



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

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# THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN



2008 – 2009





## FOREWORD BY THE MAYOR

Our Service Delivery and Budget Implementation Plan (SDBIP) commits the City of Cape Town to meeting specific service delivery and budget spending targets during the 2008/9 financial year. It is a detailed outline of how we will implement the objectives set out in our Integrated Development Plan (IDP).

The IDP is agreed upon between local government and residents of the city, and is a plan to guide how we spent our budgets, where and on what.

It is a plan for the entire city and not just for specific areas.

There are difficult choices that we need to make, for example, we have to match the amount of rates and tariffs we charge with the level of services needed in a City that is growing rapidly, and whose infrastructure is badly in need of maintenance and upgrades.

Our IDP is also guided by the Constitution, which gives specific powers and responsibilities to local government. We are responsible for providing roads, electricity distribution, water and sewerage systems, wastewater treatment, public health, traffic safety, urban planning, by-law enforcement, and sites and services for housing.

This division of responsibilities between different spheres of government is important to understand. Local government cannot address problems in schools, hospitals, or in the South African Police Services, to give just three examples. These are under the control of the Provincial Government.

After doing careful studies of the main challenges in Cape Town, and after consulting widely with the public, we decided that our main focus area for our IDP, and therefore our SDBIP should be infrastructure led economic growth.

We want to use our services and our investments in infrastructure in a way that will make Cape Town more attractive to investors and skilled workers, and more globally competitive.

Investors create jobs, and help to drive development.

They create more opportunities for everyone, especially the poor and unemployed.

Jobs creation has been identified as a top priority by the people of Cape Town, and so we must make it our top priority as well.

If we don't invest now in better services and infrastructure, investment and new developments will be constrained, and new opportunities, especially jobs, will not materialise. For this reason, our SDBIP and our IDP also focus on making our local government a more efficient organisation, with well managed human resources and enough staff capacity to deliver services in greater quantity and of better quality than ever before.

Approved by the Executive Mayor:

Date:



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# 1. INTRODUCTION

The strategic direction that the City of Cape Town (City) will undertake is set out in its five year Integrated Development Plan. The plan has been reviewed for the 2008/2009 financial year in conjunction with the community and its credibility is supported by a realistic and sound budget.

The direction that the five year IDP embarked on has not been changed and the City continues on the path of infrastructure-led economic growth. The services that the City provides and the investment in infrastructure will make the City more attractive to investors and globally competitive. Investors bring the possibility of job creation and assistance in driving development.

In response to the electricity crisis, the IDP has been expanded on to include a further strategic focus area - Energy Efficiency for a Sustainable Future. The short term intention is to drive the conservation of energy and to minimise power cuts, while the longer term intention is to protect the environment by reducing the amount of pollution generated by the City.

The Service Delivery and Budget Implementation Plan (SDBIP) give effect to the IDP and the budget of the municipality. It is an expression of the objectives of the City, in quantifiable outcomes that will be implemented by the administration for the financial period from 1 July 2008 to 30 June 2009 (the City's financial year). It includes the service delivery targets and performance indicators for each quarter which should be linked to the performance agreements of senior management. It therefore facilitates oversight over financial and non-financial performance of the municipality and allows the City Manager to monitor the performance of the Executive Directors, the Mayor/Council to monitor the performance of the City Manager, and the Community to monitor the performance of the City Government.

Based on the public input, the City developed eight strategic focus areas. Corporate objectives were developed from these areas which were expanded on in Directorate and Departmental Business Plans. Resources were allocated firstly through a budget prioritisation model at a corporate level and pulled through to the Business plans, underpinned by programmes and projects. Objectives are measured through key performance indicators at every level, and continuously monitored throughout the year.

The purpose of this report is to provide background into the role of the SDBIP and to guide the reader through the relationship between service delivery and the budget. Content wise it provides the reader with the five year Corporate Scorecard setting out the Corporate and Directorate objectives, with indicators and targets against which the City will be held accountable over the remaining four years of the five year IDP cycle. The 2008/2009 year's targets are elaborated on in the quarterly targets set in the Annual Corporate Scorecard. Definitions are provided to broaden understanding of the indicators. The capital budget for the next three years is broken down into the strategic focus areas and objectives identified in the IDP, providing the first level of linkage between the IDP and the budget. This linkage is further elaborated on in the Directorate and Department Business plans, but these are too detailed to form part of this report. The projected monthly cash flow is broken down into revenue by source and expenditure and revenue by department.

The capital budget as allocated per subcouncil and their related wards, forms an annexure to the report. Approximately half of the budget has been allocated to projects that spans across wards. These are reported on under ward 200 and 201. The ward allocations of R500 000 for capital and R200 000 for the operating budget has been excluded from this breakdown of the budget. Wards that appear to have no allocation may well have been allocated funding under the cross cutting ward categories (200 & 201).

The content of this document is high-level and strategic and is intended for consumption by the general public and Councillors. The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and linking such targets to top management (MFMA Circular No. 13). Only the tip of the information pyramid is published as the Published or Corporate SDBIP. This document therefore correlates with the Published SDBIP as required by National Treasury.

## 1.1 Legislative Imperative

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following –

- (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, and
- (c) other matters prescribed

According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval.

## 2. LINKING THE IDP TO THE BUDGET

The City identified eight strategic focus areas (SFAs) based on the inputs from the community.

These are:

1. Shared Economic Growth and Development
2. Sustainable Urban Infrastructure and Services
3. Energy Efficiency for a Sustainable Future
4. Public Transport Systems
5. Integrated Human Settlements
6. Safety and Security
7. Health, Social and Community Development
8. Good Governance and Regulatory Reform

These are the SFAs in the diagram below and the budget is allocated against these strategic focus areas at a corporate level. Corporate objectives with measurable key performance indicators (KPIs) and targets are identified. The business planning processes undertaken at Directorate and Department levels yields objectives with indicators, targets and resource allocation (includes the budgets) at these various levels. The Business plans have a narrative section and an SDBIP section against which the progress of initiatives are reported on.

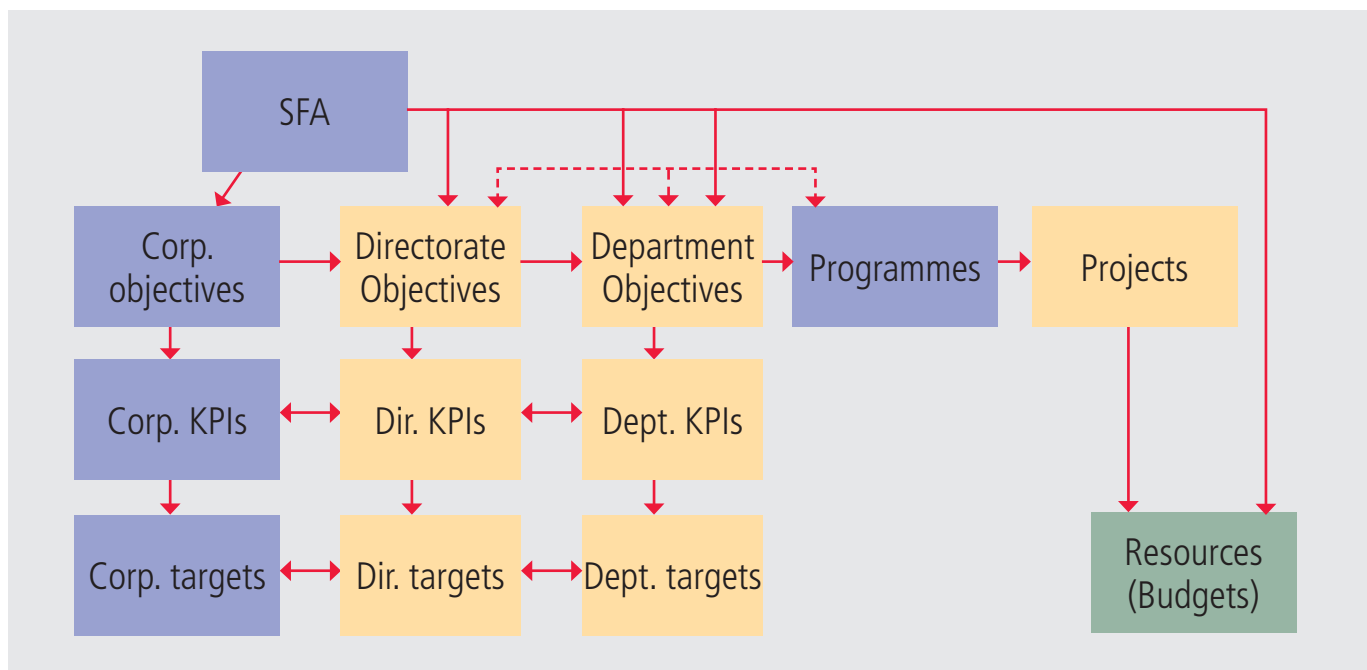


Figure 1: IDP and Budget link



Programmes and project identification further elaborates the budget expenditure. Indicator quarterly targets are included in the Directorate and Departmental Business Plans, but performance is also monitored through the Ten Milestone schedule listed in the example below.

Table 1: Ten project milestones

PROJECT MILESTONE ACHIEVED WHEN:		MILESTONE		
	Infrastructure	Other	Planned	Actual
1	Project is defined and preliminary estimate by internal PM is available to inform budgets to enable appointment of main consultant. Bid initiation process for consultant has proceeded	Project is defined and preliminary estimate by internal PM is available to inform budgets		
2	Main consultant appointed, preliminary design completed, consultant's preliminary estimate available to inform budgets	Milestone not applicable		
3	EIA's completed, ROD's available, land acquisition and/or zonings finalised. More consultants might have to be appointed to achieve this milestone. MIG business plans (if applicable) submitted to achieve this milestone. All dependencies identified, actioned and programmed	Specification identified and developed		
4	Final detail design completed, tender spec and contract conditions formalised, tender documentation ready. Bid initiation form (for contractor tender) submitted to procurement	Tender spec and contract conditions formalised. Tender documentation ready. Bid initiation form submitted to procurement.		
5	Budget provision for execution of project available as per formally approved budget	Budget provision for purchase or acquisition available as per formally approved budget		
6	Tender advertised by procurement	Tender advertised		
7	Adjudication and decision by BAC	Decision by BAC		
8	Commencement of service provision	Commencement of service provision		
9	Contractor hand over project and move off site	Service rendered		
10	Maintenance period concluded, final payments made, project closed on PS	Final payments made, project closed on PS		

## 3. REPORTING ON THE SDBIP

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the City administration.

A series of reporting requirements are outlined in the MFMA. Both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports for which MFMA outlines very clear outlines. The reports then allow the Councillors of the City of Cape Town to monitor the implementation of service delivery programs and initiatives across the City.

### 3.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

**Reporting must include the following:**

- i. actual revenue, per source;
- ii. actual borrowings;
- iii. actual expenditure, per vote;
- iv. actual capital expenditure, per vote;
- v. the amount of any allocations received

**If necessary, explanation of the following must be included in the monthly reports:**

- a. any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote
- b. any material variances from the service delivery and budget implementation plan and;
- c. any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget

### 3.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

### 3.3 Mid-year Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

- (i) the monthly statements referred to in section 71 of the first half of the year
- (ii) the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) the past year's annual report, and progress on resolving problems identified in the annual report; and
- (iv) the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the City accountable to the community.

## 4. CITY SCORECARDS

The City's Scorecard consists of the:

- Five year Corporate Scorecard 2007 - 2012 extracted from the IDP for that period. The baselines for 2006/2007 as well as targets for the next five years are provided. New and revised targets as at 30 June 2008 are indicated in an additional column "revised and new targets 30.6.2008".
- 2008/2009 Corporate Scorecard. There are three sections to this annual scorecard, i.e. Alignment and Linkage, Objective and Indicator Detail, and Tracking and Monitoring. The scorecard provides the quarterly corporate targets against which the City will be held accountable. Service delivery targets and performance indicators will be cascaded into the Directorate, Departmental and Executive Director's Scorecards (S57 employees), which will be used for internal monitoring of the organisation. The Departmental Business Plans and the underlying strategies form the narrative to understanding the SDBIPs. These are available on the [www.capetown.gov.za](http://www.capetown.gov.za), under the SDBIP heading on the IDP link on the home page.
- Scorecard Indicator Definitions for 2008/2009. Definitions and the Standard / Norm / Benchmark of the indicators are provided to clarify the measurement. These are attached as Annexure A.

### 4.1 Five Year Corporate Scorecard 2007 – 2012 (2008/09 Review)

- High level city wide service delivery breakdown is presented in this section
- Service Delivery Targets and Performance Indicators will be cascaded into the Directorate, Departmental and Executive Director's Scorecards, which will be used for internal monitoring of the organisation.

The eight strategic focus areas (SFAs) are broken down into core objectives for the City and each core objective is further broken down into directorate objectives.

