

2017-2018 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



Amended February 2018

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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
	Vehicles			652 190		
<i>Subtotal</i>		<i>11 000</i>	<i>12 000</i>	<i>672 190</i>	<i>20 000</i>	<i>20 000</i>
Civil Engineering Services	Equipment	42 000	44 000	46 000	48 000	50 000
	Cemeteries					
	Parks and Amenities	3 197 075	2 813 100	1 041 640	2 068 510	1 748 408
	Sewerage	11 031 146	9 887 004	852 600	1 668 510	6 254 000
	Waste water treatment works	475 000	10 844 201	29 963 893	28 771 349	3 853 705
	Sports Fields	5 547 655	1 303 265	5 897 195	4 294 803	4 970 000
	Roads	13 402 838	14 032 000	13 864 100	16 379 345	24 067 545
	Storm water	51 450	54 000	3 276 000	4 825 000	12 060 000
	Swimming Pools		4 700 000			
	Water	9 727 416	8 715 364	7 732 345	5 155 510	4 611 943
	Buildings and Maintenance	2 779 326	772 050	276 000	355 000	
	Cleaning Services	909 360	2 498 200	7 368 000	2 256 000	3 742 000
<i>Subtotal</i>		<i>47 163 266</i>	<i>55 263 184</i>	<i>70 317 773</i>	<i>65 822 027</i>	<i>62 435 601</i>
Corporate Services	General, Secretariat and Records as well as Ward Committees	15 750	16 500	18 000	20 000	22 000
	Administration: Properties and Contracts	7 091 500	33 000	35 000	35 000	35 000
	Communication and Public Relations	204 466	200 000			
<i>Subtotal</i>		<i>7 311 716</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	4 110 887	2 215 380	1 232 925		
	Built Environment	150 000	1 150 000	150 000	150 000	
	Human Settlements	25 806 154	3 500 000			
	Caravan Park Yzerfontein	530 000	1 030 000	30 000	30 000	30 000
<i>Subtotal</i>		<i>30 629 041</i>	<i>7 929 380</i>	<i>1 448 925</i>	<i>218 000</i>	<i>70 000</i>
Electrical Engineering Services	Equipment	384 719	340 000	350 000	350 000	350 000
	ICT Services	1 454 649	546 000	1 050 000	1 190 000	1 065 000
	Operations, Maintenance and Construction	10 845 281	8 630 000	8 500 000	9 650 000	9 300 000
<i>Subtotal</i>		<i>12 684 649</i>	<i>9 516 000</i>	<i>9 900 000</i>	<i>11 190 000</i>	<i>10 715 000</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	General	570 000				
	Traffic and Law Enforcement	475 000	342 000	844 000	1 816 000	628 000
	Fire and Emergency Services	822 050	5 843 000	785 000	1 007 000	1 108 000
<i>Subtotal</i>		<i>1 867 050</i>	<i>6 185 000</i>	<i>1 629 000</i>	<i>2 823 000</i>	<i>1 736 000</i>
TOTAL		100 373 122	79 995 064	84 275 813	81 300 016	73 981 601

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	5 977 937	2.6	8 400 380	10.5	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	26 518 154	16.5	5 714 000	7.1	216 000	0.3	218 000	0.3	70 000	0.1
4: Caring, competent and responsive institutions, organisations and business	9 483 765	9.5	1 247 500	1.6	2 030 115	2.4	2 436 989	3.0	1 168 000	1.6
5: Sufficient, affordable and well-run services	58 393 266	71.5	64 633 184	80.8	79 167 773	93.9	75 822 027	93.3	71 007 601	96.0
TOTAL	100 373 122	100.0	79 995 064	100.0	84 275 813	100.0	81 300 016	100.0	73 981 601	100.0

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)
Rehabilitation of Riebeeck West dumping site	10 000 000	R5 500 000 - Dept. Human Settlements (DHS) R4 500 000 - Capital Replacement Reserve Fund (CRRF)
Riebeeck West (Streets and Stormwater)	9 542 269	R7 479 223 - Dept. Human Settlements (DHS) R2 063 046 - Capital Replacement Reserve Fund (CRRF)
Purchase of Erven: Green Lilly	7 060 000	Capital Replacement Reserve Fund (CRRF)
Renewal of old/aging electrical networks/new networks.	6 200 000	Capital Replacement Reserve Fund (CRRF)
Upgrading of Sports Grounds: Chatsworth	5 547 655	Municipal Infrastructure Grant (MIG)
Replacement water reticulation network	3 989 630	Municipal Infrastructure Grant (MIG)
Phola Park/ Ilinge Lethu UISP Electrical Services	3 000 000	Dept. Human Settlements (DHS)
Riebeeck West (water)	2 510 546	Capital Replacement Reserve Fund (DHS)

The ten largest capital projects represent a total budget of R68.6 million which is 68.4% of the total capital budget.

