procurement	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum
09-0005	Performance and financial monitoring	Number of monthly performance and financial assessments done	Qtr 1: 3 per quarter Qtr 2: 2 per quarter Qtr 3: 3 per quarter Qtr 4: 3 per quarter
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)
09-0007	Council decision implementation	% of due council decisions initiated	100%
09-0008	Monitoring the IDP / Budget process	Number of months that the IDP / Budget process schedule were checked	At least 10 p.a.
09-0009	Functional macro-structure maintained	Annual review of the macro-structure completed	Yes (before end of June)
09-0012	LED fund management	% of the LED funds actually spent	90% for the year
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%
New	Monitor the performance of contractors in terms of section 116(2)(d) of the MFMA	Number of reports on the management of the contracts or agreements (supply chain) and the performance of contractors submitted to a council committee	1 per quarter
<b><i>GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001</i></b>			
14-0026	Jobs created through municipality's LED initiatives including capital projects	Number of jobs created through Municipality's capital projects (contracts > R200 000)	150 for the year
14-0029	% 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)	95%

## 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	95%
Capital project implementation	Average % completion of capital projects	95%
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	Qtr 1: 3 per quarter Qtr 2: 2 per quarter Qtr 3: 3 per quarter Qtr 4: 3 per quarter
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	100%
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	100%
	% 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	Confirmation of risk assessment done	Yes (bi-annually by November and May)
	% of Risk Action Plans implemented in accordance with the agreed time frame	100% (bi-annually by November and May)
	Chief Risk Officer / Internal Audit informed of any newly	Yes

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
	identified risks	
	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes
	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes
Invocoms held	Number of invocoms held	Qtr 1: 3 per quarter Qtr 2: 2 per quarter Qtr 3: 3 per quarter Qtr 4: 3 per quarter
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
EPWP monitoring (not applicable to Financial Services)	Number of Full Time Equivalents (FTE's) for the financial year	108 for the whole organisation
	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 (not applicable to Corporate Services)	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of June)
	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter
Issuing of safety clothing	All safety clothing issued	Yes (by end of March)
Spending of grants	% spending of grants	100% by end of June
Ensure that accurate revenue estimates are prepared in relation to operating requirements	Projected tariff increases determined for the budget of the new financial year	Yes (annually by November)
Ensure timeous submission of capital payment invoices and payment certificates to the Finance Department	Due date for last capital payment invoices and payment certificates to be submitted to the Finance Department	Annually by 9 July
Monitor the performance of contractors in terms of section 116(2)(b) of the MFMA	Performance of contractors under supply chain contracts or agreements monitored on a monthly basis at the performance assessment meetings	Yes (at least 10 p.a.)

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:

*Director Financial Services*

<i>Ref</i>	<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
18-0014	Ensure that the development of the financial system (Promun), especially the fixed assets module, complies with mSCOA requirements by the continuous influencing of R-Data.	Report submitted to management team	Yes (by March 2019)
New	<b>Outcome:</b> More effective poverty alleviation	% of all qualifying urban households in the municipal area classified as indigent	Annual average below 45%
New	<b>Outcome:</b> Improved affordability of electricity	Households receiving free basic electricity as a percentage of all households with electricity connections	Annual average below 45%
<b>GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001</b>			
09-0096	Ensure general financial viability	% outstanding service debtors to revenue	Norm = 20%
		Cost coverage	Norm = 1-3 months
		% debt coverage	Norm = 45%
14-0025	Households earning less than R4 515 per month with access to free basic services	% of indigent households with access to free basic services	100%

*Director Civil Engineering Services*

<i>Ref</i>	<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
12-0086	<b>Outcome:</b> Maintain water losses at an acceptable level	% total water losses	Maintain the annual average below 17%
New	<b>Outcome:</b> Minimized solid waste	% of collected municipal solid waste diverted and recycled (weight)	15.0% of weight (measured quarterly)
		% of collected municipal solid waste diverted and recycled (volume)	27.0% of volume (measured quarterly)
<b>GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001</b>			
14-0023	<b>Outcome:</b> Improved 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%

*Director Electrical Engineering Services*

<i>Ref</i>	<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
<b>GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001</b>			
14-0024	<b>Outcome:</b> Improved access to basic level of electricity	% of urban households with access to electricity	100%

*Director Development Services*

<i>Ref</i>	<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
10-0024	Provide for Integrated Housing projects	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)

*Director Corporate Services*

<i>Ref</i>	<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
<b>GENERAL INDICATORS IN TERMS OF THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001</b>			
14-0027	People from employment equity target groups employed	% of people from employment equity target groups appointed for the month in terms of the Municipality's approved Employment Equity plan	100.0% (report bi-annually to Mayoral Committee)
16-0009	Promote employment equity through continuous planning	Compilation/review of Employment Equity plan completed	Yes (by end of November)
14-0028	Budget spent on implementing the workplace skills plan	% of the municipality's training budget actually spent on implementing its workplace skills plan (cumulative)	At least 90%