The following core objectives have been identified:

- 1A Create an enabling environment for the economy to grow and become globally competitive
- 1B Preparations for hosting the FIFA 2010 World Cup in accordance with FIFA's requirements and the City's developmental objectives
- 2A Universal access to basic service
- 2B Conservation of natural resources
- 2C Effective management of City's Infrastructure and Resources
- 3A Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption
- 4A Improve public transport system and services
- 5A Improve and develop Integrated Human Settlements
- 5B Delivery of housing opportunities
- 5C Provision of equitable community facilities and services across the city.
- 6A Foster a safe and secure environment
- 7A Facilitating the development of a healthy and socially inclusive society
- 8A Ensuring enhanced service delivery with efficient institutional arrangements
- 8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management
- 8C Establish effective community engagement channels

# FIVE YEAR CORPORATE SCORECARD 2007 - 2012

Table 2: Five year Corporate Scorecard

CORE OBJECTIVE/INDICATOR	BASELINE 30.6.2007	TARGET 30.6.2008	REVISED AND NEW TARGETS 30.6.2008	TARGET 30.6.2009	TARGET 30.6.2010	TARGET 30.6.2011	TARGET 30.6.2012
<b>Strategic focus area 1: Shared Economic Growth and Development</b>							
<b>1A Create an enabling environment for the economy to grow and become globally competitive</b>							
Directorate Objective 1.1 - Drive development facilitation to proactively assist investors and those wanting to set up/expand businesses in Cape Town							
Directorate Objective 1.2 - Develop new and strengthen existing partnerships							
Directorate Objective 1.3 - Grow and strengthen the City's tourism capability							
Directorate Objective 1.4 - Develop and grow LED and particularly SMME opportunities							
Directorate Objective 1.5 - Prioritise skills development based on the needs of the local economy							
Directorate Objective 1.6 - Improve the processing of building plans and land use applications to well within the statutory time frames							
Directorate Objective 1.7 - Develop the City's creativity and knowledge and innovation base industry							
1A.1 Number of direct job opportunities created (NKPI)	13229	9500		10600	12000	13600	15400
1A.2 Rand Value of direct investment	R 1.16 billion	R1.6bn	R1.16 <sup>N1</sup>	R1.5bn	R2.1bn	R2.4bn	R2.7bn
1A.3 Achieve year on year growth through Destination marketing facilitated through the SLA with DMO	New		5%	5%	5%	5%	5%
1A.4 Number of job opportunities created through the Expanded Public Works Programme (EPWP), to contribute to the reduction of poverty and unemployment	6 204	12 000 (excluding the baseline)		12 000	12 000	12 000	12 000
1A.5 Percentage of Development Applications Finalised within Statutory Timeframes Project : Land Use Management	New		72%	75%	75%	75%	75%
1A.6 Percentage of Development Applications Finalised within Statutory Timeframes Project : Building Development Management	New		95%	96%	96%	96%	96%
<b>1B Preparations for hosting the FIFA 2010 World Cup in accordance with FIFA's requirements and the City's developmental objectives</b>							
Directorate Objective 1.8 Prepare for hosting of the FIFA 2010 World Cup in the City of Cape Town in accordance with FIFA's requirements and the City's developmental objectives							
1B.1 Adherence to the work stream objectives and programmes of the City's 2010 Business Plan	13% of Stadium completed measured in terms of actual construction	50% of Stadium completed.	40% of Stadium completed measured in terms of actual construction <sup>N2</sup>	75% of Stadium completed measured in terms of actual construction	Stadium completed by December 2009 100% of Stadium completed measured in terms of actual construction		
	0% of the Green Point Common and Golf Course reconfigured	25% of new Golf Course completed.	Completion of detailed design and Specification for Green Point Common and Golf Course <sup>N2</sup>	75% of the Green Point Common and Golf Course reconfigured	100% of the Green Point Common and Golf Course reconfigured		
	1% Electricity reinforcement completed.	60% Electricity reinforcement completed.	61% Now tracked as part of Percentage compliance to all other work streams in 2010 <sup>N2</sup>				
	Appointment of consultant in procurement phase to do detailed 2010 Transport Operational Plan.	Detailed 2010 Transport Operational Plan 50% complete.		Detailed 2010 Transport Operational Plan 75% complete	Detailed 2010 Transport Operational Plan 100% complete		
	0% of the reconfiguration of the Green Point Common completed. Awaiting approval on the Site Development Plan from the Provincial Minister.	5% of the reconfiguration of the Green Point Common completed.	Combined with indicator on Green Point Golf Course reconfiguration <sup>N2</sup>				

CORE OBJECTIVE/INDICATOR	BASELINE 30.6.2007	TARGET 30.6.2008	REVISED AND NEW TARGETS 30.6.2008	TARGET 30.6.2009	TARGET 30.6.2010	TARGET 30.6.2011	TARGET 30.6.2012
	Conceptualise model for 2010 footprint i.e. Fan Parks, Viewing Sites and Training Venues, in terms of affordability and resources		Finalise working model for 2010 footprint i.e. Fan Parks, Viewing Sites and Training Venues, in terms of affordability and resources	Implement and prepare detailed operating plans for 2010 footprint: 75% complete	Implement and prepare detailed operating plans for 2010 footprint: 100% complete		
	Percentage compliance with all other work streams in the 2010 Business Plan: 0%		Percentage compliance with all other work streams in the 2010 Business Plan: 25%	Percentage compliance with all other work streams in the 2010 Business Plan: 75%	Percentage compliance with all other work streams in the 2010 Business Plan: 100%		
1B.2 Completion of process to award Naming Rights for Stadium and appointment of long term Operator to manage Stadium	RFP for Operator advertised.	Operator appointed	Initial process to appoint Operator reviewed and amended to include Naming Rights re-tender process completed and adjudication commenced <sup>N2</sup>	Naming Rights awarded and Operator appointed			
<b>Strategic focus area 2: Sustainable Urban Infrastructure and Services</b>							
<b>2A Universal access to basic service</b>							
Directorate Objective 2.1 - Reduce backlogs in line with national objectives for basic services							
2A.1 Percentage of households with access to basic levels of sanitation (NKPI)	97.9%–	97.5%	96% recalculated with respect to updated City household statistics and functional service points <sup>N3</sup>	97.5%	98.5%	99.5%	100%
2A.2 Percentage of households with access to basic level of water (NKPI)	100%	100%		100%	100%	100%	100%
2A.3 Percentage of households with access to basic levels of Electricity (NKPI)	91.12%	91.8%		90.83% <sup>N11</sup>	93.8%	94.8%	95.8%
2A .4 Percentage of households with access to basic levels of solid waste removal (NKPI)	99%	99%		99%	99%	99%	99%
<b>2B Conservation of natural resources</b>							
Directorate Objective 2.2 - Conserving biodiversity and improving quality living environments through greening, education and access Directorate Objective 2.3 - Develop demand management programmes for water, electricity, waste and transport and reduce attendant pollutants Directorate Objective 2.4 - Reduce impact of flooding on community livelihoods and regional economies Directorate Objective 2.5 - Safeguard human health, protect natural aquatic environments, and improve and maintain recreational water quality Directorate Objective 2.6 - Manage and maintain the City's beach nodes							
2B.1 Percentage reduction in unconstrained water demand	25.5%	27.4%		27.5%	29%	31.5%	34%
2B.2 Percentage compliance with 4 critical DWAF effluent standards (E-coli count, Ammonia content, Oxygen demanding substances, Total suspended solids)	81.2%	79%		83%	87%	91%	95%
2B.3 Percentage of recreational waters sampling points (i.e. bathing beaches, vleis, lagoons, etc) comply with applicable Department of Water Affairs standards	87%	89%		78%	80%	82%	85%
2B.4 Percentage cleanliness of the City (Metropolitan Cleanliness/ Photographic index)	61%	67%		70%	73%	76%	80%
2B.5 Percentage of airspace saved in relation to the volume of waste generated	14.73%	14.5%		15%	15.5%	16%	16.5%
2B.6 Phase 2 of implementation of IMEP Review complete, Phase 3 started	Reviewing existing IMEP		Revised IMEP approved by Council and implemented	IMEP strategies implementation started	NIL	NIL	NIL

CORE OBJECTIVE/INDICATOR	BASELINE 30.6.2007	TARGET 30.6.2008	REVISED AND NEW TARGETS 30.6.2008	TARGET 30.6.2009	TARGET 30.6.2010	TARGET 30.6.2011	TARGET 30.6.2012
2B.7 Implementation of City's Biodiversity Network Strategy	Review of existing biodiversity network strategy. Desktop prioritization of biodiversity network.		Preparation of revised Biodiversity Network Strategy. Complete ground-truthing of biodiversity network including freshwater layer.	Detailed Action plans for Biodiversity Network implementation completed and incorporated into the District Spatial Plans. Roles and responsibility of line departments identified. Council support for action plans with budgets	Commitment on implementation and management of Biodiversity Network including commitment from all relevant line departments to manage their own Biodiversity Network land.	Implementation of Biodiversity Network started.	Targets to be extracted from biodiversity strategy.  % of Network secured (figure to be determined when ground-truthing finalised)
<b>2C Effective management of City's Infrastructure and Resources</b>							
Directorate Objective 2.7 - Large or bulk infrastructure programmes that are essential must receive priority Directorate Objective 2.8 - Develop an integrated programme approach to infrastructure and service planning and budgeting							
2C.1 Development and implementation of an integrated planned infrastructure maintenance programme in respect of Electricity, Sewerage, Water, Transport, Roads & Stormwater and Solid Waste disposal	New	Integrated Infrastructure Plan developed and approved	100% completion of draft infrastructure maintenance plans <sup>14</sup>	75% completion of established Asset Management register for Major Infrastructure Departments	100% completion of established Asset Management register for Major Infrastructure Departments 100% completion of Award tender for phase 2 of US AMP	100% compliance with plan specifications for Year 3	100% compliance with plan specifications for Year 4
<b>Strategic focus area 3: Energy Efficiency for a Sustainable Future</b>							
Directorate Objective 3.1 - Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption							
3A.1 Development of a comprehensive Energy Plan for the City which will establish the objectives, programmes, projects and targets	New		Initial draft of Energy Plan completed with objectives, programmes, projects and targets scoped	Targets extracted from Energy Plan – not yet determined	Targets extracted from Energy Plan	Targets extracted from Energy Plan	Targets extracted from Energy Plan
3A.2 Development of a comprehensive Climate Change Plan to address the risk to the City's infrastructure, facilities, amenities and impact on the economy	New		New	Detailed draft plan of action for Climate Change adaptation completed – budgets identified and motivated for	Targets extracted from Climate Change Plan	Targets extracted from Climate Change Plan	Targets extracted from Climate Change Plan
3A.3 Development of a communication strategy for the conservation of energy and awareness of climate change	New		New	Communication strategy implemented	Implemented	Implemented	Implemented
3A.4 Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption	New		New	Reduction of 10% in energy consumption below projected unconstrained energy consumption	Maintain reduction of 10% in energy consumption below projected unconstrained energy consumption	Maintain reduction of 10% in energy consumption below projected unconstrained energy consumption	Maintain reduction of 10% in energy consumption below projected unconstrained energy consumption
<b>Strategic focus area 4: Public Transport Systems</b>							
<b>4A Improve public transport system and services</b>							
Directorate Objective 4.1 - Establish a single point of authority for transport Directorate Objective 4.2 - Improve public transport services and secure new investment in Transport infrastructure Directorate Objective 4.3 - Increase cumulative kilometres of critical routes with dedicated public transport lanes Directorate Objective 4.4 - Reduce average peak period travel time Directorate Objective 4.5 - Promote non-motorised transport (NMT)							
4A.1 Reduction of average commuter travel time (home to work – peak period- public transport)	45 min	40 min		38 min	37 min	36 min	35 min
4A.2 Increase cumulative kilometres of critical routes with dedicated public transport lanes	45km	5 km on baseline		12 km on baseline	15 km on baseline	20 km on baseline	35 km on baseline

CORE OBJECTIVE/INDICATOR	BASELINE 30.6.2007	TARGET 30.6.2008	REVISED AND NEW TARGETS 30.6.2008	TARGET 30.6.2009	TARGET 30.6.2010	TARGET 30.6.2011	TARGET 30.6.2012
4A.3 Progressive evolution towards a single point of authority for transport	Intergovernmental transport agreement drafted	Creation of a single transport authority	MPTAC (Metropolitan Public Transport Advisory Council) approved by Council	Transport authority fully operational			
<b>Strategic focus area 5: Integrated Human Settlements</b>							
<b>5A Improve and develop Integrated Human Settlements</b>							
Directorate Objective 5.1 - Transform dormitory suburbs into areas which support a greater mix of land uses, offer a range of amenities and are socially mixed facilities Directorate Objective 5.2 - Establish policy and spatial planning frameworks that will facilitate the development of integrated human settlements. Directorate Objective 5.3 - Development and implementation of an incremental housing programme							
5A.1 100% Adherence to Integrated Human Development programme	Framework Plan approved	100% Programme compliance		100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications
5A.2 Percentage completion of the Spatial Development Framework (SDF) and District Spatial Development Plans (SDP's)	15% Approvals to proceed with preparation of plans in place. City's intention to prepare the plans advertised to the public. First internal drafts of plans prepared.		30% 1st round of public meetings on preparation of SDF completed. PEPCO endorsement of vision, principles, issues and strategic goals obtained. Draft of SDF underway. Draft 1 of District Spatial Development Plans reviewed internally and prepared for public scrutiny <sup>NS</sup>	90% City SDP and District SDP's completed and submitted to Provincial Government of the Western Cape (PGWC) for approval.	100% City SDP and District SDP's approved.	Implemented	Implemented
<b>5B Delivery of housing opportunities</b>							
Directorate Objective 5.4 - Development of new housing opportunities Directorate Objective 5.5 - Increase rental stock through social housing partnerships Directorate Objective 5.6 - Redress land ownership inequities by providing Housing based on Restitution claim settlements Directorate Objective 5.7 - Facilitate gap housing programmes through partnerships with Banks and private sector developers							
5B.1 Number of new housing opportunities provided per year	7 519 Was 7182 @30.6.2007	10 200	6 000 <sup>NS</sup>	9 900	10 200	10 200	11 000
5B.2 100% Implementation of Informal Settlement Upgrade programme	Framework plan approved (including essential services)	100% Programme compliance		100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications
<b>5C Provision of equitable community facilities and services across the city.</b>							
Directorate objective 5.8 Develop and implement community services facility provision master plan Directorate objective 5.9 Improve service delivery standards towards comparable international standards							
5C 1 Percentage of community facilities meeting set standards.	64%	80%	85%	90%	100%	100%	100%
<b>Strategic focus area 6: Safety and Security</b>							
<b>6A Foster a safe and secure environment</b>							
Directorate Objective 6.1 Community and youth development programmes directed at personal, traffic and pedestrian safety Directorate Objective 6.2 The improvement of urban design to reduce crime and emergencies Directorate Objective 6.3 The on-going development of the CCTV network to ensure adequate covering of key economic and transport locations as well as crime 'hot spots' Directorate Objective 6.4 Improve law enforcement (traffic policing, licensing services and general law enforcement) through more visible actions Directorate Objective 6.5: Fast, efficient and equitable emergency responses to safeguard and protect life, property, livelihoods and the ever increasing environment from fires and other related emergencies Directorate Objective 6.6: Development of Disaster Risk Assessment and development of pro-active disaster prevention and response plans Directorate Objective 6.7 - Develop and expand the City Emergency Services Public Emergency Call taking Centre to provide a fast and efficient response to emergencies through the implementation of a single emergency number							
6A.1 Percentage adherence to the City Law Enforcement Plan	Plan completed and approved	100% compliance with plan		100% compliance with plan	100% compliance with plan	100% compliance with plan	100% compliance with plan
6A.2 Percentage adherence to the implementation of Disaster Plans according to legislative requirements	Disaster Management Plan as per statutory requirements completed and approved	Disaster Management Plan developed and approved		100% compliance with plan	100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications

CORE OBJECTIVE/INDICATOR	BASELINE 30.6.2007	TARGET 30.6.2008	REVISED AND NEW TARGETS 30.6.2008	TARGET 30.6.2009	TARGET 30.6.2010	TARGET 30.6.2011	TARGET 30.6.2012
<b>Strategic focus area 7: Health, social and community development</b>							
7A Facilitating the development of a healthy and socially inclusive society Directorate Objective 7.1 - Establishment of ECD facilities and partnerships Directorate Objective 7.2 - Provide developmental programmes and events that impact positively on the social fabric of communities and visitors in the City Directorate Objective 7.3 - Promotion of sustainable communities and healthy lifestyles through the promotion of community based sport, recreation and library services, programmes and initiatives. Directorate Objective 7.4 - Implementation of programmes to address the plight of Street People Directorate Objective 7.5 - Provision of effective primary health care services in close collaboration with Provincial Health Services with a special emphasis on maternal and child health care and HIV/AIDS/STI and TB with a focus on Aids orphans Directorate Objective 7.6 - Implementation of the City's Substance Abuse Plan Directorate Objective 7.7 - Provision of effective environmental health services including Air Quality Management and Pollution Control programmes (Including noise pollution).							
7A.1 Number of Child Care facilities upgraded/provided in partnership with governmental and NGOs to promote holistic childhood development.	new	2	0 <sup>N7</sup>	3	4	4	4
7A.2 Number of targeted socio-economic development support programmes	new		0	4	4	4	4
7A.3 Number of street people taken off the street	280	300	180 <sup>N8</sup>	300	300	300	300
7A.4 Number of strategic sporting partnerships and events created maintained and expanded on.	10	12	17 <sup>N9</sup>	19	19	22	24
7A.5 Number of days when air pollution exceeds WHO guidelines	132	144		140	137	135	133
7A.6 Reduction of the infant mortality rate (Number infant deaths per 1000 live births)	21.40	20,6		20	19.5	19.2	19
7A.7 Slow the rate of increase of TB per 100 000 of Cape Town Population	831	980		1040	1090	1120	1140
7A.8 Slow the rate of increase of the City's ante-natal HIV prevalence	15.2%	18.5%		19%	19.3%	19.6%	19.8%
7A.9 Implement a City Substance Abuse Plan	Draft operational Drug and Alcohol Strategy produced.	New	- 1 Substance Abuse Treatment Centre operational. - Strategy finalized. - Relevant staff trained in Matrix Model.	4 Substance Abuse Treatment Centre's operational (dependant on funds).	Compliance with operational Drug and Alcohol Plan.	Compliance with operational Drug and Alcohol Plan.	Compliance with operational Drug and Alcohol Plan.
<b>Strategic focus area 8: Good governance and regulatory reform</b>							
<b>8A Ensuring enhanced service delivery with efficient institutional arrangements</b>							
Directorate Objective 8.1 - Optimise the staff structure, strategies and policies and promote skills development Directorate Objective 8.2 - Enhance service delivery through alternative service delivery mechanisms Directorate Objective 8.3 - Improve the service culture and workplace ethics Directorate Objective 8.4 - Improve the organisational and regulatory environment							
8A.1 Improved turnaround time of tender procurement processes in accordance with procurement plan	7.2 weeks	8 weeks		8 weeks	7 weeks	7 weeks	6 weeks
8A.2 Development of and percentage adherence to the Project Plan for Integrated Spatial Information System to link GIS, LIS and SAP	Analysis of as-is business processes completed	Conceptual design completed - 50% completion of first phase of development and implementation system	Project on hold depending on provision of additional funding in 2008/09 budget <sup>N10</sup>	100% completion of physical design and spatial data framework – 25% completion of system construction and testing (100% of planned 2008/2009 expenditure)	Implementation of system completed.		Delays with projects as tender had to be re-advertised because none of the submitted bids met requirements.
8A.3 Directorate & Departmental Staffing Strategies developed, approved and % implementation of the action plan	100% compliance with plan specifications for year 1	100% compliance with plan specifications for year 1	100% compliance with plan specifications for year 1	90% of current year's action plans implemented and Staffing Strategies for the next Financial Period Developed and approved.	100% compliance with plan specifications for year 1	100% compliance with plan specifications for year 1	100% compliance with plan specifications for year 1
8A.4 Percentage budget spent on implementation of WSP		100%		90%	100%	100%	100%



CORE OBJECTIVE/INDICATOR	BASELINE 30.6.2007	TARGET 30.6.2008	REVISED AND NEW TARGETS 30.6.2008	TARGET 30.6.2009	TARGET 30.6.2010	TARGET 30.6.2011	TARGET 30.6.2012
8A.5 Percentage improvement in the positive employee climate as per annual Culture Climate Survey	New	25%		28%	31%	34%	37%
8A.6 Percentage of capital projects meeting original planned milestones	New	New		80% <sup>N12</sup>	85%	90%	90%
8A.7 Percentage of C3 notification process implemented including geo-coding and correspondence functionality	New	New		100% of C3 notification process implemented including geo-coding and correspond-ence functionality	100% of C3 notifications resolved	100% of C3 notifications resolved	100% of C3 notifications resolved
<b>8 B Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management</b>							
Directorate Objective 8.5 - Management of key financial areas and governance such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management							
8B.1 Net Debtors to Annual Income [Ratio of outstanding service debtors to revenue actually received for services (NKPI)]	21.07%	20%	19.75%	19.70%	19.60%	19.60%	19.50%
8B.2 Debt coverage by own billed revenue (NKPI)	4.51:1	4.31:1	4.50:1	4.50:1	4.45:1	4.45:1	4.40:1
8B.3 Percentage of City's Capital budget spent (NKPI)	77%	95%		95%	97%	98%	98%
8B.4 Percentage of City's operating budget spent	92%	98%	95%	98%	95%	95%	95%
8B.5 Ratio of cost coverage maintained	3.01:1	2.60:1	3.00:1	3.10:1	3.20:1	3.30:1	3.50:1
8B.6 Revenue collected as a percentage of billed amount	99,3%	95,5%		96%	97%	98%	98%
8B.7 Percentage reduction in the number of recurring findings emanating from Internal Audit	New	50%		60%	70%	80%	90%
8B.8 Unqualified Audit from Auditor General	Unqualified audit received from AG	Unqualified audit received from AG		Unqualified audit received from AG	Unqualified audit received from AG	Unqualified audit received from AG	Unqualified audit received from AG
8B.9 Maintain City's credit rating	A1+ (short term) AA- (long term)	A1+ (short term) AA- (long term)	P-1 (short term) Aa2.za (long term)	P-1 (short term) Aa2.za (long term)	P-1 (short term) Aa2.za (long term)	P-1 (short term) Aa2.za (long term)	P-1 (short term) Aa2.za (long term)
8B.10 Percentage annual asset verification process completed		100% completed by 31 May		100% completed by 31 May	100% completed by 31 May	100% completed by 31 May	100% completed by 31 May
<b>8C Establish effective community engagement channels</b>							
Directorate Objective 8.6 - Establishment of representative Ward Participatory Mechanisms							
Directorate Objective 8.7 - Improvement of community satisfaction							
8C.1 Community satisfaction score measured in terms of the Likert scale (1-5)	New	3	Survey completed, Likert score not available yet	3,0	3,2	3,4	3,5

## NOTES:

- N1: Target of R1.16bn was incorrectly captured as R1.6bn
- N2: These changes are expected due to evolving nature of the project and have already been agreed and accepted at National level
- N3: Target adjusted in line with updated City total household statistics projection that has increased from 847 000 to 883 933.
- N4: City decision to review initial milestones following the completion of an in-depth scoping exercise. This has placed the City in a better position to set appropriate milestones to deliver on this key infrastructure project.
- N5: The public engagement process, scheduled to start in August 2007 was postponed because it took longer, and proved to be a more complex exercise than originally anticipated, with a relatively small professional team, to prepare the first technical draft of the 8 district spatial development plans in parallel, where each plan is consistent in content, graphic language etc.
- N6: Deviation required for the following reasons:
- the change in EIA legislation imposes a 12 to 18 month delay in project start dates
  - project managers being appointed but skills shortage is being experienced
- internal organisational issues being addressed in terms of attendance of project managers at subcouncil meetings
  - building capacity of external service providers
  - accreditation of City to administer National Housing Programmes delayed by MEC
- N7: Delays in securing funding and identification of suitable site have implications on ability to commence with calling for tenders to construct facilities. Funding has been identified and will be in the Adjustment Budget for consideration by Council end March 2008. Expected that contractor will be appointed by the end May 2008.
- N8: Certification of service providers who are required to undertake the Bringing and Rehabilitation Programmes before reintegration of Street People were not in place.
- N9: Target adjusted upward because a target of 15 had already been achieved by mid-year 2008.
- N10: Delays with projects as tender had to be re-advertised because none of the submitted bids met requirements.
- N11: Changed as previous target of 92.8% (Based on previous HH count of 847 000). Now 90.83% (Updated HH count).
- N12: Housing target is subject to the City obtaining Accreditation.

## 4.2 2008/2009 Corporate Scorecard

Table 3: 2008/2009 Corporate Scorecard

ALIGNMENT & LINKAGE			OBJECTIVE AND INDICATOR DETAIL		
LINK TO IDP FOCUS AREA & OBJECTIVE	LINK TO LEAD DIRECTORATE	CONTRIBUTING DIRECTORATES FOR CASCADING PURPOSES	OBJECTIVE	INDICATOR	BASELINE (ACTUAL AS AT 30 JUNE 2007)
Shared Economic Growth and Development	Economic & Social Development	-	1A. Create an enabling environment for the economy to grow and become globally competitive.	1A.1 Number of direct job opportunities created (NKPI)	13229
Shared Economic Growth and Development	Economic & Social Development	-	1A. Create an enabling environment for the economy to grow and become globally competitive.	1A.2 Rand Value of direct investment	R 1.16 billion
Shared Economic Growth and Development	Economic & Social Development	-	1A. Create an enabling environment for the economy to grow and become globally competitive.	1A.3 Achieve year on year growth through Destination marketing facilitated through Service Level Agreement with Destination Marketing Organisation	New
Shared Economic Growth and Development	Service Delivery Integration	SDI -URP Utilities TRS Com Dev Housing Econ Dev Health Governance & Interface- VPUU	1A. Create an enabling environment for the economy to grow and become globally competitive.	1A.4 Number of job opportunities created through the expanded Public Works Programme(EPWP), to contribute to the reduction of poverty and unemployment	6204
Shared Economic Growth and Development	Strategy and Planning	-	1A. Create an enabling environment for the economy to grow and become globally competitive.	1A.5 Percentage of development Applications Finalised within statutory Timeframes Project: Land Use Management	New
Shared Economic Growth and Development	Strategy and Planning	-	1A. Create an enabling environment for the economy to grow and become globally competitive.	1A.6 Percentage of development Applications Finalised within statutory Timeframes Project: Building Development Management	New
Shared Economic Growth and Development	Service Delivery Integration	-	1B. Preparations for hosting the FIFA 2010 World Cup in accordance with FIFA's requirements and the City's developmental objectives	1B.1 Adherence to the work stream objectives and programmes of the City's 2010 Business Plan	13% of Stadium completed.
		Strategy and Planning			0% of new Golf Course completed. Awaiting the approval of the Site Dev Plan from the Provincial Minister.
		Transport Safety and Security			Appointment of consultant in procurement phase to do detailed 2010 Transport Operational Plan.
		Strategy and Planning			Conceptualise model for 2010 footprint i.e. Fan Parks, Viewing Sites and Training Venues, in terms of affordability and resources
		-			Percentage compliance with all other work streams in the 2010 Business Plan: 0%
		-			

			TRACKING AND MONITORING				
TARGET 2008 (PROPOSED 2008 BASELINE)	ANNUAL TARGET (BY JUNE 09)	FREQUENCY	QUARTER ENDING 30 SEPT. 2008	QUARTER ENDING 31 DEC. 2008	QUARTER ENDING 31 MARCH 2009	QUARTER ENDING 30 JUNE 2009	GENERAL COMMENT 2008/2009
9500	10 600	Bi-Annually	N/A	7000	N/A	10 600	
R1.16bn <sup>N1</sup>	R1.5bn	Bi-Annually	N/A	R1bn	N/A	R1.5bn	
New	5%	Annually	N/A	N/A	N/A	5%	
12000(excluding the baseline)	12000	Quart	3000	6000	9000	12000	
72%	75%	Quart	75%	75%	75%	75%	
95%	96%	Quart	96%	96%	96%	96%	
40% of Stadium completed. <sup>N2</sup>	75% of Stadium completed, measured in terms of actual construction.	Quart	45% of Stadium completed, measured in terms of actual construction.	50% of Stadium completed, measured in terms of actual construction.	60% of Stadium completed, measured in terms of actual construction.	75% of Stadium completed, measured in terms of actual construction.	
Completion of detailed design and Specification for Green Point Common and Golf Course <sup>N2</sup>	75% of the Green Point Common and Golf Course reconfigured.	Quart	10% of the Green Point Common and Golf Course reconfigured.	20% of the Green Point Common and Golf Course reconfigured.	50% of the Green Point Common and Golf Course reconfigured.	75% of the Green Point Common and Golf Course reconfigured.	
Detailed 2010 Transport Operational Plan 50% complete.	Detailed 2010 Transport Operational Plan 75% complete	Quart	Detailed 2010 Transport Operational Plan 55% complete	Detailed 2010 Transport Operational Plan 60% complete	Detailed 2010 Transport Operational Plan 65% complete	Detailed 2010 Transport Operational Plan 75% complete	
Finalise working model for 2010 footprint i.e. Fan Parks, Viewing Sites and Training Venues, in terms of affordability and resources	Implement and prepare detailed operating plans for 2010 footprint: 75% complete	Quart	Implement and prepare detailed operating plans for 2010 footprint: 30% complete	Implement and prepare detailed operating plans for 2010 footprint: 45% complete	Implement and prepare detailed operating plans for 2010 footprint: 60% complete	Implement and prepare detailed operating plans for 2010 footprint: 75% complete	
Percentage compliance with all other work streams in the 2010 Business Plan: 25%	Percentage compliance with all other work streams in the 2010 Business Plan: 75%	Quart	Percentage compliance with all other work streams in the 2010 Business Plan: 30%	Percentage compliance with all other work streams in the 2010 Business Plan: 45%	Percentage compliance with all other work streams in the 2010 Business Plan: 60%	Percentage compliance with all other work streams in the 2010 Business Plan: 75%	