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

WC015 Swartland - Supporting Table SB14 Adjustments Budget - monthly revenue and expenditure - 31 January 2018																
Description	Ref	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
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands																
Revenue By Source																
Property rates		(190)	15 368	8 595	7 908	7 725	7 620	7 568	6 641	6 641	6 499	6 427	16 158	96 960	104 222	112 026
Service charges - electricity revenue		20 755	21 923	21 279	19 594	19 577	20 057	20 068	21 609	21 693	21 975	22 336	19 531	250 396	267 249	285 018
Service charges - water revenue		3 731	4 195	4 384	5 507	4 856	5 559	5 950	4 875	4 871	4 084	3 839	1 688	53 538	59 828	66 865
Service charges - sanitation revenue		2 554	2 883	3 780	3 517	3 578	3 394	3 362	3 304	3 284	3 367	3 260	2 449	38 732	39 107	40 506
Service charges - refuse		1 676	2 116	2 010	1 997	1 958	1 948	1 895	1 895	1 895	1 895	1 895	2 251	23 430	23 314	24 188
Rental of facilities and equipment		173	95	94	98	105	97	106	106	99	93	86	149	1 302	1 346	1 400
Interest earned - external investments		129	616	579	1 018	524	351	380	380	380	380	380	25 165	30 281	23 127	24 384
Interest earned - outstanding debtors		123	140	150	144	160	195	145	132	127	146	122	(19)	1 564	1 689	1 824
Fines, penalties and forfeits		11	11	14	13	18	10	40	36	36	44	70	24 663	24 965	26 923	29 037
Licences and permits		332	320	306	307	302	253	298	298	298	298	298	268	3 579	3 753	3 936
Agency services		293	334	317	413	353	257	339	339	339	339	339	339	4 000	3 700	3 800
Transfers and subsidies		29 400	-	110	-	46	23 520	17	513	17 757	17	52	52 081	123 514	96 930	102 805
Other revenue		663	1 128	1 152	1 430	1 266	878	870	845	810	819	747	1 609	12 217	12 618	13 033
Gains on disposal of PPE		-	2 840	33	-	755	257	-	-	-	-	-	0	3 885	200	200
Total Revenue		59 649	51 968	42 804	41 947	41 222	64 396	41 038	40 972	58 230	39 956	39 851	146 331	668 364	664 006	709 020
Expenditure By Type																
Employee related costs		13 395	12 036	13 802	13 811	21 118	13 556	14 214	14 214	14 214	14 214	14 214	32 948	191 735	207 092	224 407
Remuneration of councillors		745	749	744	830	750	750	750	1 065	895	875	885	870	9 908	10 015	10 616
Debt impairment		-	-	-	-	-	-	-	-	-	-	-	16 373	16 373	17 058	18 419
Depreciation & asset impairment		6 579	7 252	6 915	6 915	6 915	6 915	83	83	83	83	83	42 075	83 983	85 948	88 837
Finance charges		3	41	34	7	38	6 730	14	14	14	14	14	6 583	13 507	13 065	12 524
Bulk purchases		-	23 036	23 442	15 586	14 495	14 377	13 067	14 648	16 830	20 285	19 044	30 581	205 391	225 669	244 416
Other materials		410	942	1 090	1 208	1 398	512	705	1 060	1 067	912	829	153	10 287	10 639	11 170
Contracted services		896	4 200	2 478	5 052	4 636	4 788	4 378	5 521	5 609	5 077	4 648	44 319	91 602	60 370	49 963
Grants and subsidies		281	161	327	440	80	105	163	283	243	283	163	275	2 805	2 757	2 893
Other expenditure		614	3 464	1 462	1 875	2 295	2 292	1 879	2 340	2 379	3 021	2 035	5 336	28 991	29 896	31 919
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	2 364	2 364	2 482	2 606
Total Expenditure		22 922	51 880	50 294	45 725	51 724	50 024	35 254	39 230	41 335	44 764	41 916	181 876	656 945	664 991	697 769
Surplus/(Deficit)		36 727	89	(7 490)	(3 778)	(10 502)	14 372	5 783	1 742	16 894	(4 808)	(2 065)	(35 545)	11 419	(985)	11 251
Transfers and subsidies - capital (monetary)		-	-	-	-	-	-	-	-	-	-	-	50 691	50 691	29 437	23 724
Surplus/(Deficit) after capital transfers & contributions		36 727	89	(7 490)	(3 778)	(10 502)	14 372	5 783	1 742	16 894	(4 808)	(2 065)	15 146	62 110	28 452	34 975

ANNEXURE 2
Monthly projections of expenditure (operating and capital) and revenue for each vote

WC015 Swarland - Supporting Table SB12 Adjustments Budget - monthly revenue and expenditure (municipal vote) - 31 January 2018																
Description	Ref	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
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands																
Revenue by Vote																
Vote 1 - Corporate Services		85	55	169	45	111	39	65	64	162	59	58	7 837	8 749	9 236	9 644
Vote 2 - Civil Services		24 391	9 616	10 701	11 362	10 785	24 201	11 487	11 528	20 027	9 618	11 757	53 179	208 653	199 471	208 145
Vote 3 - Council		37	5	4	11	4	3	20	20	20	20	20	74	237	239	242
Vote 4 - Electricity Services		21 898	21 960	21 305	19 598	19 588	20 976	20 071	21 612	22 381	21 978	22 339	22 847	256 553	270 300	288 370
Vote 5 - Financial Services		12 204	19 058	9 446	9 164	9 260	18 108	8 167	7 226	14 465	7 099	7 002	42 897	164 095	168 119	182 491
Vote 6 - Development Services		360	572	524	999	793	540	520	530	470	470	411	40 260	46 448	10 904	6 658
Vote 7 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	230	230	-	-
Vote 8 - Protection Services		674	701	655	769	681	529	709	825	704	712	737	26 392	34 089	35 173	37 194
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		59 649	51 968	42 804	41 947	41 222	64 396	41 038	41 805	58 230	39 956	42 323	193 716	719 054	693 443	732 744
Expenditure by Vote																
Vote 1 - Corporate Services		1 083	1 766	1 796	2 104	2 619	1 965	2 008	2 221	2 189	2 182	2 038	5 351	27 323	29 651	31 640
Vote 2 - Civil Services		11 058	15 016	15 958	15 428	20 121	21 500	11 097	11 696	11 685	11 673	11 511	89 948	246 693	240 833	245 172
Vote 3 - Council		1 152	1 499	991	1 180	918	923	1 111	1 458	1 458	2 333	1 458	237	14 719	14 922	15 790
Vote 4 - Electricity Services		3 019	25 319	24 645	17 442	17 556	16 641	12 853	14 525	16 745	19 935	18 520	39 353	226 556	243 732	261 837
Vote 5 - Financial Services		2 585	2 633	2 592	2 859	3 923	3 281	2 912	3 143	3 162	3 046	2 988	13 238	46 361	48 581	52 350
Vote 6 - Development Services		1 228	3 223	1 417	3 758	2 460	2 566	2 252	3 197	3 277	2 796	2 590	9 997	38 762	26 203	25 350
Vote 7 - Municipal Manager		492	396	472	459	530	491	523	523	523	523	523	1 359	6 815	6 858	7 350
Vote 8 - Protection Services		2 304	2 026	2 422	2 495	3 597	2 658	2 646	2 646	2 646	2 646	2 646	20 984	49 715	54 212	58 280
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		22 922	51 880	50 294	45 725	51 724	50 024	35 402	39 410	41 685	45 134	42 276	180 468	656 945	664 991	697 769
Surplus/ (Deficit)		36 727	89	(7 490)	(3 778)	(10 502)	14 372	5 635	2 395	16 544	(5 178)	47	13 248	62 110	28 452	34 975