*Director Protection Services*

<i>Ref</i>	<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
16-0004	Effective monitoring of informal settlements	Report to Management on the number of new informal dwellings / structures (including backyard dwellings / structures) erected	Yes (monthly)

ANNEXURE 3D

Targets and projected expenditure for each capital budget item

<<WILL BE INSERTED IN THE SDBIP VERSION OF JUNE 2019 AFTER BUDGET APPROVAL>>

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

**<<WILL BE INSERTED IN THE SDBIP VERSION OF JUNE 2019 AFTER BUDGET APPROVAL>>**

<i>Project Ref</i>	<i>Project Description</i>	<i>Budget</i>		
		<i>2019/2020</i>	<i>2020/2021</i>	<i>2021/2022</i>
<b>WARDS 1 &amp; 2</b>				
10-0043	Sewerage: WWTW Koringberg			
13-0008	Sewerage: WWTW Moorreesburg			
14-0021	Refuse site Moorreesburg			
16-0007	Cemetery Moorreesburg: Fencing			
18-0053	Purchase of Land for Cemetery, Moorreesburg			
17-0076	CCTV Camera System - Moorreesburg			
18-0015	Water: Upgrading of bulk collectors: Moorreesburg			
18-0025	Electricity: Existing low voltage network renewal (Willem April, Steyl, Elevator, Walter, Rivier str)			
-	Vehicles			
<b>WARDS 3 &amp; 12</b>				
16-0051	Housing Riebeek Wes: Professional Fees			
18-0041	CCTV Camera Systems - Riebeek Valley			
14-0022	Refuse site Riebeek West and Riebeek Kasteel			
16-0005	Community Hall/New Clubhouse - Riebeek Kasteel			
17-0005	Village square: Erf 12 Riebeek Kasteel - development			
17-0087	Refuse: Upgrading of Riebeek West transfer station			
18-0005	Cemetery Riebeek Kasteel: Fencing			
18-0013	Storm water: Upgrading Stormwater - Esterhof, Riebeek Kasteel			
18-0014	Water: Upgrading: Ongegund Water Supply System (Reservoir and Pumpstation)			
18-0033	Electricity: Riebeek West Low cost housing development- 244 erven. Electrification by Eskom. Streetlighting by Municipality			
-	Vehicles			
<b>WARD 4</b>				
17-0016	Roads: Upgrading and Diversion: Kalbaskraal Riverlands Pipeline (N7 construction works)			
17-0074	Upgrading of Sports Grounds: Chatsworth			

Project Ref	Project Description	Budget		
		2019/2020	2020/2021	2021/2022
<b>WARDS 5 &amp; 6</b>				
16-0044	Equipment: YZF Caravan Park			
17-0041	Caravan Park Yzerfontein: Expansion (Service of 8 plots + ablution block)			
18-0020	Electricity: Darlingweg substation new switchgear and building upgrade			
18-0026	Electricity: Darling existing low voltage network renewal (Van Riebeeck, Tulbagh, Victoria, Stasie, Pastorie str)			
18-0027	Electricity: Substations new fencing/enclosures (Darlingweg, K Sub, R17, Darling Main, Smith, Asla RMU)			
18-0028	Electricity: Darling new streetlights (Van Riebeeck, Tulbagh, Victoria, Stasie, Pastorie str)			
18-0030	Electricity: Yzerfontein kiosk replacement (10 + meters)			
17-0101	RSEP - Darling Project			
17-0094	Refuse: Upgrading Yzerfontein Transfer Station			
18-0001	Sewerage: Upgrading of bulk collectors: Darling			
18-0004	Sewerage: WWTW Darling			
17-0075	Sport: Upgrading of Sports Grounds: Darling			
-	Vehicles			
<b>WARD 7</b>				
14-0024	Community Development: Multi Purpose: Kalbaskraal			
18-0019	Housing Abbotsdale Social Economic Facility Project			
17-0016	Roads: Upgrading and Diversion: Kalbaskraal Riverlands Pipeline (N7 construction works)			
<b>WARDS 8, 9, 10 &amp; 11</b>				
18-0022	Electricity: Wesbank sport field lighting mast foundation strengthening			
18-0023	Electricity: Klip substation SCADA new RTU			
18-0024	Electricity: Malmesbury existing low voltage network renewal (Kort, Rog, Oleander, Palmboom, Dahlia str)			
18-0032	Electricity: Malmesbury Westbank: Increase of electricity supply capacity. New cable circuit from Klipfontein substation to Darling Road substation and extension of Darling Road substation			
18-0029	Electricity: Malmesbury, llinge Lethu meter and polebox replacement			
18-0008	Roads: Upgrading of the Pieter Berg/Bokomo traffic light to enable synchronisation			
18-0012	Sport: Replace High mast lights: Wesbank Sport Fields			
13-0035	Storm water: Replace part of channel under Voortrekker Street			
13-0036	Storm water: Retention structure - inlet to channel Malmesbury			
17-0044	Housing Phola Park/De Hoop: Electrical infrastructure and bulk supply			
18-0018	Housing Malmesbury De Hoop Housing Project			