ALIGNMENT & LINKAGE			OBJECTIVE AND INDICATOR DETAIL		
LINK TO IDP FOCUS AREA & OBJECTIVE	LINK TO LEAD DIRECTORATE	CONTRIBUTING DIRECTORATES FOR CASCADING PURPOSES	OBJECTIVE	INDICATOR	BASELINE (ACTUAL AS AT 30 JUNE 2007)
Shared Economic Growth and Development	Service Delivery Integration	–	1B. Preparations for hosting the FIFA 2010 World Cup in accordance with FIFA's requirements and the City's developmental objectives	1B.2 Completion of process to award Naming Rights for Stadium and appointment of long term Operator to manage Stadium	RFP for Operator advertised.
Sustainable Urban Infrastructure and Services	Utility Services	–	2A. Universal access to basic service	2A.1 Percentage of households with access to basic levels of sanitation (NKPI)	97.9%
Sustainable Urban Infrastructure and Services	Utility Services	–	2A. Universal access to basic service	2A.2 Percentage of households with access to basic level of water (NKPI)	100%
Sustainable Urban Infrastructure and Services	Utility Services	–	2A. Universal access to basic service	2A.3 Percentage of households with access to basic levels of Electricity (NKPI)	91.12%
Sustainable Urban Infrastructure and Services	Utility Services	–	2A. Universal access to basic service	2A.4 Percentage of households with access to basic levels of solid waste removal	99%
Sustainable Urban Infrastructure and Services	Utility Services	–	2B. Conservation of natural resources	2B.1 Percentage reduction in unconstrained water demand	25.5%
Sustainable Urban Infrastructure and Services	Utility Services	–	2B. Conservation of natural resources	2B.2 Percentage compliance with 4 critical DWAF effluent standards (e-coli count, Ammonia content, Oxygen demanding substances, total suspended solids)	81.2%
Sustainable Urban Infrastructure and Services	TRS	Utilities (Scientific Services) Health	2B. Conservation of natural resources	2B.3 Percentage of recreational waters sampling points (i.e. bathing beaches, vleis, lagoons, etc.) complying with applicable Dept of Water Affairs standards.	87%

			TRACKING AND MONITORING				
TARGET 2008 (PROPOSED 2008 BASELINE)	ANNUAL TARGET (BY JUNE 09)	FREQUENCY	QUARTER ENDING 30 SEPT. 2008	QUARTER ENDING 31 DEC. 2008	QUARTER ENDING 31 MARCH 2009	QUARTER ENDING 30 JUNE 2009	GENERAL COMMENT 2008/2009
Initial process to appoint Operator reviewed and amended to include Naming Rights re-tender process completed and adjudication commenced	Naming Rights awarded and Operator appointed	Quart	Tenders received for stadium naming rights and operator	Adjudication process completed for the stadium naming rights and operator. Bid Adjudication Committee resolution in place	Draft agreements in place for the stadium naming rights and operator	Naming Rights awarded and Operator appointed	
96% recalculated with respect to updated City household statistics and functional service points <sup>N3</sup>	97.5%	Quart	96.4%	96.8%	97.1%	97.5%	Baseline adjusted as from 1-Jul-08 to match new City statistics and more reliable functional service point numbers. Uniform delivery rate through Financial Year assumed.
100%	100%	Quart	100%	100%	100%	100%	Maintain service level while improving access in specific settlements and allowing for influx.
91.80%	90.83% <sup>N11</sup>	Quart	90.11%	90.35%	90.59%	90.83%	Based on Updated household count
99%	99%	Quart	99%	99%	99%	99%	
27.4%	27.5%	Quart	27.3%	27.0%	27.2%	27.5%	Seasonal pattern assumed through FY.
79.0%	83%	Quart	80%	81%	82%	83%	
89%	70%	Annual	N/A	N/A	N/A	70%	

ALIGNMENT & LINKAGE			OBJECTIVE AND INDICATOR DETAIL		
LINK TO IDP FOCUS AREA & OBJECTIVE	LINK TO LEAD DIRECTORATE	CONTRIBUTING DIRECTORATES FOR CASCADING PURPOSES	OBJECTIVE	INDICATOR	BASELINE (ACTUAL AS AT 30 JUNE 2007)
Sustainable Urban Infrastructure and Services	Utility Services	–	2B. Conservation of natural resources	2B.4 Percentage Cleanliness of the City (Metropolitan Cleanliness / Photographic index)	61%
Sustainable Urban Infrastructure and Services	Utility Services	–	2B. Conservation of natural resources	2B.5 Percentage of airspace saved in relation to the volume of waste generated	14.73%
Sustainable Urban Infrastructure and Services	Strategy and Planning	–	2B. Conservation of natural resources	2B.6 Phase 2 of implementation of IMEP Review complete, Phase 3 started	Reviewing existing IMEP
Sustainable Urban Infrastructure and Services	Strategy and Planning	–	2B. Conservation of natural resources	2B.7 Implementation of City's Biodiversity Network Strategy	Review of existing biodiversity network strategy. Desktop prioritization of biodiversity network.
Sustainable Urban Infrastructure and Services	Utility Services	TRS	2C. Effective management of City's Infrastructure and Resources	2C.1 Development and implementation of an integrated planned infrastructure maintenance programme in respect of Electricity, Sewerage, Water, Transport, Roads & Stormwater and Solid Waste disposal	New
Energy efficiency for a sustainable future	Strategy and Planning	TRS Utilities	3A. Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption	3A.1 Development of a comprehensive Energy Plan for the City which will establish the objectives, programmes, projects and targets	New
Energy efficiency for a sustainable future	Strategy and Planning	Utilities Econ Dev SDI TRS Health	3A. Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption	3A.2 Development of a comprehensive Climate Change Plan to address the risk to the City's infrastructure, facilities, amenities and impact on the economy	New
Energy efficiency for a sustainable future	Strategy and Planning	Corporate Services	3A. Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption	3A.3 Development of a communication strategy for the conservation of energy and awareness of climate change	New
Energy efficiency for a sustainable future	Strategy and Planning	Service Delivery Integration, Utility Service, Transport Roads and Stormwater	3A. Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption	3A.4 Reduction in energy consumption in the Cape Metropolitan Area below projected unconstrained energy consumption	New
Public Transport Systems	Transport Roads and Stormwater	–	4A. Improve public transport system and services	4A.1 Reduction of average commuter travel time (home to work - peak period - public transport	45min
Public Transport Systems	Transport Roads and Stormwater	–	4A. Improve public transport system and services	4A.2 Increase cumulative kilometres of critical routes with dedicated public transport lanes	45km

			TRACKING AND MONITORING				
TARGET 2008 (PROPOSED 2008 BASELINE)	ANNUAL TARGET (BY JUNE 09)	FREQUENCY	QUARTER ENDING 30 SEPT. 2008	QUARTER ENDING 31 DEC. 2008	QUARTER ENDING 31 MARCH 2009	QUARTER ENDING 30 JUNE 2009	GENERAL COMMENT 2008/2009
67%	70%	Annual	N/A	N/A	N/A	70%	Affected departments: SWM, Water & Sanitation, City Parks, Roads & Stormwater, Housing
14.5%	15%	Quart	14.6%	14.7%	14.85%	15%	
Revised IMEP approved by Council and implemented	IMEP Strategies Implementation started (Phase 3)	Quart	Existing By-laws and policy reviewed (Phase 2)	Environmental Agenda submitted to Council for approval (Phase 2)	All Environmental Strategies incorporated into ED's and Directors Scorecards (Phase 2)	IMEP Strategies Implementation started (Phase 3)	
Preparation of revised Biodiversity Network Strategy. Complete ground-truthing of biodiversity network including freshwater layer.	Detailed action plans for Biodiversity Network implementation completed. Roles and responsibility of line departments identified. Council support for action plans with budgets	Quart	New prioritisation of Biodiversity Network started.	New prioritisation completed.	Detailed action plans for Biodiversity network drafted. Budget drafted. Biodiversity network approved by Council.	Detailed action plans for Biodiversity Network implementation completed. Roles and responsibility of line departments identified. Council support for action plans with budgets	
100% completion of draft infrastructure maintenance plans <sup>M4</sup>	75% completion of established Asset Management register for Major Infrastructure Departments	Quart	15% completion of established Asset Management register for Major Infrastructure depts.	35% completion of established Asset Management register for Major Infrastructure depts.	55% completion of established Asset Management register for Major Infrastructure depts.	75% completion of established Asset Management register for Major Infrastructure Departments	
Initial draft of Energy Plan completed with objectives, programmes, projects and targets scoped	Targets to be extracted from Energy Plan - not yet determined.	Quart	Targets to be extracted from Energy Plan - not yet determined.	Targets to be extracted from Energy Plan - not yet determined.	Targets to be extracted from Energy Plan - not yet determined.	Targets to be extracted from Energy Plan - not yet determined.	
New	Detailed draft plan of action for Climate Change adaptation completed - budgets identified and motivated for.	Quart	Work stream defined and relevant staff members and political members committed.	Development of detailed climate change plan of action started	Development of draft climate change plan of action in progress	Detailed draft plan of action for Climate Change adaptation completed - budgets identified and motivated for.	
New	Communication strategy implemented.	Quart	Work stream defined and relevant staff members and political members committed.	Development of communication strategy started	Draft communication strategy in place. Implementation started	Communication strategy implemented.	
New	Reduction of 10% in energy consumption below projected unconstrained energy consumption	Quart	Reduction of 10% in energy consumption below projected unconstrained energy consumption	Reduction of 10% in energy consumption below projected unconstrained energy consumption	Reduction of 10% in energy consumption below projected unconstrained energy consumption	Reduction of 10% in energy consumption below projected unconstrained energy consumption	
40 min	38 min	Annual	N/A	N/A	N/A	38 min	
5km on baseline	12km on baseline	Annual	N/A	N/A	N/A	12km on baseline	

ALIGNMENT & LINKAGE			OBJECTIVE AND INDICATOR DETAIL		
LINK TO IDP FOCUS AREA & OBJECTIVE	LINK TO LEAD DIRECTORATE	CONTRIBUTING DIRECTORATES FOR CASCADING PURPOSES	OBJECTIVE	INDICATOR	BASELINE (ACTUAL AS AT 30 JUNE 2007)
Public Transport Systems	Transport Roads and Stormwater	–	4A. Improve public transport system and services	4A.3 Progressive evolution towards a single point of authority for transport	Intergovernmental Transport Agreement drafted
Integrated Human Settlements	Housing	Utility Services, Econ Soc Dev (Environment), Comm Dev, Health, Strategy & Planning (Property)	5A. Improve and develop Integrated Human Settlements	5A.1 100% adherence to Integrated Human Development programme	Framework plan approved
Integrated Human Settlements	Strategy and Planning	–	5A. Improve and develop Integrated Human Settlements	5A.2 Percentage completion of the Spatial Development Framework (SDF) and District Spatial Development Plans (SDP's)	15% Approvals to proceed with preparation of plans in place. City's intention to prepare the plans advertised to the public. First internal drafts of plans prepared.
Integrated Human Settlements	Housing	–	5B. Delivery of housing opportunities	5B.1 Number of new housing opportunities provided per year	7519
Integrated Human Settlements	Housing	SDI Utilities Comm Dev Econ Soc Dev Health Strat & Plan	5B. Delivery of housing opportunities	5B.2 100% implementation of informal Settlement Upgrade programme	Framework plan approved (including essential services)
Integrated Human Settlements	Community Development	–	5C. Provision of equitable community facilities and services across the city.	5C.1 Percentage of community facilities meeting set standards	64%
Safety and Security	Safety and Security	S&S Econ Soc Dev SDI (URP) TRS Corp Serv (Events)	6A. Foster a safe and secure environment	6A.1 Percentage adherence to the City Law Enforcement Plan	Plan completed and approved
Safety and Security	Safety and Security	TRS Corp Serv (Events & Com)	6A. Foster a safe and secure environment	6A.2 Percentage adherence to the implementation of Disaster Plans according to legislative requirements	Disaster Management Plan as per statutory requirements completed and approved
Health, social and community development	Economic & Social Development	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.1 Number of Child Care facilities upgraded/provided in partnership with governmental and NGOs to promote holistic childhood development.	New



			TRACKING AND MONITORING				
TARGET 2008 (PROPOSED 2008 BASELINE)	ANNUAL TARGET (BY JUNE 09)	FREQUENCY	QUARTER ENDING 30 SEPT. 2008	QUARTER ENDING 31 DEC. 2008	QUARTER ENDING 31 MARCH 2009	QUARTER ENDING 30 JUNE 2009	GENERAL COMMENT 2008/2009
MPTAC (metropolitan public transport advisory council) approved by Council	Transport authority fully operational	Quart	Metropolitan Public Transport Advisory Council established	Transport Authority (TA) business plan reviewed and aligned with new legislation and public transport strategies (e.g. NLT Bill)	Reviewed TA Business Plan submitted to MPTAC for comment before submission to Council	Transport authority fully operational	
100% programme compliance	100% compliance with plan specifications	Quart	100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications	
30% 1st round of public meetings on preparation of SDF completed. Portfolio Committee endorsement of vision, principles, issues and strategic goals obtained. Draft of SDF underway. Draft 1 of District Spatial Development Plans reviewed internally and prepared for public scrutiny	90% City SDF and District SDP's completed and submitted to Provincial Government Western Cape (PGWC) for approval.	Quart	50% Draft City SDF & District SDPs completed and put out for public scrutiny. A communication strategy and strategy for the second round of public participation in place	60% 2nd round of public meetings concluded, draft plans being revised for submission to Portfolio Committee in 2009	70% Draft City SDF & 8 District SDP's approved by Portfolio Committee for submission to PGWC for provisional inspection	90% City SDF and District SDP's completed and submitted to PGWC for approval.	
6000 <sup>N6</sup>	9900	Quart	1500	3500	6000	9900	
100% programme compliance	100% compliance with plan specifications	Quart	100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications	100% compliance with plan specifications	
80%	90%	Quart	85%	86%	88%	90%	
100% compliance with plan	100% compliance with plan	Quart	100% compliance with plan	100% compliance with plan	100% compliance with plan	100% compliance with plan	
Disaster Management Plan developed and approved	100% compliance with plan	Quart	25% compliance with plan	50% compliance with plan	75% compliance with plan	100% compliance with plan	
0 <sup>N7</sup>	3	Quart	2 sites ready Specs ready for 3 sites	tender ready for 3 facilities	3 sites ready Contractors appointed. Construction started	3	2 Creches in Happy Valley 1 Creche in Phillipi