WC015 Swartland - Supporting Table SB16 Adjustments Budget - monthly capital expenditure (municipal vote) - 31 January 2018

Description - Municipal Vote	Ref	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
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands																
Multi-year expenditure appropriation	1															
Vote 1 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Civil Services		487	-	644	2 078	4 235	3 688	500	2 225	963	2 100	987	72	17 979	24 611	34 627
Vote 3 - Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Electricity Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Development Services		-	-	-	146	-	738	-	2 506	2 906	2 906	3 006	2 967	15 174	6 500	1 000
Vote 7 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Protection Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Multi-year expenditure sub-total	3	487	-	644	2 224	4 235	4 425	500	4 731	3 869	5 006	3 993	3 039	33 153	31 111	35 627
Single-year expenditure appropriation																
Vote 1 - Corporate Services		7 060	-	6	2	14	32	96	10	10	10	10	62	7 312	250	53
Vote 2 - Civil Services		-	46	896	2 281	40	1 598	1 898	7 083	6 349	5 562	2 984	449	29 185	30 652	35 691
Vote 3 - Council		-	-	-	-	3	-	-	3	-	-	-	(0)	6	6	662
Vote 4 - Electricity Services		42	282	1 918	914	4 490	851	533	951	1 138	412	630	523	12 685	9 516	9 900
Vote 5 - Financial Services		-	-	327	183	4	2	5	4	-	185	-	(4)	706	440	255
Vote 6 - Development Services		-	-	1	1	-	18	219	3 336	3 186	3 324	2 686	2 686	15 455	1 829	449
Vote 7 - Municipal Manager		-	-	-	-	-	-	-	1	1	1	1	1	6	6	10
Vote 8 - Protection Services		-	1	1	45	2	9	-	589	978	114	114	14	1 867	6 185	1 629
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	3	7 102	330	3 148	3 426	4 553	2 510	2 752	11 977	11 662	9 608	6 425	3 730	67 220	48 884	48 649
Total Capital Expenditure	2	7 589	330	3 792	5 650	8 788	6 935	3 252	16 707	15 531	14 613	10 418	6 768	100 373	79 995	84 276

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 SB4 Adjustments to budgeted performance indicators and benchmarks - 31 January 2018					
Description of financial indicator	Basis of calculation	Budget Year 2017/18		Budget Year +1 2018/19	Budget Year +2 2019/20
		Original Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<u>Borrowing Management</u>					
Credit Rating	Short term/long term rating				
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.8%	2.8%	2.8%	2.6%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	32.6%	32.0%	34.8%	35.9%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants	0.0%	0.0%	8.7%	22.9%
<u>Safety of Capital</u>					
Gearing	Long Term Borrowing/ Funds & Reserves	82.8%	81.6%	78.9%	83.6%
<u>Liquidity</u>					
Current Ratio	Current assets/current liabilities	4:1	5:1	5:1	6:1
Liquidity Ratio	Monetary Assets/Current Liabilities	2.8	3.7	3.7	3.9
<u>Revenue Management</u>					
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/ Last 12 Mths Billing	95%	95%	95%	95%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	17.3%	15.2%	19.5%	22.4%
<u>Creditors Management</u>					
Creditors System Efficiency	% of Creditors Paid Within Terms (within 30 days)	100.0%	100.0%	100.0%	100.0%
Creditors to Cash and Investments		28.6%	21.1%	20.6%	19.6%

WC015 Swartland - Supporting Table SB4 Adjustments to budgeted performance indicators and benchmarks - 31 January 2018

Description of financial indicator	Basis of calculation	Budget Year 2017/18		Budget Year +1 2018/19	Budget Year +2 2019/20
		Original Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<u>Other Indicators</u>					
Electricity Distribution Losses (2)	Total Volume Losses (kW)	11 636 750	10 422 503	10 422 503	10 422 503
	Total Cost of Losses (Rand '000)	R 10 314 815	R 9 412 562	R 10 136 926	R 10 917 572
	% Volume (units purchased and generated less units sold)/units purchased and generated	6.12%	6.00%	6.00%	6.00%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	1 058 029	653 265	653 265	653 265
	Total Cost of Losses (Rand '000)	R 13 310 005	R 8 218 074	R 9 204 504	R 10 308 522
	% Volume (units purchased and generated less units sold)/units purchased and generated	18.75%	15.00%	15.00%	15.00%
Employee costs	Employee costs/(Total Revenue - capital revenue)	29.6%	28.7%	31.2%	31.7%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	31.1%	30.2%	32.7%	33.1%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	10.4%	10.1%	7.3%	5.8%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	15.0%	14.6%	14.9%	14.3%
<u>IDP regulation financial viability indicators</u>					
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	28.2%	29.0%	30.8%	32.9%
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	13.1%	9.8%	12.3%	14.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	7.4	8.3	8.5	8.8