Project Ref	Project Description	Budget		
		2019/2020	2020/2021	2021/2022
16-0001	Sewerage: Bulk sewer De Hoop Housing Project (MIG)			
16-0018	Water: New Reservoir: MBY (Wesbank) De Hoop Development			
<b>RSEP</b>				
15-0030	Corporate Services: Information board / signage			
15-0021 b	Parks and Amenities: Activity recreation nodes (playgrounds, trees & benches)			
15-0022	Parks and Amenities: Splash pool / Fountain			
15-0025	Parks and Amenities: Public toilets / landscaping			
17-0088	RSEP - Indoor outdoor sport centre			
17-0100	RSEP - Entrepreneurial Hub			
<b>VARIOUS WARDS</b>				
18-0021	Electricity: Minisubstations replacement (Nobuhle, Alfa, Excelsior, Donkin, Park A6 ) 1x630kVA, 4x500kVA)			
18-0051	Housing: Land Acquisition : Housing Development MBY			
-	Vehicles			
<b>ALL WARDS</b>				
<b>Corporate Services</b>				
18-0052	Expropriation of land (Oranjefontein)			
<b>Electricity Distribution</b>				
09-0044	Electricity networks: New infrastructure			
18-0031	Electricity: Upgrading of streetlights, floodlighting and building installations			
<b>Finance (Credit Control, income and Expenditures)</b>				
17-0050	Meter reading handhelds			
18-0036	Finance: Notebooks: Financial Interns			
<b>ICT Services</b>				
10-0004	IT: Storage Array Network (SAN)			
11-0104	IT: Terminals			
11-0105	IT: Scanner replacements			
11-0106	IT: Equipment			
11-0107	IT: Wireless and fibre network			
12-0034	IT: Backup solution expansion			
12-0036	IT: Monitor replacement			
13-0053	IT: Server SM virtual environment			
14-0028	IT: Printers Capital			
14-0029	IT: Desktops Capital			

Project Ref	Project Description	Budget		
		2019/2020	2020/2021	2021/2022
14-0030	IT: Notebooks Capital			
14-0031	IT: Upgrade: 6 x PABX (telephone systems)			
<b>Parks and recreation</b>				
17-0079	Parks: Ward Committee projects			
<b>Refuse Removal</b>				
09-0027	Refuse bins, traps, skips			
17-0093	Refuse: Fencing: Highlands (10 ha )			
<b>Roads</b>				
09-0004	Roads: Resealing/upgrading of roads and sidewalks (Swartland)			
16-0015	Roads: New Roads and Stormwater (MIG Project)			
17-0080	Roads: Ward Committee projects			
<b>Sewerage</b>				
09-0003	Sewerage: Telemetry - new installations			
18-0002	Sewerage: Industrial Effluent Sampling Equipment			
<b>Traffic and Law Enforcement</b>				
18-0042	New ANRP Traffic Bus and Equipment			
<b>Storm Water</b>				
09-0009	Storm water: Upgrading of old networks (Swartland)			
<b>Water Distribution</b>				
12-0013	Water: Upgrading/Replacement water reticulation network			
17-0082	Water: Upgrading of water reticulation network: PRV's, flow control, zone metering			
17-0084	Water: Network expansion and new boreholes			
<b>Equipment</b>				
09-0021ac	Equipment Civil Services			
16-0006	Equipment Buildings & Maintenance			
11-0058	Equipment Parks			
11-0059	Equipment Refuse Removal			
10-0114	Equipment Sewerage			
11-0060	Equipment Streets and Storm Water: Global amount			
11-0062	Equipment Water			
09-0021ad	Equipment Corporate			
09-0024	Equipment Corporate: Halls and buildings			
09-0021aa	Equipment Council			
09-0021ab	Equipment Municipal Manager			
11-0097	Equipment Development Services			

<i>Project Ref</i>	<i>Project Description</i>	<i>Budget</i>		
		<i>2019/2020</i>	<i>2020/2021</i>	<i>2021/2022</i>
11-0096	Equipment Electricity			
09-0021af	Equipment Finance			
10-0138	Equipment Traffic and Law Enforcement			
10-0139	Equipment Fire and Emergency Services			
<b>Vehicles</b>				
-	Vehicles Community Development			
-	Vehicles Electricity			
-	Vehicles Parks			
-	Vehicles Refuse			
-	Vehicles Roads			
-	Vehicles Sewerage			
-	Vehicles Water			
-	Vehicles Finance:			
-	Vehicles Traffic and Law Enforcement			
-	Vehicles Fire Services			
-	Vehicles Municipal Property			
-	Vehicles Municipal Manager			
<b>TOTAL</b>				