ALIGNMENT & LINKAGE			OBJECTIVE AND INDICATOR DETAIL		
LINK TO IDP FOCUS AREA & OBJECTIVE	LINK TO LEAD DIRECTORATE	CONTRIBUTING DIRECTORATES FOR CASCADING PURPOSES	OBJECTIVE	INDICATOR	BASELINE (ACTUAL AS AT 30 JUNE 2007)
Health, social and community development	Economic & Social Development	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.2 Number of targeted socio-economic development support programmes	New
Health, social and community development	Economic & Social Development	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.3 Number of street people taken off the street	280
Health, social and community development	Community Development	Econ Soc Dev CS (Events/Com)	7A. Facilitating the development of a healthy and socially inclusive society	7A.4 Number of strategic sporting partnerships and events created maintained and expanded on.	10
Health, social and community development	Health	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.5 Number of days when air pollution exceeds WHO guidelines	132
Health, social and community development	Health	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.6 Reduction of the infant mortality rate (Number infant deaths per 1000 live births)	21.4
Health, social and community development	Health	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.7 Slow the rate of increase of TB per 100 000 of Cape Town Population	831
Health, social and community development	Health	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.8 Slow the rate of increase of the City's ante-natal HIV prevalence	15.2%
Health, social and community development	Health	–	7A. Facilitating the development of a healthy and socially inclusive society	7A.9 Implement a City Substance Abuse Plan	Draft operational Drug and Alcohol Strategy produced
Good Governance and Regulatory Reform	Finance	–	8A. Ensuring enhanced service delivery with efficient institutional arrangements	8A.1 Improved turnaround time of tender procurement processes in accordance with procurement plan	7.2 weeks
Good Governance and Regulatory Reform	Strategy and Planning	Finance (Revenue, Valuations) Economic & Social Development (Property Mgmt) Housing	8A. Ensuring enhanced service delivery with efficient institutional arrangements	8A.2 Development of and percentage adherence to Project Plan for Integrated Spatial Information System to link GIS, LIS and SAP	Analysis of as-is business processes completed
Good Governance and Regulatory Reform	Corporate Services	All	8A. Ensuring enhanced service delivery with efficient institutional arrangements	8A.3 Directorate & Departmental Staffing Strategies developed, approved and % implementation of the action plan	
Good Governance and Regulatory Reform	Corporate Services	All	8A. Ensuring enhanced service delivery with efficient institutional arrangements	8A.4 Percentage budget spent on implementation of WSP	
Good Governance and Regulatory Reform	Corporate Services	All	8A. Ensuring enhanced service delivery with efficient institutional arrangements	8A.5 Percentage improvement in the positive employee climate as per annual Culture Climate Survey	New

			TRACKING AND MONITORING				
TARGET 2008 (PROPOSED 2008 BASELINE)	ANNUAL TARGET (BY JUNE 09)	FREQUENCY	QUARTER ENDING 30 SEPT. 2008	QUARTER ENDING 31 DEC. 2008	QUARTER ENDING 31 MARCH 2009	QUARTER ENDING 30 JUNE 2009	GENERAL COMMENT 2008/2009
0	4	Quart	4 Programmes finalised	50% implementation of 4 Programmes	75% implementation of Programmes	4	ECD Skills Development Programme, Gender Awareness Programme, Youth Entrepreneurial & Leadership Programme, Training of Local Drug action Committees
180 <sup>N8</sup>	300	Quart	Contracted NGO's to do rehabilitation program. SLA's	150	225	300	Rehabilitation & Reintegration
17 <sup>N9</sup>	19	Quart	3	8	15	19	
144	140	Quart	35	70	105	140	
20.6	20	Bi-Annual	N/A	20.30	N/A	20	
980	1 040	Bi-Annual	N/A	1 010	N/A	1 040	
18.5%	19%	Quart	19%	19%	19%	19%	
- 1 Substance Abuse Treatment Centre operational. - Strategy finalized. - Relevant staff trained in Matrix Model.	4 Substance Abuse Treatment Centre's operational (dependant on funds).	Quart	0	0	2 Substance Abuse Treatment Centre's operational (dependant on funds).	4 Substance Abuse Treatment Centre's operational (dependant on funds).	
8 weeks	8 weeks	Quart	8 weeks	8 weeks	8 weeks	8 weeks	
Project on hold pending provision of additional funding in 2008/09 budget <sup>N10</sup>	100% completion of Physical Design and Spatial Data Framework 25% completion of System Construction and Testing	Quart	Conceptual design completed	Physical analysis & Logical Design completed. -Proposal Assessment 25% of Physical Design & Spatial Data Framework completed	80% completion of Physical Design and Spatial Framework	100% completion of Physical Design and Spatial Data Framework 25% completion of System Construction and Testing	System Implementation to be completed by February 2010.
	90% of current year's action plans implemented and Staffing Strategies for the next Financial Period Developed and approved.	Quart	Action plan developed and approved and 25% of action plans implemented	50% of action plans implemented	75% of action plans implemented	90% of current year's action plans implemented and Staffing Strategies for the next Financial Period Developed and approved.	
	90%	Quart	30%	50%	70%	90%	
25% (International Norm 41%)	28%	Quart	N/A	N/A	28%	28%	

ALIGNMENT & LINKAGE			OBJECTIVE AND INDICATOR DETAIL		
LINK TO IDP FOCUS AREA & OBJECTIVE	LINK TO LEAD DIRECTORATE	CONTRIBUTING DIRECTORATES FOR CASCADING PURPOSES	OBJECTIVE	INDICATOR	BASELINE (ACTUAL AS AT 30 JUNE 2007)
Good Governance and Regulatory Reform	SDI	All	8A. Ensuring enhanced service delivery with efficient institutional arrangements	8A.6 Percentage of capital projects meeting original planned milestones	New
Good Governance and Regulatory Reform	SDI	All	8A. Ensuring enhanced service delivery with efficient institutional arrangements	8A.7 Percentage of C3 notification process implemented including geo-coding and correspondence functionality	New
Good Governance and Regulatory Reform	Finance	–	8B. Management of key financial areas such as income control, cash flow, indigent support, alternative income opportunities, asset management and risk management	8B.1 Net Debtors to Annual Income [Ratio of outstanding service debtors to revenue actually received for services (NKPI)]	21.07%
Good Governance and Regulatory Reform	Finance	–	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.2 Debt coverage by own billed revenue (NKPI)	4.51:1
Good Governance and Regulatory Reform	Finance	All	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.3 Percentage of City's Capital budget spent (NKPI)	77%
Good Governance and Regulatory Reform	Finance	All	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.4 Percentage of City's operating budget spent	92%
Good Governance and Regulatory Reform	Finance	–	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.5 Ratio of cost coverage maintained	3.01:1
Good Governance and Regulatory Reform	Finance	–	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.6 Revenue collected as a percentage of billed amount	99%
Good Governance and Regulatory Reform	Internal Audit	All	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.7 Percentage reduction in the number of recurring findings emanating from Internal Audit	New

			TRACKING AND MONITORING				
TARGET 2008 (PROPOSED 2008 BASELINE)	ANNUAL TARGET (BY JUNE 09)	FREQUENCY	QUARTER ENDING 30 SEPT. 2008	QUARTER ENDING 31 DEC. 2008	QUARTER ENDING 31 MARCH 2009	QUARTER ENDING 30 JUNE 2009	GENERAL COMMENT 2008/2009
New	80% <sup>N12</sup>	Quart	80% <sup>N12</sup>	80% <sup>N12</sup>	80% <sup>N12</sup>	80% <sup>N12</sup>	
New	100% of C3 notification process implemented including geo- coding and correspondence functionality	Quart	25% of process implemented - (Identification of driver within the directorate, adoption of a directorate implementation plan)	50% of process implemented - (Train and develop role players)	75% of process implemented - (All C3 works centres within Directorate fully operationalised and managing service request through the system)	100% of C3 notification process implemented including geo- coding and correspondence functionality (Statistics drawn and shared at management meetings)	
19.75%	19.70%	Annual	Actual only after year-end.	Actual only after year-end.	Actual only after year-end.	19.70%	
4.31:1	4.50:1	Annual	Actual only after year-end.	Actual only after year-end.	Actual only after year-end.	4.50:1	
95%	95%	Quart	19%	42%	68%	95%	
95%	98%	Quart	19%	42%	65%	98%	
3.00:1	3.10:1	Annual	Actual only after year-end.	Actual only after year-end.	Actual only after year-end.	3.10:1	
96%	96%	Quart	96%	96%	96%	96%	
50%	60%	Quart	60%	60%	60%	60%	

ALIGNMENT & LINKAGE			OBJECTIVE AND INDICATOR DETAIL		
LINK TO IDP FOCUS AREA & OBJECTIVE	LINK TO LEAD DIRECTORATE	CONTRIBUTING DIRECTORATES FOR CASCADING PURPOSES	OBJECTIVE	INDICATOR	BASELINE (ACTUAL AS AT 30 JUNE 2007)
Good Governance and Regulatory Reform	Finance	-	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.8 Unqualified Audit from Auditor General	Unqualified audit received from AG
Good Governance and Regulatory Reform	Finance	-	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.9 Maintain City's credit rating	A1 + (short term) AA- (long term)
Good Governance and Regulatory Reform	Finance	All	8B. Management of key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	8B.10 Percentage annual asset verification process completed	
Good Governance and Regulatory Reform	Strategy and Planning	-	8C. Establish effective community engagement channels	8C.1 Community satisfaction score measured in terms of the Likert scale (1-5)	New

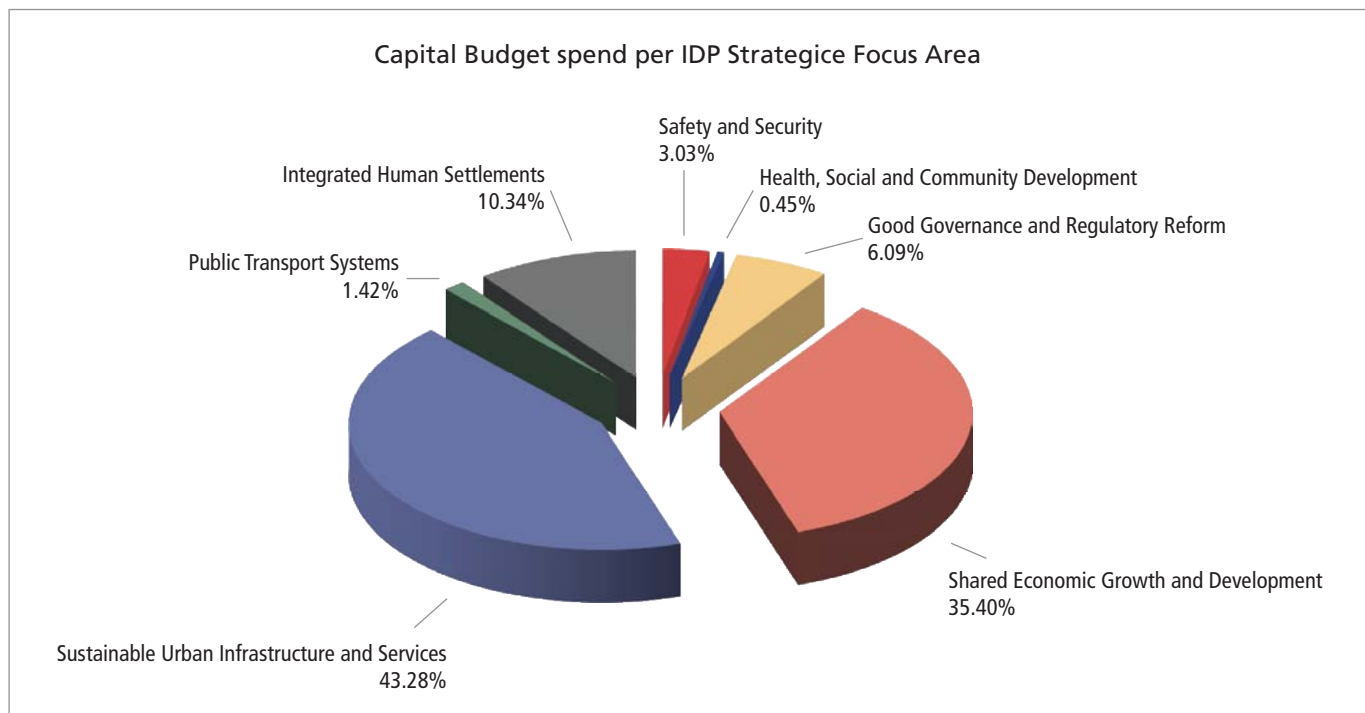
## NOTES:

- N1: Target of R1.16bn was incorrectly captured as R1.6bn
- N2: These changes are expected due to evolving nature of the project and have already been agreed and accepted at National level
- N3: Target adjusted in line with updated City total household statistics projection that has increased from 847 000 to 883 933.
- N4: City decision to review initial milestones following the completion of an in-depth scoping exercise. This has placed the City in a better position to set appropriate milestones to deliver on this key infrastructure project.
- N5: The public engagement process, scheduled to start in August 2007 was postponed because it took longer, and proved to be a more complex exercise than originally anticipated, with a relatively small professional team, to prepare the first technical draft of the 8 district spatial development plans in parallel, where each plan is consistent in content, graphic language etc.
- N6: Deviation required for the following reasons:
- the change in EIA legislation imposes a 12 to 18 month delay in project start dates
  - project managers being appointed but skills shortage is being experienced
  - internal organisational issues being addressed in terms of attendance of project managers at subcouncil meetings
  - building capacity of external service providers
  - accreditation of City to administer National Housing Programmes delayed by MEC
- N7: Delays in securing funding and identification of suitable site have implications on ability to commence with calling for tenders to construct facilities. Funding has been identified and will be in the Adjustment Budget for consideration by Council end March 2008. Expected that contractor will be appointed by the end May 2008.
- N8: Certification of service providers who are required to undertake the Bringing and Rehabilitation Programmes before reintegration of Street People were not in place.
- N9: Target adjusted upward because a target of 15 had already been achieved by mid-year 2008.
- N10: Delays with projects as tender had to be re-advertised because none of the submitted bids met requirements.
- N11: Changed as previous target of 92.8% (Based on previous HH count of 847 000). Now 90.83% (Updated HH count).
- N12: Housing target is subject to the City obtaining Accreditation.

			TRACKING AND MONITORING				
TARGET 2008 (PROPOSED 2008 BASELINE)	ANNUAL TARGET (BY JUNE 09)	FREQUENCY	QUARTER ENDING 30 SEPT. 2008	QUARTER ENDING 31 DEC. 2008	QUARTER ENDING 31 MARCH 2009	QUARTER ENDING 30 JUNE 2009	GENERAL COMMENT 2008/2009
Unqualified audit received from AG	Unqualified audit received from AG	Annual	Not available. Only Nov 2008	Unqualified audit report	Completed	Unqualified audit received from AG	
P-1 (short term) Aa2.za (long Term)	P-1 (short term) Aa2.za (long Term)	Annual	Not available. Only in 3rd Quarter.	Not available. Only in 3rd Quarter.	P-1 (short term) Aa2.za (long Term)	P-1 (short term) Aa2.za (long Term)	
	100% completed by 31 May	Annual	N/A	N/A	N/A	100% completed by 31 May	
Survey completed, Likert score not available yet	3	Annual	Tender advertised Consultant appointed	Fieldwork completed	Project completed	3	

## 5. THREE YEAR CAPITAL PLAN

The capital budget spending per Strategic focus area (SFA) is depicted in the graph below. The detail of the capital plan is reflected in the City's Budget for 2008/2009 – 2010/2011.



The major portion of the capital budget will be spent on upgrading the City's infrastructure and on Shared Economic Growth and Development. Spending on Public Transport infrastructure forms part of the Sustainable Urban Infrastructure and Services, and the Shared Economic Growth and Development IDP SFAs. This explains why the Public Transport System SFA appears to be low.