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"> ▪ Internally: Internal Social Development Committee to identify additional action plans in each department that contributes to social development 	Agreement reached on additional action plans in each department	Yes (by June annually)
	<ul style="list-style-type: none"> ▪ Externally: Local Drug Action Committee to compile a Local Drug Action Plan that must be reviewed every two years 	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)
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 actively contributing to improved competitive advantage <i>NOTE:</i> <ul style="list-style-type: none"> ▪ Other public investors & their contractors ▪ Spatial Dev. Framework & approval system/s ▪ Developers, landowners, real-estate agents ▪ Investment promotion & facilitation systems ▪ Business chambers ▪ Organised Agriculture ▪ Tourism agencies 	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 including 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 Finalise stewardship programme Contribute towards establishment of a Greater West Coast National Park	Identify municipal land for conservation and biodiversity	By June 2018
		Survey the identified areas	By June 2018
		Obtain Council decision	By June 2018
		Registration of stewardship programme with Cape Nature on municipal land	By June 2018
		Develop management plan for conservation and biodiversity areas	By June 2020
		Align Spatial Development Framework (SDF) with this initiative	By December 2017
3.4 Protect cultural and built heritage landscape	Partnership with stakeholder HWC to reach agreement on areas with cultural potential and heritage value	Combine urban and rural heritage surveys	By June 2019
		Obtain approval from HWC	By June 2020
3.5 Spatially enable sustainable settlements	Provide sustainable infrastructure and services	Develop overlay precinct plans for Yzerfontein, Malmesbury, Riebeeek Valley and Darling	By June 2019
		Review SDF residential space and infrastructure based on growth models	By June 2019
3.6 Enhance safe, healthy, liveable and sustainable communities and neighbourhoods	Provide for adequate social infrastructure to support communities	Identification of land for the establishment of a new hospital	By June 2018
		Enable transfer of properties providing subsidised housing or land reform.	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	Targets achieved as per Housing Pipeline	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)	Council approval of budget and implementation for social facilities in terms of the Housing Pipeline	Annually
	Secure funding for the social facilities		

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
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 Funding secured	By June 2018 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
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 1 July 2017. Thereafter every three years

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
	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)
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)

<i>Strategic Objectives</i>	<i>Strategic Initiatives</i>	<i>Key Performance Indicators</i>	<i>Targets</i>
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>
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	At least 10 p.a.
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%

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	Qtr 1: 3 per qtr Qtr 2: 2 per qtr Qtr 3 and 4: 3 per qtr
Annual report inputs provided by departments	Departmental input to the annual report submitted by due date	Yes

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
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	Confirmations 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 identified risks	Yes (monthly)
	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes (monthly)
	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes (monthly)
Invocoms held	Number of invocoms held	Qtr 1: 3 per qtr Qtr 2: 2 per qtr Qtr 3 and 4: 3 per qtr
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 FTE: (Full Time Equivalent): Total people (workers) x person days of work (total days worked) divided by 240 gives you total FTE	103 for the whole organisation (DORA target for 2017/18 = 53)
	Number of work opportunities created during the financial year	296 for the whole organisation

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

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:

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
<i>Director Civil Engineering Services</i>		
15-0007: Availability of bulk services (civil) for all projects on the housing pipeline	If bulk services (civil) are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
12-0086: Maintain water losses at an acceptable level	% total water losses	Maintain the annual average below 17%
<i>Director Electrical Engineering Services</i>		
15-0009 Availability of bulk services (electrical) for all projects on the housing pipeline	If bulk services (electrical) are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
<i>Director Development Services</i>		
10-0024: Availability of bulk services for all projects on the housing pipeline	If bulk services are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
<i>Director Financial Services</i>		
17-0001: Issuing of safety clothing	Annual tender for safety clothing awarded	By end of October

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
Director Protection Services		
16-0004: Effective monitoring of informal settlements	Report to Management on the number of <u>new</u> informal dwellings / structures (including backyard dwellings / structures erected)	Yes - monthly
16-0006: Establishment of a Municipal Court	If found financially viable and sustainable, complete all administrative procedures for the establishment of the Municipal Court	By November 2017
New: Attainment of minimum competencies	Minimum competencies attained to avoid non-compliance	Yes (by 31 July 2018)

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>
14-0023: 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%
14-0024: 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 R4 515 per month with access to free basic services

<i>Perf Objective</i>	<i>KPI</i>	<i>Target</i>
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 *Households owning properties with municipal valuations of R115 000 or less OR households earning less than R4 515 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>
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	Between 90% and 105%

	municipality's IDP (% of capital budget spent)	
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(d) The number of jobs created through municipality's local economic development initiatives including capital projects

Perf Objective	KPI	Target
14-0026: 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)	150 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

Perf Objective	KPI	Target
14-0027: 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%
16-0009: Promote employment equity through continuous planning	Compilation/review of Employment Equity plan completed	Yes (by end of Nov)

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

Perf Objective	KPI	Target
14-0028: % 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

Perf Objective	KPI	Target
09-0096: Ensure general financial viability	% Outstanding service debtors to revenue = $B \div C$ <i>B represents total outstanding service debtors</i> <i>C represents annual revenue actually received for services</i>	Norm = 20%
	Cost coverage = $(B+C) \div D$ <i>B represents all available cash at a particular time</i> <i>C represents investments</i> <i>D represents monthly fixed operating expenditure</i>	Norm = 1-3 Months
	% Debt coverage = $(B-C) \div D$ <i>B represents total operating revenue received</i> <i>C represents operating grants</i> <i>D represents debt service payments (i.e. interest + redemption) due within the financial year</i>	Norm = 45%

ANNEXURE 3D

Targets and projected expenditure for each capital budget item

Office of the Municipal Manager

Financial State: 2017/8 June 2018

<i>Projected/Actual ETD</i>	<i>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>Budget</i>	<i>PTD</i>	<i>ETD</i>	<i>Var</i>	<i>% Var</i>
Projected Cash Flow	<i>CUMULATIVE</i>	916	1832	2748	3664	4580	5496	6412	7328	8244	9160	10076	11000	11000	11000	2877		
> Capital	<i>Per month</i>	916	916	916	916	916	916	916	916	916	916	916	924	11000	11000	2877		
Expenditure to date	<i>TOTAL</i>					2877												
> Capital	<i>Cumulative</i>					2877												

Office of the Municipal Manager General

Financial State: 2017/8 June 2018

<i>Projected/Actual ETD</i>	<i>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>Budget</i>	<i>PTD</i>	<i>ETD</i>	<i>Var</i>	<i>% Var</i>
Projected Cash Flow	<i>CUMULATIVE</i>	916	1832	2748	3664	4580	5496	6412	7328	8244	9160	10076	11000	11000	11000	2877		
> Capital	<i>Per month</i>	916	916	916	916	916	916	916	916	916	916	916	924	11000	11000	2877		
Expenditure to date	<i>TOTAL</i>					2877												
> Capital	<i>Cumulative</i>					2877												