Figure 2: Capital Budget spend per IDP Strategic Focus Area



## IDP PER STRATEGIC FOCUS AREA AND OBJECTIVE

CAPITAL BUDGET 2008/2009 – 2010/2011

Table 4: Three year Capital Budget by IDP Strategic Focus Area and Directorate Objective

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	BUDGET 2008-2009 R	BUDGET 2009-2010 R	BUDGET 2010-2011 R
Shared Economic Growth and Development	Drive development facilitation to proactively assist investors and those wanting to set up/expand businesses in Cape Town	7,773,844	2,931,579	3,508,772
	Develop new and strengthen existing partnerships	2,500,000	4,000,000	3,070,175
	Grow and strengthen the City's tourism capability	2,077,193	1,350,000	0
	Develop and grow LED and particularly SMME opportunities	13,243,860	15,662,983	2,554,386
	Prioritise skills development based on the needs of the local economy	1,373,000	6,200,000	10,122,983
	Prepare for hosting of the FIFA 2010 World Cup in the City of Cape Town in accordance with FIFA's requirements and the City's developmental objectives	1,356,849,163	1,026,944,366	26,776,754
	<b>SUB-TOTAL</b>	<b>1,383,817,060</b>	<b>1,057,088,928</b>	<b>46,033,070</b>
Sustainable Urban Infrastructure and Services	Reduce backlogs in line with national objectives for basic services	61,450,000	69,750,000	79,925,000
	Conserving biodiversity and improving quality living environments through greening, education and access	12,233,130	10,046,491	10,723,684
	Develop demand management programmes for water, electricity, waste and transport and reduce attendant pollutants	223,676,000	303,215,000	291,645,000
	Reduce impact of flooding on community livelihoods and regional economies	10,100,000	20,800,000	21,000,000
	Safeguard human health, protect natural aquatic environments, and improve and maintain recreational water quality	42,760,300	43,500,000	38,000,000
	Manage and maintain the City's beach nodes	938,596	438,596	1,000,000
	Large or bulk infrastructure programmes that are essential must receive priority	1,151,693,552	1,341,216,514	1,601,021,196
	Develop an integrated programme approach to infrastructure and service planning and budgeting	188,979,768	82,243,601	72,200,000
<b>SUB-TOTAL</b>	<b>1,691,831,346</b>	<b>1,871,210,202</b>	<b>2,115,514,880</b>	
Public Transport Systems	Improve public transport services and secure new investment in Transport infrastructure	54,463,695	107,386,386	50,318,386
	Promote non-motorised transport (NMT)	877,194	1,754,386	0
	<b>SUB-TOTAL</b>	<b>55,340,889</b>	<b>109,140,772</b>	<b>50,318,386</b>
Integrated Human Settlements	Transform dormitory suburbs into areas which support a greater mix of land uses, offer a range of amenities and are socially mixed facilities	22,928,686	27,355,263	31,403,071
	Development of new housing opportunities	230,888,207	469,289,917	321,774,351
	Increase rental stock through social housing partnerships	21,690,000	19,340,000	9,250,000
	Redress land ownership inequities by providing Housing based on Restitution claim settlements	2,218,000	11,590,000	2,500,000
	Develop and implement community services facility provision master plan	1,600,000	1,000,000	1,000,000
	Improve service delivery standards towards comparable international standards	124,899,228	114,313,758	113,321,930
	<b>SUB-TOTAL</b>	<b>404,224,121</b>	<b>642,888,938</b>	<b>479,249,352</b>
Safety and Security	Community and youth development programmes directed at personal, traffic and pedestrian safety	4,712,050	2,235,900	3,500,000
	The improvement of urban design to reduce crime and emergencies	0	550,000	0
	The on-going development of the CCTV network to ensure adequate covering of key economic and transport locations as well as crime "hot spots"	5,775,275	4,471,906	6,000,000
	Improve law enforcement (traffic policing, licensing services and general law enforcement) through more visible actions	31,337,101	42,328,258	34,911,430
	Fast, efficient and equitable emergency responses to safeguard and protect life, property, livelihoods and the ever increasing environment from fires and other related emergencies	64,950,384	13,620,415	13,439,526
	Development of Disaster Risk Assessment and development of pro-active disaster prevention and response plans	6,315,598	7,951,754	200,000
	Develop and expand the City Emergency Services Public Emergency Call taking Centre to provide a fast and efficient response to emergencies through the implementation of a single emergency number	5,227,070	4,629,868	5,280,912
<b>SUB-TOTAL</b>	<b>118,317,478</b>	<b>75,788,101</b>	<b>63,331,868</b>	

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	BUDGET 2008-2009 R	BUDGET 2009-2010 R	BUDGET 2010-2011 R
Health, social and community development	Establishment of ECD facilities and partnerships	1,450,000	3,000,000	6,200,000
	Provide developmental programmes and events that impact positively on the social fabric of communities and visitors in the City	650,000	1,089,886	3,700,000
	Provision of effective primary health care services in close collaboration with Provincial Health Services with a special emphasis on maternal and child health care and HIV/AIDS/STI and TB with a focus on Aids orphans	13,703,131	10,082,214	9,858,247
	Provision of effective environmental health services including Air Quality Management and Pollution Control programmes (Including noise pollution)	1,845,000	1,090,000	2,000,000
	<b>SUB-TOTAL</b>	<b>17,648,131</b>	<b>15,262,100</b>	<b>21,758,247</b>
Good Governance and Regulatory Reform	Optimise the staff structure, strategies and policies and promote skills development	500,000	500,000	450,000
	Enhance service delivery through alternative service delivery mechanisms	25,810,407	29,568,402	26,680,000
	Improve the organisation and regulatory environment	154,182,591	62,440,285	38,957,981
	Management of key financial areas and governance such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management	22,490,180	20,569,870	20,112,700
	Establishment of representative Ward Participatory Mechanisms	23,730,000	31,500,000	31,500,000
	Improvement of community satisfaction	11,200,000	11,200,000	11,200,000
<b>SUB-TOTAL</b>	<b>237,913,178</b>	<b>155,778,557</b>	<b>128,900,681</b>	
<b>GRAND TOTAL</b>	<b>3,909,092,203</b>	<b>3,927,157,598</b>	<b>2,905,106,484</b>	

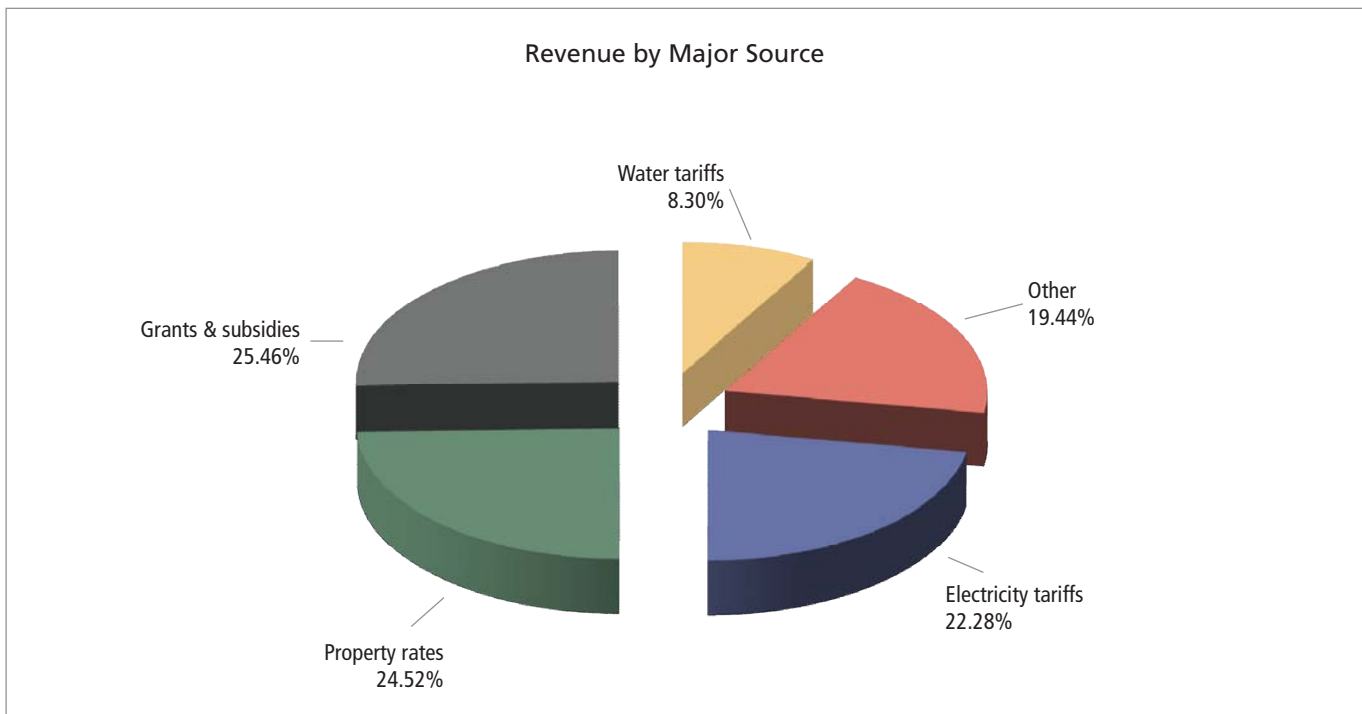
## 6. REVENUE AND EXPENDITURE PROJECTIONS

This section contains the financial information as required of the SDBIP.

- Monthly projections of revenue collected by source
- Monthly projections of expenditure and revenue by vote (department)

### 6.1 Monthly Projections of Revenue by Source

The expected percentage income from Major Sources of revenue is depicted in the chart below.



The other Revenue by Source depicted as 19.44% in the graph consists of:

Fines  
Rental of facilities and equipment  
Interest earned - external investments  
Refuse tariffs  
Sanitation tariffs  
Interest earned - outstanding debtors  
Licenses and permits

Figure 3: 2008/2009 Revenue by Major Source

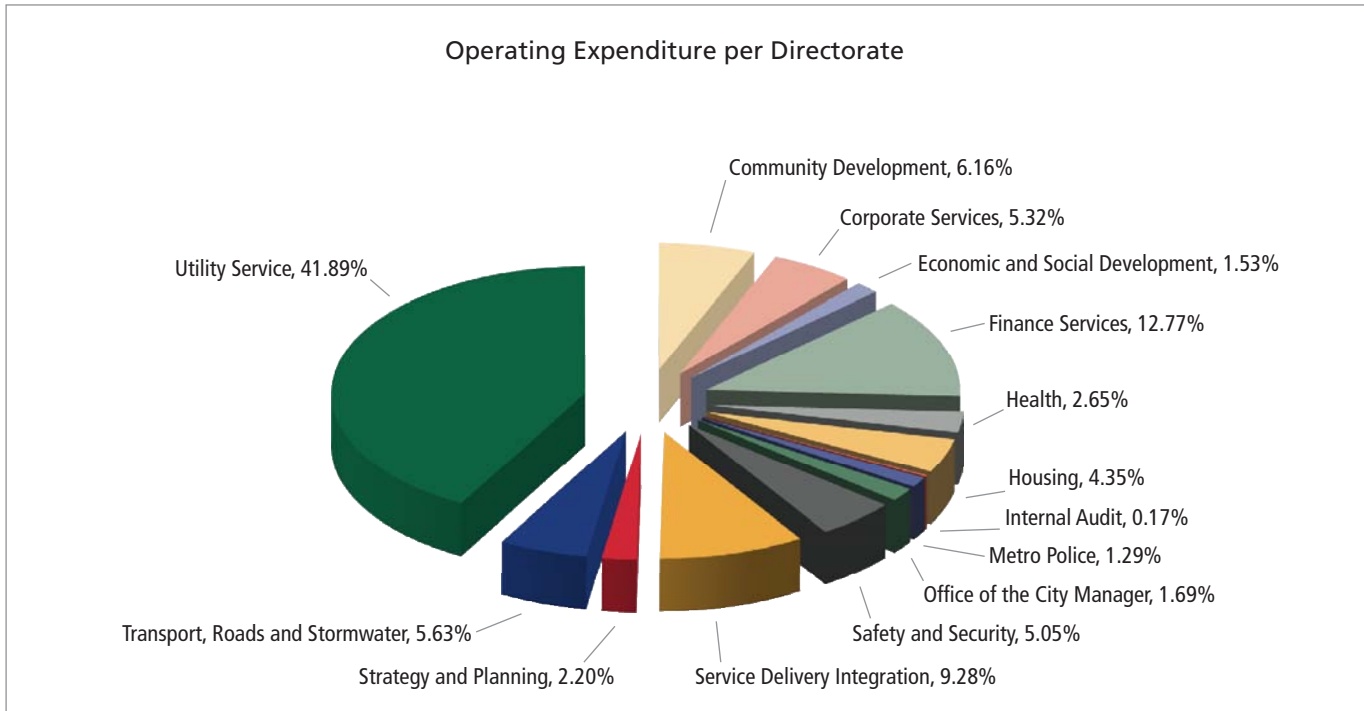
## Table of Monthly Projections of Revenue by Source