Project: pj-09- Equipment Council
0021aa

Projected Cash Flow	<i>CUMULATIVE</i>	458	916	1374	1832	2290	2748	3206	3664	4122	4580	5038	5500	5500	5500	2877		
> Capital	<i>Per month</i>	458	458	458	458	458	458	458	458	458	458	458	462	5500				
Expenditure to date	<i>TOTAL</i>					2877												
> Capital	<i>Cumulative</i>					2877												

Project: pj-09- Equipment Municipal Manager
0021ab

Projected Cash Flow	<i>CUMULATIVE</i>	458	916	1374	1832	2290	2748	3206	3664	4122	4580	5038	5500	5500	5500			
> Capital	<i>Per month</i>	458	458	458	458	458	458	458	458	458	458	458	462	5500				

Storm Water

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	5000	10000	15000	20000	28000	36000	44000	52450	52450	52450	52450	52450	52258		
> Capital	<i>Per month</i>	0	0	5000	5000	5000	5000	8000	8000	8000	8450	0	0	52450	52450	52258		
Expenditure to date	<i>TOTAL</i>		33167	2156	7700	1475		7761										
> Capital	<i>Cumulative</i>		33167	2156	7700	1475		7761										

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	5000	10000	15000	20000	28000	36000	44000	52450	52450	52450	52450	52450	52258		
> Capital	<i>Per month</i>			5000	5000	5000	5000	8000	8000	8000	8450			52450				
Expenditure to date	<i>TOTAL</i>		33167	2156	7700	1475		7761										
> Capital	<i>Cumulative</i>		33167	2156	7700	1475		7761										

Water

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	255000	1060000	1865000	2670000	3175000	4550000	5514630	7561920	8493947	9727416	9727416	9727416	3158445		
> Capital	<i>Per month</i>	0	0	255000	805000	805000	805000	505000	1375000	964630	2047290	932027	1233469	9727416	9727416	3158445		
Expenditure to date	<i>TOTAL</i>			229685	787568	440651	1700542											
> Capital	<i>Cumulative</i>			229685	787568	440651	1700542											

Project: pj-11-0062 Equipment Water

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	5000	10000	15000	20000	25000	30000	35000	39400	39400	39400	39400	39400	21607		
> Capital	<i>Per month</i>			5000	5000	5000	5000	5000	5000	5000	4400			39400				
Expenditure to date	<i>TOTAL</i>			1351	7003	10500	2753											
> Capital	<i>Cumulative</i>			1351	7003	10500	2753											

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	250000	1050000	1850000	2650000	3150000	3650000	3989630	3989630	3989630	3989630	3989630	3989630	2599308		
> Capital	<i>Per month</i>			250000	800000	800000	800000	500000	500000	339630				3989630				
Expenditure to date	<i>TOTAL</i>			228334	780565		1590409											
> Capital	<i>Cumulative</i>			228334	780565		1590409											

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	250000	250000	250000	537531	651000	651000	651000	537531		
> Capital	<i>Per month</i>								250000			287531	113469	651000				
Expenditure to date	<i>TOTAL</i>					430151	107381											
> Capital	<i>Cumulative</i>					430151	107381											

Project: pj-17-0082 Water: Upgrading of water reticulation network: PRV's, flow control, zone metering

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	250000	500000	750000	1024496	1274496	1274496	1274496			
> Capital	<i>Per month</i>								250000	250000	250000	274496	250000	1274496				

Project: pj-17-0083 Water: New water tanker

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	0	1422890	1422890	1422890	1422890	1422890			
> Capital	Per month										1422890			1422890				

Project: pj-17-0084 Water: Network expansion and new boreholes

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	370000	740000	1110000	1480000	1850000	1850000	1850000			
> Capital	Per month								370000	370000	370000	370000	370000	1850000				

Project: pj-17-0085 Water: Supply scheme mitigation

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	0	0	0	500000	500000	500000			
> Capital	Per month												500000	500000				

Cleansing Services

Financial State: 2017/8 June 2018

<i>Projected/Actual ETD</i>	<i>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>Budget</i>	<i>PTD</i>	<i>ETD</i>	<i>Var</i>	<i>% Var</i>
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	10000	15500	15500	2509360	4709360	6709360	8909360	10909360	10909360	10909360	9320		
> Capital	<i>Per month</i>	0	0	0	0	10000	5500	0	2493860	2200000	2000000	2200000	2000000	10909360	10909360	9320		
Expenditure to date	<i>TOTAL</i>					11764		-2444										
> Capital	<i>Cumulative</i>					11764		-2444										

Project: pj-11-0059 Equipment Refuse Removal

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	10000	15500	15500	15500	15500	15500	15500	15500	15500	15500	9320		
> Capital	Per month					10000	5500							15500				
Expenditure to date	<i>TOTAL</i>					11764		-2444										
> Capital	<i>Cumulative</i>					11764		-2444										

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	493860	493860	493860	493860	493860	493860	493860			
> Capital	Per month								493860					493860				

Project: pj-17-0086 Refuse skips

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	0	0	200000	200000	200000	200000			
> Capital	Per month											200000		200000				

Project: pj-17-0087 Refuse: Upgrading of Riebeeck West transfer station

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	200000	200000	200000	200000	200000	200000			
> Capital	Per month									200000				200000				

Project: pj-17-0090 Housing Riebeeck Wes: Rehabilitation of dumping site

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	2000000	4000000	6000000	8000000	10000000	10000000	10000000			
> Capital	Per month								2000000	2000000	2000000	2000000	2000000	10000000				

Sewerage: Waste Water Treatment Plant

Financial State: 2017/8 June 2018

<i>Projected/Actual ETD</i>	<i>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>Budget</i>	<i>PTD</i>	<i>ETD</i>	<i>Var</i>	<i>% Var</i>
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	200000	200000	200000	475000	475000	475000	475000	475000	475000			
> Capital	<i>Per month</i>	0	0	0	0	0	200000	0	0	275000	0	0	0	475000	475000			

Project: pj-13-0008 Sewerage: WWTW Moorreesburg

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	200000	200000	200000	475000	475000	475000	475000	475000	475000			
> Capital	<i>Per month</i>						200000			275000				475000				

Development Services

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	31666	67332	98998	264664	296330	1435996	3067662	5709328	8426994	11168660	13810326	17568154	17568154	17568154	1040987		
> Capital	<i>Per month</i>	2500	6500	2500	136500	2500	1110500	1602500	2612500	2688500	2712500	2612500	3728654	17218154	17218154	903981		
> Operating	<i>Per month</i>	29166	29166	29166	29166	29166	29166	29166	29166	29166	29166	29166	29174	350000	350000	137007		
Expenditure to date	<i>TOTAL</i>			1053	150177	107175	782582											
> Capital	<i>Cumulative</i>			1053	146665		756263											
> Operating	<i>Cumulative</i>				3512	107175	26320											

Development Services General

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	0	4000	4000	8000	8000	16000	16000	16000	32000	32000	32000	32000	32000	32000	20181		
> Capital	<i>Per month</i>	0	4000	0	4000	0	8000	0	0	16000	0	0	0	32000	32000	20181		
Expenditure to date	<i>TOTAL</i>			1053	693		18435											
> Capital	<i>Cumulative</i>			1053	693		18435											

Project: pj-11-0097 Equipment Development Services

Projected Cash Flow	<i>CUMULATIVE</i>	0	4000	4000	8000	8000	16000	16000	16000	32000	32000	32000	32000	32000	32000	20181		
> Capital	<i>Per month</i>		4000		4000		8000			16000				32000				
Expenditure to date	<i>TOTAL</i>			1053	693		18435											
> Capital	<i>Cumulative</i>			1053	693		18435											

Community Development

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	0	0	0	700000	700000	700000			
> Capital	<i>Per month</i>	0	0	0	0	0	0	0	0	0	0	0	700000	700000	700000			

Project: pj-17-0089 Thusong centre Malmesbury (Wesbank)

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	0	0	0	700000	700000	700000		
> Capital	<i>Per month</i>												700000	700000			

Housing

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	1100000	2600000	5210000	7820000	10430000	13040000	15806154	15806154	15806154	883800		
> Capital	<i>Per month</i>	0	0	0	0	0	1100000	1500000	2610000	2610000	2610000	2610000	2766154	15806154	15806154	883800		
Expenditure to date	<i>TOTAL</i>				145972		737828											
> Capital	<i>Cumulative</i>				145972		737828											

Project: pj-13-0072 Housing Riebeek Wes: Sewerage + Professional Fees

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	580000	1160000	1740000	2320000	2903339	2903339	2903339		
> Capital	<i>Per month</i>								580000	580000	580000	580000	583339	2903339			

> Operating	Cumulative				3512	107175	26320								
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Electrical Engineering Services

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	85381	256143	533716	1014970	1857543	2582305	2857067	10395541	11072464	11599387	12256310	12684649	12684649	12684649	8604642		
> Capital	<i>Per month</i>	85381	170762	277573	481254	842573	724762	274762	7538474	676923	526923	656923	428339	12684649	12684649	8604642		
Expenditure to date	<i>TOTAL</i>	42330	282309	1918483	913819	4489787	946565	11349										
> Capital	<i>Cumulative</i>	42330	282309	1918483	913819	4489787	946565	11349										

Electrical Engineering Services General

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	12811	269303	282114	282114	282114	294925	320586	346247	371908	384719	384719	384719	358022		
> Capital	<i>Per month</i>	0	0	12811	256492	12811	0	0	12811	25661	25661	25661	12811	384719	384719	358022		
Expenditure to date	<i>TOTAL</i>		83827	192207	10659	64429	6899											
> Capital	<i>Cumulative</i>		83827	192207	10659	64429	6899											

Project: pj-11-0096 Equipment Electricity

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	12811	269303	282114	282114	282114	294925	320586	346247	371908	384719	384719	384719	358022		
> Capital	<i>Per month</i>			12811	256492	12811			12811	25661	25661	25661	12811	384719				
Expenditure to date	<i>TOTAL</i>		83827	192207	10659	64429	6899											
> Capital	<i>Cumulative</i>		83827	192207	10659	64429	6899											

Electricity Operations, Maintenance and Construction

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	85381	256143	476905	697667	918429	1139191	1359953	8867616	9350878	9834140	10447402	10845281	10845281	10845281	8019435		
> Capital	<i>Per month</i>	85381	170762	220762	220762	220762	220762	220762	7507663	483262	483262	613262	397879	10845281	10845281	8019435		
Expenditure to date	<i>TOTAL</i>	42330	144034	1721987	901610	4366689	837001	5784										
> Capital	<i>Cumulative</i>	42330	144034	1721987	901610	4366689	837001	5784										

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

Projected Cash Flow	<i>CUMULATIVE</i>	85381	256143	426905	597667	768429	939191	1109953	5634516	5805278	5976040	6146802	6232181	6232181	6232181	6219011		
> Capital	<i>Per month</i>	85381	170762	170762	170762	170762	170762	170762	4524563	170762	170762	170762	85379	6232181				
Expenditure to date	<i>TOTAL</i>	10406	26308	238545	797388	4327779	812801	5784										
> Capital	<i>Cumulative</i>	10406	26308	238545	797388	4327779	812801	5784										

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	1483100	1483100	1483100	1483100	1483100	1483100	1483100	1483100		
> Capital	<i>Per month</i>								1483100					1483100				
Expenditure to date	<i>TOTAL</i>			1483100														
> Capital	<i>Cumulative</i>			1483100														

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	50000	100000	150000	200000	250000	1750000	2062500	2375000	2687500	3000000	3000000	3000000	317323		
> Capital	<i>Per month</i>			50000	50000	50000	50000	50000	1500000	312500	312500	312500	312500	3000000				

Expenditure to date	<i>TOTAL</i>	31923	117726	342	104222	38910	24200										
> Capital	<i>Cumulative</i>	31923	117726	342	104222	38910	24200										

Project: pj-17-0091 Electricity: Malmesbury - Traffic office building - solar electricity generation

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	0	0	130000	130000	130000	130000		
> Capital	<i>Per month</i>											130000		130000			