Table 5: Monthly Projections of Revenue by Source

CATEGORY DESCRIPTION	JUL 08	AUG 08	SEPT 08	OCT 08	NOV 08	DEC 08	JAN 09
	R	R	R	R	R	R	R
Property Rates	-1079433919	-214965503	-214965503	-222642842	-245674861	-237997521	-245674861
Refuse Charges - Fixed	-36776865	-38547269	-39217767	-39217767	-38439917	-38439917	-38439917
Refuse Charges - Valuation Derived	0	0	0	0	0	0	0
Refuse - Cleaning Fees	-536826	-4192274	-5889827	-5457906	-5457906	-5457906	-5457906
Sewerage Sales - Domestic Cluster	-25393238	-25393238	-26088943	-28871764	-31306732	-27828206	-34089553
Sewerage Sales - Domestic Full	0	0	0	0	0	0	0
Sewerage Sales - Industrial/Commercial	-26984356	-26984356	-27723653	-30680843	-33268384	-29571897	-36225574
Water Sales - Bulk Tariff	-2171076	-2171076	-2171076	-2171076	-2171076	-2171076	-2171076
Water Sales - Domestic Full	-76295336	-81298309	-87552025	-93805742	-106313174	-106313174	-135080268
Water Research Levy	0	0	0	-209434	-83774	-83774	-83774
Electricity Sales-Credit Meters	-193747880	-204976600	-208063730	-190496500	-185067770	-191537090	-195748060
Electricity-Prepaid	-57985500	-104361520	-84252980	-82216960	-96772680	-73777090	-80757070
Electricity Sales- Public Lighting	-33700	-33520	-33480	-87890	-61390	-48850	-21410
Availability/Basic Charges	-21497562	-25323392	-24708842	-23292602	-25255502	-23463892	-26488612
Other User Charges	-15596758	-18953109	-15637329	-15828664	-16059092	-16574832	-17458917
Rent on Facilities and Equipment	-1929990	-1929989	-1929990	-1929990	-1929988	-1929991	-1929989
Rental Agreements	-18765307	-18765307	-18689753	-18689753	-18689753	-18692116	-18689753
Fines	-14249775	-14249878	-14249831	-14249878	-14249878	-14249878	-14249878
Licences and Permits	-2770225	-2770225	-2770225	-2770225	-2770225	-2770225	-2770225
Agency Income - Provincial	-916090	-18416090	-9666090	-9666090	-9666090	-9666090	-9666090
Other Income	-10421238	-10134528	-10134908	-10134866	-10142724	-12232524	-12232523
Profit on Sale Of Assets	-3149461	-3149461	-3649461	-3149461	-3149461	-3649461	-3982794
Capital, Grants and Donations	-166654560	-174460114	-193761431	-197314752	-218330222	-152052164	-143445290
Grants & Subsidies (Conditional)	-14792393	-11953702	-16543703	-25532393	-20553702	-21053703	-19291420
Grants & Subsidies (Unconditional)	-150564181	-150564181	-150564181	-150564181	-150564181	-150564181	-150564181
MIDS / CIDS	-4782806	-4782806	-4782806	-4782806	-4782806	-4782806	-4782806
Penalties Imposed	-5000000	-5000000	-5000000	-5000000	-5000000	-5000000	-5000000
Interest Earned - External Investments	-22833700	-22833700	-22833700	-22833700	-22833700	-22833700	-22833700
Interest Earned - External Investments Housing	-2900000	-2900000	-2900000	-2900000	-2900000	-2900000	-2900000
Interest Earned - Outstanding Debtors	-12373744	-12373744	-12373744	-12373744	-12373744	-12373744	-12373744
<b>TOTAL</b>	<b>-1968556485</b>	<b>-1201483889</b>	<b>-1206154978</b>	<b>-1216871829</b>	<b>-1283868731</b>	<b>-1188015806</b>	<b>-1242409390</b>

CATEGORY DESCRIPTION	FEB 09	MARCH 09	APRIL 09	MAY 09	JUNE 09	TOTAL
	R	R	R	R	R	R
Property Rates	-245674861	-245674861	-245674861	-245674861	-271777815	-3715832267
Refuse Charges - Fixed	-38439917	-38439917	-38439917	-38439917	-38439917	-461279001
Refuse Charges - Valuation Derived	0	0	0	0	0	-
Refuse - Cleaning Fees	-5457906	-5457906	-5457906	-5441506	-5274605	-59540378
Sewerage Sales - Domestic Cluster	-30958880	-30958880	-34437405	-29915322	-22610418	-347852579
Sewerage Sales - Domestic Full	0	0	0	0	0	-
Sewerage Sales - Industrial/Commercial	-32898735	-32898735	-36595222	-31789789	-24027166	-369648709
Water Sales - Bulk Tariff	-2171076	-2171076	-2171076	-2171076	-2171076	-26052913
Water Sales - Domestic Full	-125074322	-117569863	-120071349	-107563917	-93805742	-1250743221
Water Research Levy	-83774	-83774	-83774	-83774	-72199	-868048
Electricity Sales-Credit Meters	-214391550	-182433630	-213714070	-202193870	-209653081	-2392023831
Electricity-Prepaid	-71940410	-80210760	-81220520	-86313830	-138386790	-1038196110
Electricity Sales- Public Lighting	-61650	-61650	-61650	-61650	-61650	-628490
Availability/Basic Charges	-25247562	-23088732	-25032762	-24990421	-27782621	-296172499
Other User Charges	-16353814	-16867553	-15801787	-16022785	-15497470	-196652111
Rent on Facilities and Equipment	-1929988	-1929990	-1929990	-1929988	-1929990	-23159874
Rental Agreements	-18689753	-18689753	-18689753	-18689753	-18689773	-224430527
Fines	-14249878	-14249878	-14249878	-14249878	-14249878	-170998386
Licences and Permits	-2770225	-2770225	-2770225	-2754946	-2754946	-33212140
Agency Income - Provincial	-9666090	-9666090	-9666090	-9666090	-9666090	-115993082
Other Income	-12232546	-12232523	-12232461	-12232484	-13839910	-138203234
Profit on Sale Of Assets	-3149461	-3649461	-3149461	-3149461	-4816128	-41793530
Capital, Grants and Donations	-166686916	-133546784	-82932130	-86984177	-109247419	-1825415959
Grants & Subsidies (Conditional)	-22582730	-22334470	-25409973	-21712730	-66362851	-288123770
Grants & Subsidies (Unconditional)	-150564181	-150564181	-150564181	-150564181	-150564181	-1.806770167
MIDS / CIDS	-4782806	-4782806	-4782806	-4782806	-4782806	-57393670
Penalties Imposed	-5000000	-5000000	-5000000	-5000000	-5000000	-60000000
Interest Earned - External Investments	-22833700	-22833700	-22833700	-22833700	-22833700	-274004403
Interest Earned - External Investments Housing	-2900000	-2900000	-2900000	-2900000	-2900000	-34800000
Interest Earned - Outstanding Debtors	-12373744	-12373744	-12373744	-12373744	-12373744	-148484928
<b>TOTAL</b>	<b>-1259166472</b>	<b>-1193440940</b>	<b>-1188246691</b>	<b>-1160486653</b>	<b>-1289571964</b>	<b>-15398273828</b>

## 6.2 Monthly Projections of Expenditure by Vote (Department)

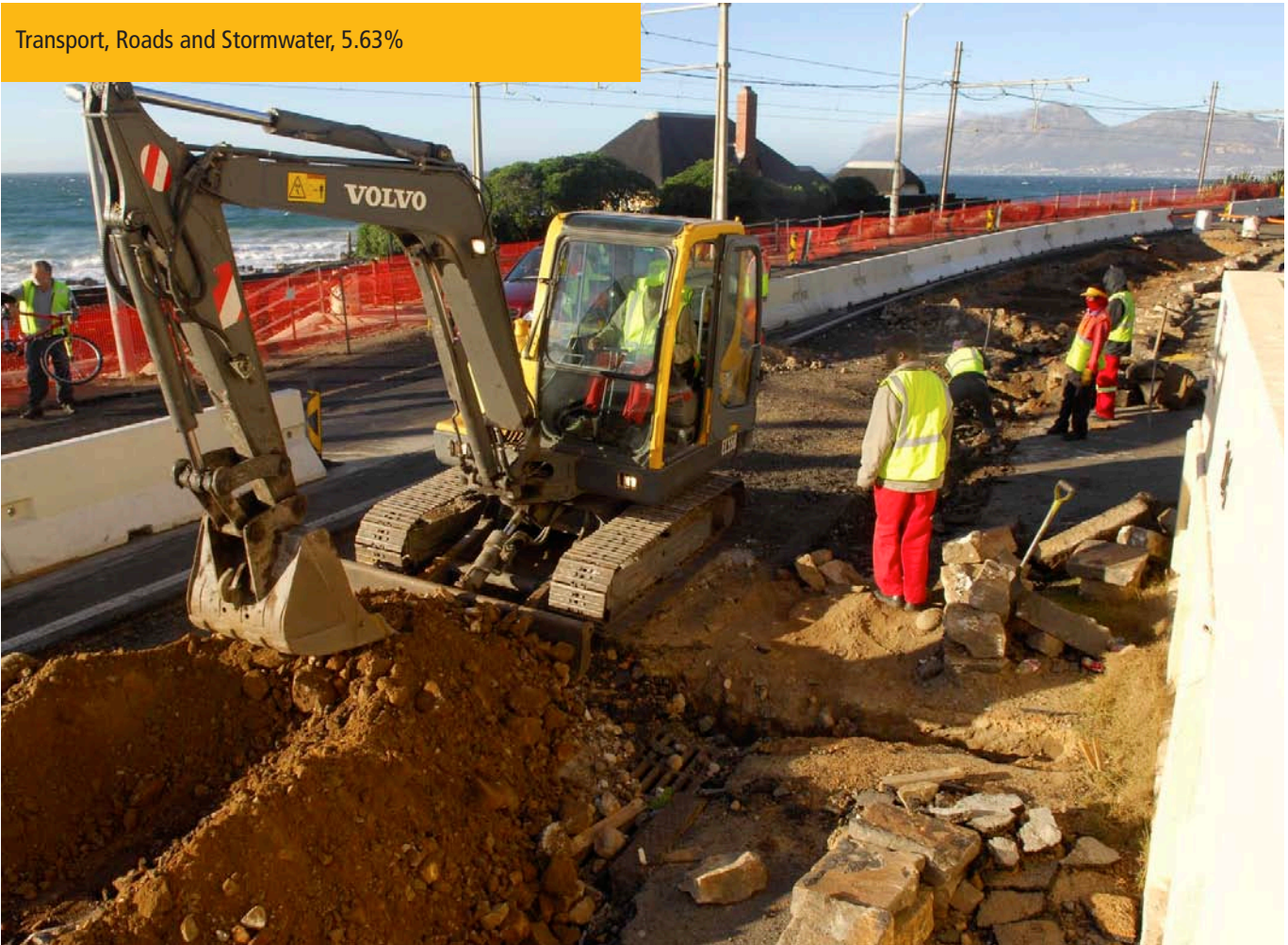


The City's structure is broken down into Directorates with a further breakdown into departments. The MFMA requires that the SDBIP includes a breakdown of the monthly expenditure by vote, which equates to a Department in the City. The graph is limited to Directorate level, but the table contents speak to the operating expenditure by department (vote).

Figure 4: Monthly Projections of Expenditure by Vote (Department)



Transport, Roads and Stormwater, 5.63%



Health, 2.65%



Metro Police, 1.29%

## 6.2 Monthly Projections of Expenditure by Vote (Department)

Table 6: Monthly projections of expenditure by Vote

DEPARTMENT	JUL 08	AUG 08	SEP 08	OCT 08	NOV 08	DEC 08	JAN 09
	R	R	R	R	R	R	R
City Improvement District	4782806	4782806	4782806	4782806	4782806	4782806	4782806
Community Development Management	281495	281495	302513	297195	281495	281495	284994
Community Development Support	546569	508832	502095	555449	506305	508697	503929
Library Services	15874933	16106620	15977924	16081923	16007902	15972488	15843517
Parks	26017934	26944695	25937148	27681061	25835127	28732097	26811297
Sport , Recreation and Amenities	25996180	28542049	32580672	36537566	39480607	37609162	33111829
Citizen Relationship Management	1893715	2093733	2734057	2308682	2283585	2845330	1890565
Communication	1852707	1918569	2193920	2974030	4553099	5623670	1877872
Corporate Services Management	311560	310377	307131	307361	308755	315208	311705
Corporate Services Management Support	706887	696759	699092	703089	697588	697203	698035
Employment Equity	392839	401192	406543	416429	380202	386015	380473
Legal Services	4954118	2662515	4867662	4551753	4463557	4121703	3686961
Personnel Services	21449957	21378428	21468798	21383859	21434464	21462313	21395212
Specialised Technical Services	26016183	27615657	27678218	29923596	30622583	40536557	26296822
Strategic HR	3837950	3891122	4126022	4011294	4023626	4129470	3778115
Support Services	2125063	2360101	2327376	2329215	2364986	2439708	2392836
Economic and Human Development	2172268	2781849	13732869	6695281	3167605	4639158	2312462
Economic and Social Dev Management	2941949	2942659	2942500	2948252	2961391	2956184	2934277
Property	4507832	4522148	4509990	4529796	4517113	4560580	4559897
Social Development ,Arts & Culture	3819926	3785064	3750266	3842529	3811353	3914804	3975108
Tourism Development	10052032	688294	853698	10469783	926218	770135	10359504
Budgets	1121733	1184122	1119440	1104989	1104846	1111134	1098568
Expenditure	1945389	1945389	1945389	1945389	1945389	1945389	1951848
Finance Management	1003924	1003924	1003924	1007381	1003924	1003924	1003924
Financial Support	519099	519099	519099	519099	519099	519099	519479
Housing Finance & Leases	1189614	1187111	1187328	1185913	1186239	1186334	2089459
Inter - Service Liaison	305907	305907	307912	305907	305907	307912	306398
Revenue	20100633	20792127	20530653	21861868	21846053	21855848	21737406
Shareholders Management Unit	331791	331791	331791	331791	331791	331791	331791
Supply Chain Management	4204728	4209560	4204191	4211603	4209042	4207618	4200872
Treasury	87611329	49521801	51054539	56507009	49523348	59695549	49522325
Valuations	4212984	4212984	4212984	4212984	4212984	4212984	4207140
Health Services	34480695	34859279	34786528	34894265	35252391	34635987	35012948
Existing Settlements	26558229	26565382	26757810	26641194	26766232	26688618	26722800
Housing Land & Forward Planning	528251	528251	528251	1027828	1028360	828360	1229255
Housing Management	870172	870172	870172	870172	870172	870172	868668
Informal Settlements	2038710	2076296	2038821	2198975	2439304	3298813	3187418
New Settlements	8438908	10124517	14549965	19814479	22054479	15484479	19563898



DEPARTMENT	FEB 09	MAR 09	APR 09	MAY 09	JUN 09	TOTAL
	R	R	R	R	R	R
City Improvement District	4782806	4782806	4782806	4782806	4782806	57393670
Community Development Management	299107	282581	293138	299107	288160	3472774
Community Development Support	550297	503930	509669	547905	508686	6252362
Library Services	16069733	15970469	16055619	15991273	16151229	192103631
Parks	29127377	28048756	26770439	25457902	26377501	323741335
Sport , Recreation and Amenities	42678301	39694397	37569170	42431886	48760331	444992150
Citizen Relationship Management	1936033	2529071	1909185	1872538	2775776	27072269
Communication	3620315	2055456	3046925	2309146	3678831	35704539
Corporate Services Management	314132	311705	311705	316980	485898	3912519
Corporate Services Management Support	697508	697203	696980	700673	988872	8679891
Employment Equity	391023	386461	382583	380473	1090332	5394565
Legal Services	2955567	3281399	2955657	2954603	3117150	44572646
Personnel Services	21451587	21401294	21435364	21373144	22551528	258185948
Specialised Technical Services	27765243	28858035	24496478	30651242	41330730	361791345
Strategic HR	3820899	3934935	3466129	3511084	19472208	62002852
Support Services	2339022	2347347	2329424	2329473	5710621	31395172
Economic and Human Development	2810258	4630757	2333918	2320674	4655692	52252792
Economic and Social Dev Management	3097082	3093761	3086421	3099650	3091514	36095639
Property	4570455	4569062	4571337	4564561	4570571	54553342
Social Development , Arts & Culture	3891716	3779332	3898101	3878702	3892848	46239749
Tourism Development	1737940	1766511	10791146	1736573	2543225	52695060
Budgets	1098568	1104809	1098568	1098568	1116825	13362170
Expenditure	1951848	1951848	1951848	1951848	1952848	23384422
Finance Management	1003924	1003924	1003924	1003924	1004177	12050798
Financial Support	519479	519479	519479	519479	529479	6241465
Housing Finance & Leases	1187481	1187481	1187481	1187481	2090408	16052331
Inter - Service Liaison	306398	308403	306398	306398	308403	3681851
Revenue	21747199	21737901	21752206	21739798	25870806	261572497
Shareholders Management Unit	331791	331791	331791	331791	332791	3982488
Supply Chain Management	4210139	4206941	4208847	4204460	4516049	50794051
Treasury	49522327	49522324	49522324	49522326	49530851	651056050
Valuations	4207140	4207140	4207140	4207140	4209140	50522741
Health Services	35015728	35109013	34772975	34687057	34820066	418326931
Existing Settlements	27150216	27321462	27809031	28870645	28752537	326604155
Housing Land & Forward Planning	1629255	2129255	2329255	3427255	4509255	19722833
Housing Management	868668	868668	868668	868668	9388668	18953042
Informal Settlements	2974893	3137418	3087334	3037419	4137043	33652445
New Settlements	25413898	26063898	30513898	34756898	43587060	270366378