Information, Communication and Technology

Financial State: 2017/8 June 2018

<i>Projected/Actual ETD</i>	<i>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>Budget</i>	<i>PTD</i>	<i>ETD</i>	<i>Var</i>	<i>% Var</i>
Projected Cash Flow	<i>CUMULATIVE</i>	0	0	44000	48000	657000	1161000	1215000	1233000	1401000	1419000	1437000	1454649	1454649	1454649	227185		
> Capital	<i>Per month</i>	0	0	44000	4000	609000	504000	54000	18000	168000	18000	18000	17649	1454649	1454649	227185		
Expenditure to date	<i>TOTAL</i>		54448	4289	1550	58669	102665	5565										
> Capital	<i>Cumulative</i>		54448	4289	1550	58669	102665	5565										

Project: pj-11-0104 IT: Terminals

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	40000	40000	40000	40000	40000	40000	40000	40000	40000	40000	40000	40000	39928		
> Capital	<i>Per month</i>			40000										40000				
Expenditure to date	<i>TOTAL</i>		39928															
> Capital	<i>Cumulative</i>		39928															

Project: pj-11-0106 IT: Equipment

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	4000	8000	12000	16000	20000	38000	56000	74000	92000	109649	109649	109649	18838		
> Capital	<i>Per month</i>			4000	4000	4000	4000	4000	18000	18000	18000	18000	17649	109649				
Expenditure to date	<i>TOTAL</i>			4289	1550		7434	5565										
> Capital	<i>Cumulative</i>			4289	1550		7434	5565										

Project: pj-12-0034 IT: Backup solution expansion

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	0	0	100000	100000	100000	100000	100000	100000	95231		
> Capital	<i>Per month</i>									100000				100000				
Expenditure to date	<i>TOTAL</i>						95231											
> Capital	<i>Cumulative</i>						95231											

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	500000	500000	500000	500000	500000	500000	500000	500000	500000			
> Capital	<i>Per month</i>						500000							500000				

Project: pj-14-0030 IT: Notebooks

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	75000	75000	75000	75000	125000	125000	125000	125000	125000	125000	73189		
> Capital	<i>Per month</i>					75000				50000				125000				
Expenditure to date	<i>TOTAL</i>		14520			58669												
> Capital	<i>Cumulative</i>		14520			58669												

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	530000	530000	530000	530000	530000	530000	530000	530000	530000	530000			
> Capital	<i>Per month</i>					530000								530000				

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	0	0	0	0	50000	50000	50000	50000	50000	50000	50000	50000			
> Capital	Per month							50000						50000				

Financial Services

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	-2681	-1369	602261	603573	697210	698522	699834	701146	702458	703770	705082	706400	706400	706400	516713		
> Capital	<i>Per month</i>	-2681	1312	603630	1312	93637	1312	1312	1312	1312	1312	1312	1318	706400	706400	516713		
Expenditure to date	<i>TOTAL</i>			326500	183492	4374	1700	647										
> Capital	<i>Cumulative</i>			326500	183492	4374	1700	647										

Financial Services General

Financial State: 2017/8 June 2018

Projected/Actual ETD	Type	Jul17	Aug17	Sep17	Oct17	Nov17	Dec17	Jan18	Feb18	Mar18	Apr18	May18	June18	Budget	PTD	ETD	Var	% Var
Projected Cash Flow	<i>CUMULATIVE</i>	-2681	-1369	602261	603573	697210	698522	699834	701146	702458	703770	705082	706400	706400	706400	516713		
> Capital	<i>Per month</i>	-2681	1312	603630	1312	93637	1312	1312	1312	1312	1312	1312	1318	706400	706400	516713		
Expenditure to date	<i>TOTAL</i>			326500	183492	4374	1700	647										
> Capital	<i>Cumulative</i>			326500	183492	4374	1700	647										

Project: pj-09-0021af Equipment Financial

Projected Cash Flow	<i>CUMULATIVE</i>	-2681	-1369	-57	1255	2567	3879	5191	6503	7815	9127	10439	11757	11757	11757	6721		
> Capital	<i>Per month</i>	-2681	1312	1312	1312	1312	1312	1312	1312	1312	1312	1312	1318	11757				
Expenditure to date	<i>TOTAL</i>					4374	1700	647										
> Capital	<i>Cumulative</i>					4374	1700	647										

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	326500	326500	326500	326500	326500	326500	326500	326500	326500	326500	326500	326500	326500		
> Capital	<i>Per month</i>			326500										326500				
Expenditure to date	<i>TOTAL</i>			326500														
> Capital	<i>Cumulative</i>			326500														

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

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	183493	183493	183493	183493	183493	183493	183493	183493	183493	183493	183493	183493	183492		
> Capital	<i>Per month</i>			183493										183493				
Expenditure to date	<i>TOTAL</i>				183492													
> Capital	<i>Cumulative</i>				183492													

Project: pj-17-0050 Meter reading handhelds

Projected Cash Flow	<i>CUMULATIVE</i>	0	0	92325	92325	184650	184650	184650	184650	184650	184650	184650	184650	184650	184650			
> Capital	<i>Per month</i>			92325		92325								184650				

ANNEXURE 4
Ward information for expenditure and service delivery

Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
WARDS 1 & 2						
14-0021	Refuse site Moorreesburg			1 500 000		
13-0008	Sewerage	475 000	5 034 411	29 963 893	28 771 349	3 853 705
17-0076	CCTV Camera System	77 000				
-	Vehicles	1 168 421	96 800	1 448 600	550 000	1 932 612
TOTAL:		1 720 421	5 131 211	32 912 493	29 321 349	5 786 317
WARDS 3 & 12						
13-0072	Housing Riebeek Wes: Sewerage	2 903 339				
13-0080	Housing Riebeek Wes: Streets and Stormwater	10 242 269	2 877 940			
17-0073	Housing Riebeek Wes: Water	2 660 546	622 060			
17-0081	Community Hall / New clubhouse - Riebeek West	737 822				
14-0022	Refuse site Riebeek West and Riebeek Kasteel			2 200 000		
17-0087	Upgrading of Riebeek West transfer station	200 000				
17-0090	Rehabilitation of Riebeek West dumping site	10 000 000				
16-0005	Community Hall / New clubhouse - Riebeek Kasteel	400 000				
17-0005	Development of village square: Erf 12 Riebeek Kasteel	535 000	750 000			
-	Vehicles	534 417		93 170		
TOTAL:		28 213 393	4 250 000	2 293 170		
WARD 4						
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	Sport: Upgrading of Sport Grounds: Chatsworth	5 547 655	1 303 265	2 000 000		
TOTAL:		5 547 655	8 201 055	2 000 000		
WARDS 5 & 6						
14-0005	Sewerage: Darling - Upgrading of beltpress					6 200 000
10-0044	Sewerage: Security upgrade Darling sewerage works		1 576 000			
16-0044	Equipment: Yzerfontein Caravan Park	30 000	30 000	30 000	30 000	30 000
17-0041	Caravan Park Yzerfontein: Expansion	500 000	1 000 000			
17-0075	Sport: Upgrading of Sports Grounds: Darling			3 897 195		
17-0077	CCTV Camera System - Darling	100 000				
17-0078	CCTV Camera System - Yzerfontein	100 000				
-	Vehicles	152 262	1 815 000	2 363 400	8 054 475	3 457 867
TOTAL:		882 262	4 421 000	6 290 595	8 084 475	9 687 867

Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
WARD 7						
17-0070	New air conditioners for library	154 466				
17-0016	Roads: Upgrading and Diversion: Kalbaskraal Riverlands Pipeline (See ward 4) (N7 construction works)					
TOTAL:		154 466				
WARDS 8, 9, 10 & 11						
16-0048	Upgrading / Construction of Monitoring office	1 085 504				
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		
17-0044	Housing Phola Park/De Hoop: Block 4: Electrical infrastructure, connections and streetlights: 130 erven	3 000 000				
17-0091	Traffic office building Malmesbury - solar electricity generation	130 000				
TOTAL:		15 699 688	18 697 068	5 862 725	4 767 000	12 000 000
VARIOUS WARDS						
17-0056	CCTV Camera System - Malmesbury	200 000				
-	Vehicles	1 825 500	2 560 300	0	3 335 380	3 393 663
TOTAL:		2 025 500	2 560 300	0	3 335 380	3 393 663
ALL WARDS						
Land for development						
17-0071	Purchase of Erven: Glen Lilly	7 060 000				
Electricity Distribution						
09-0044	Electricity networks: New infrastructure	6 232 181	7 800 000	8 000 000	8 000 000	8 000 000
Finance (Credit Control, income and Expenditures)						
17-0050	Meter reading handhelds	184 650				
ICT Services						
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			
11-0106	IT: Equipment	109 649	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

Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
14-0029	IT: Desktops Capital		140 000	140 000	140 000	140 000
14-0030	IT: Notebooks Capital	125 000	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				
Planning						
15-0011	Planning and Development: SDF Plans	150 000	150 000	150 000	150 000	
Refuse Removal						
09-0027	Refuse bins, traps, skips		32 000		36 000	
17-0086	Refuse skips	200 000				
Roads						
09-0004	Resealing/upgrading of roads and sidewalks (Swartland)	10 000 000	10 000 000	12 000 000		
16-0015	New Roads and Stormwater (MIG Project)				8 000 000	18 191 811
	Ward Committee Projects	400 000	400 000	400 000	400 000	400 000
Sewerage						
09-0003	Telemetry - new installations	25 700	27 000	30 000	32 000	34 000
Sportsgrounds						
14-0037	Sport Projects: (MIG)				4 294 803	4 970 000
Parks						
	Ward Committee Projects	400 000	400 000	400 000	400 000	400 000
Storm Water						
09-0009	Upgrading of old networks (Swartland)			1 020 000		
Water Distribution						
12-0013	Upgrading/Replacement water reticulation network	3 989 630		5 000 000	3 500 000	2 471 280
17-0082	Upgrading of water reticulation network: PRV's, flow control, zone metering	1 274 496				
17-0083	New water tanker	1 422 890				
17-0084	Network expansion and new boreholes	1 850 000				
17-0085	Supply scheme mitigation	500 000				
Equipment						
09-0021ac	Equipment Civil Services	29 803	44 000	46 000	48 000	50 000
16-0006	Equipment Buildings & Maintenance	32 197	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	52 450	54 000	56 000	58 000	60 000
11-0062	Equipment Water	39 400	41 300	43 000	45 000	47 000
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

Project Ref	Project Description	Budget				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
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	384 719	340 000	350 000	350 000	350 000
09-0021af	Equipment Financial	11 757	16 500	22 000	24 000	26 000
10-0138	Equipment Traffic and Law Enforcement	58 000	72 000	74 000	76 000	78 000
10-0139	Equipment Fire and Emergency Services	55 916	23 000	25 000	27 000	30 000
Vehicles						
-	Vehicles Community Development		215 380	232 925		
-	Vehicles Parks			93 170		
-	Vehicles Refuse	493 860	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:	509 993	423 500	232 925	1 147 989	
-	Vehicles Traffic and Law Enforcement	512 000	270 000	770 000	1 740 000	550 000
-	Vehicles Fire Services	764 134	5 820 000	760 000	980 000	1 078 000
-	Vehicles Municipal Property			276 000	355 000	
-	Vehicles Municipal Manager			652 190		
TOTAL:		38 315 625	29 334 430	34 916 830	35 791 812	43 113 754
RSEP Wards						
17-0089	Thusong centre Wesbank	700 000				
17-0088	RSEP - Indoor outdoor sport centre	1 560 887				
15-0010	Box city - business centres		1 000 000			
15-0021 b	RSEP - Parks and Amenities: Activity recreation nodes (playgrounds, trees & benches)	2 303 225	500 000			
15-0022	RSEP - Parks and Amenities: Splash pool / Fountain		4 700 000			
15-0025	RSEP - Parks and Amenities: Public toilets / landscaping	100 000	600 000			
15-0027	RSEP - Roads: Safe taxi stops and shelters	1 231 702				
15-0029	RSEP - Protection Services: Container for police/neighbourhood watch contact point	1 850 000	400 000			
15-0030	RSEP - Corporate Services: Information board / signage		200 000			
TOTAL:		7 745 814	7 400 000			
GRAND TOTAL:		100 373 122	79 995 064	84 275 813	81 300 016	73 981 601