DEPARTMENT	JUL 08	AUG 08	SEP 08	OCT 08	NOV 08	DEC 08	JAN 09
	R	R	R	R	R	R	R
Strategy Support & Co-Ordination	266687	264689	315022	265022	265022	315022	265362
Support Services Hsg	1029628	1035769	1028716	1039820	1039284	1044907	1043465
Internal Audit	2246756	2248927	2252648	2256094	2252648	2254818	2250548
CCTV & Radio	2819711	2819145	2819145	2826700	2986700	2875732	2846202
Central Operations	11741784	11749691	11747785	11754960	11744796	11745333	11782456
Finance Management MP	548184	548184	548184	548184	548184	548184	548289
Internal & Civilian Affairs Management	493493	493493	493493	493493	493493	493494	493791
Metro Police Management	193303	193303	193303	193303	193303	193303	193303
Support Services MP	1087569	1087569	1087569	1087569	1087569	1087569	1086604
Executive Support	1224807	1224807	1233057	1224807	1224807	1235557	1223130
Forensic Services	217751	217751	217751	217751	217751	217751	218137
Governance & Interface	14746274	15419440	15236646	15530951	15946703	16135055	14968058
Office of the City Manager	1695931	1697287	2355564	1716449	1729637	9468720	1818349
Ombudsperson	358737	410519	455233	352512	373075	378457	377663
Rates & Other	70498029	70497039	70497029	70629578	71319222	71319212	71320212
Emergency Services	30312861	31213111	30384575	33493812	33634960	34824252	32879641
Operational Coordination	29806231	29847782	29830441	29872389	29867227	29882347	29828183
Strategic Support	3796633	3796633	3796633	3796633	3796633	3796633	3796633
2010 Soccer World Cup	135407038	135407038	135342431	135342431	147342431	95342431	95338902
Development Services	2208606	2208606	2211138	2209236	2209237	2209237	2257945
IDP Process Manage & Business Planning	1043369	1053412	1269764	1466770	1281136	1281144	1268515
Informations Systems and Technology	23803744	23746966	22750858	22847662	31828069	32293906	36463320
Service Delivery Integration Management	167497	167497	170815	170815	170815	170815	169440
Service Delivery Integration Strat Supp	337983	337983	337983	337983	337983	337983	338529
Urban Renewal Project	2516684	2266682	2266684	2266684	2266682	2266684	2264123
Environmental Resource Management	4853600	4938981	5340339	5468557	5459369	5627392	5043251
Planning and Building Development Management	12321266	12437820	12532658	12576957	12512193	13032087	12624262
Spatial Planning and Urban Design	1521185	1546690	5600771	3342709	4246416	2782524	2789753
Strategic Development Information & GIS	1544618	1779782	1606461	1606170	4600633	1563464	1571726
Strategy & Planning Management	3487963	3507797	3576780	3546860	3542073	3543361	3628522
Roads and Stormwater	35763974	41780813	46389152	51995982	55339558	48556931	40279521
Transport	14549735	16026730	17004174	17381334	18307673	18782496	20152863
TRS Corporate Centre	3658122	3658103	3640242	3640242	3640223	3640242	3640242
Electricity Services	116712890	381947766	385948970	271174741	273172722	264506715	258421342
Solid Waste Services	77823555	77883384	78001541	78274372	78959957	82211425	82141251
Utility Services - Project Moni Unit	184564	184564	184564	184564	184564	184564	184564
Utility Services Support	1018329	1018330	1018329	1058329	1064892	1064892	1064411
Water Services	141724339	167957581	172109190	171483807	170967422	170342407	167982921
<b>GRAND TOTAL</b>	<b>1109730426</b>	<b>1370074335</b>	<b>1410425735</b>	<b>1325648027</b>	<b>1344164991</b>	<b>1303025841</b>	<b>1256307841</b>
<b>CUMULATIVE TOTALS</b>	<b>1109730426</b>	<b>2479804761</b>	<b>3890230496</b>	<b>5215878523</b>	<b>6560043515</b>	<b>7863069355</b>	<b>9119377196</b>

DEPARTMENT	FEB 09	MAR 09	APR 09	MAY 09	JUN 09	TOTAL
	R	R	R	R	R	R
Strategy Support & Co-Ordination	265362	315362	265362	265362	315362	3383638
Support Services Hsg	1050338	1043465	1051991	1043912	1048127	12499422
Internal Audit	2252718	2250548	2253451	2250548	2252018	27021722
CCTV & Radio	2927218	2927218	2977351	2948967	2829134	34603222
Central Operations	11790249	11796345	11795872	11793726	11831016	141274013
Finance Management MP	548289	548289	548289	548289	548285	6578832
Internal & Civilian Affairs Management	493790	493791	493791	493790	493790	5923703
Metro Police Management	193303	193303	193303	193303	193459	2319789
Support Services MP	1086604	1086697	1086697	1086697	1086697	13045411
Executive Support	1223130	1231380	1223130	1223130	1233880	14725621
Forensic Services	218137	218137	218137	218137	218137	2615328
Governance & Interface	14947502	16277443	15031368	15002243	45818305	215059988
Office of the City Manager	1818349	1820876	1817626	1817626	2053360	29809773
Ombudsperson	377169	377170	377170	377168	376875	4591748
Rates & Other	71319222	71319212	71320212	71319222	80569886	861928073
Emergency Services	34329094	33119810	32222373	30742091	34972357	392128937
Operational Coordination	29896670	29858388	29894727	29845993	29982902	358413281
Strategic Support	3796633	3796633	3796633	3796633	3796633	45559600
2010 Soccer World Cup	95338902	54258066	5338902	5338902	5338945	1045136420
Development Services	2257945	2257945	2257945	2257945	3662259	28208042
IDP Process Manage & Business Planning	1268510	1268518	1268515	1268515	1368515	15106683
Informations Systems and Technology	24334287	24296907	36829823	24296907	36822763	340315213
Service Delivery Integration Management	169440	169440	169440	169440	169440	2034897
Service Delivery Integration Strat Supp	338529	338529	338529	338529	338529	4059068
Urban Renewal Project	2264121	2264123	2264123	2264121	2264123	27434833
Environmental Resource Management	5468392	5578307	5511175	5182397	17736300	76208060
Planning and Building Development Management	12775493	13270432	12887462	11966582	13431956	152369170
Spatial Planning and Urban Design	5322131	6355799	6820047	4936824	4155793	49420641
Strategic Development Information & GIS	1584340	1586164	1594746	1586963	4994441	25619509
Strategy & Planning Management	3528522	3593086	3542208	3581083	3759350	42837603
Roads and Stormwater	50960891	54858015	53497586	58476596	82092272	619991291
Transport	19016910	19610790	18921555	19897807	21518134	221170202
TRS Corporate Centre	3856958	3856976	3856976	3856958	5146669	46091952
Electricity Services	258344015	258573484	268653446	264609532	546210669	3548276292
Solid Waste Services	84763191	86244464	87716836	86151629	86931102	987102708
Utility Services - Project Moni Unit	184564	184564	184564	184564	184564	2214773
Utility Services Support	1064411	1064411	1076911	1076911	1076911	12667068
Water Services	171668589	169707217	167594661	170044350	209883397	2051465881
<b>GRAND TOTAL</b>	<b>1277089269</b>	<b>1241648328</b>	<b>1214056292</b>	<b>1205684938</b>	<b>1700187277</b>	<b>15758043301</b>
<b>CUMULATIVE TOTALS</b>	<b>10396466465</b>	<b>11638114794</b>	<b>12852171086</b>	<b>14057856025</b>	<b>15758043301</b>	

## 6.3 Monthly Projections of Revenue by Department (Vote)

Table 7: Monthly Projections of Revenue by Vote

DEPARTMENT	JUL 08 R	AUG 08 R	SEP 08 R	OCT 08 R	NOV 08 R	DEC 08 R	JAN 09 R
City Improvement District	-4,782,806	-4,782,806	-4,782,806	-4,782,806	-4,782,806	-4,782,806	-4,782,806
Community Development Management	0	0	0	0	0	0	0
Community Development Support	0	0	0	0	0	0	0
Library Services	-4,050,905	-437,934	-367,934	-4,080,905	-367,933	-367,934	-4,080,904
Parks	-547,806	-547,805	-547,806	-547,806	-547,805	-2,636,796	-1,536,796
Sport , Recreation and Amenities	-3,956,826	-4,371,826	-7,281,826	-9,496,825	-9,934,661	-7,006,827	-6,806,825
Citizen Relationship Management	0	0	-575,000	0	0	-575,000	0
Communication	-3,670	-3,670	-3,670	-3,670	-3,670	-3,670	-3,670
Corporate Services Management	0	0	0	0	0	0	0
Corporate Services Management Support	0	0	0	0	0	0	0
Employment Equity	0	0	0	0	0	0	0
Legal Services	-29,382	-29,382	-29,382	-29,382	-29,382	-29,382	-29,382
Personnel Services	0	0	0	0	0	-2,097,657	-2,097,657
Specialised Technical Services	-677,906	-677,907	-677,906	-677,906	-677,907	-677,906	-1,511,240
Strategic HR	-740,000	-740,000	-740,000	-740,000	-740,000	-550,000	-550,000
Support Services	0	0	0	0	0	0	0
Economic and Human Development	-107,574	-109,925	-109,925	-109,925	-109,925	-109,925	-109,925
Economic and Social Dev Management	0	0	0	0	0	0	0
Property	-8,126,436	-8,126,436	-8,126,436	-8,126,436	-8,126,436	-8,128,799	-8,126,436
Social Development , Arts & Culture	-26,365	-26,365	-26,365	-26,365	-26,365	-126,365	-226,365
Tourism Development	-8,227	-8,227	-8,227	-8,227	-8,227	-8,227	-8,227
Budgets	-83,333	-155,333	-83,333	-83,333	-83,333	-83,333	-83,333
Expenditure	-254,852	-254,852	-254,852	-254,852	-254,852	-254,852	-254,852
Finance Management	0	0	0	0	0	0	0
Financial Support	0	0	0	0	0	0	0
Housing Finance & Leases	-27,317	-27,317	-27,317	-27,317	-27,317	-27,317	-27,317
Inter - Service Liaison	0	0	0	0	0	0	0
Revenue	-801,123	-18,301,145	-9,551,123	-9,551,123	-9,551,145	-9,551,123	-9,551,123
Shareholders Management Unit	0	0	0	0	0	0	0
Supply Chain Management	-12,700	-12,700	-12,700	-12,700	-12,700	-12,700	-12,700
Treasury	-23,438,154	-23,151,754	-23,151,754	-23,151,754	-23,151,754	-23,151,754	-23,151,754
Valuations	-47,501	-47,501	-47,501	-47,501	-47,501	-47,501	-47,501
Health Services	-15,326,045	-15,526,045	-15,526,045	-15,526,045	-15,726,045	-15,726,045	-15,826,045
Existing Settlements	-18,355,477	-18,155,476	-19,055,477	-18,155,477	-18,555,476	-18,805,477	-18,505,477
Housing Land & Forward Planning	0	0	0	0	0	0	0
Housing Management	0	0	0	0	0	0	0
Informal Settlements	-125,790	-125,790	-125,790	-225,790	-525,790	-1,275,790	-1,278,370
New Settlements	-7,725,000	-9,436,053	-13,725,000	-19,475,000	-21,615,000	-18,545,000	-14,325,000
Strategy Support & Co-Ordination	0	0	-50,000	0	0	-50,000	0
Support Services Hsg	0	0	0	0	0	0	0

DEPARTMENT	FEB 09 R	MAR 09 R	APR 09 R	MAY 09 R	JUN 09 R	TOTAL R
City Improvement District	-4,782,806	-4,782,806	-4,782,806	-4,782,806	-4,782,806	-57,393,670
Community Development Management	0	0	0	0	0	0
Community Development Support	0	0	0	0	0	0
Library Services	-367,933	-367,934	-4,080,905	-367,933	-367,933	-19,307,087
Parks	-3,036,795	-2,980,836	-547,806	-547,805	-551,292	-14,577,157
Sport , Recreation and Amenities	-11,206,826	-10,206,826	-10,206,826	-10,531,826	-9,533,826	-100,541,745
Citizen Relationship Management	0	-575,000	0	0	-575,000	-2,300,000
Communication	-3,670	-3,670	-3,670	-3,670	-3,670	-44,039
Corporate Services Management	0	0	0	0	0	0
Corporate Services Management Support	0	0	0	0	0	0
Employment Equity	0	0	0	0	0	0
Legal Services	-29,382	-29,382	-29,382	-29,382	-29,382	-352,584
Personnel Services	-2,097,657	-2,097,657	-2,097,657	-2,097,657	-2,111,057	-14,697,000
Specialised Technical Services	-677,907	-677,906	-677,906	-677,907	-1,844,573	-10,134,877
Strategic HR	-740,000	-560,000	-400,000	-400,000	-14,098,000	-20,998,000
Support Services	0	0	0	0	0	0
Economic and Human Development	-109,925	-109,925	-109,925	-102,873	-102,873	-1,302,643
Economic and Social Dev Management	-160,000	-160,000	-160,000	-160,000	-160,000	-800,000
Property	-8,126,436	-8,126,436	-8,126,436	-8,126,436	-8,126,471	-97,519,634
Social Development , Arts & Culture	-126,365	-26,365	-126,365	-126,365	-126,365	-1,016,383
Tourism Development	-1,008,227	-1,008,227	-1,008,227	-1,000,000	-1,000,000	-5,082,270
Budgets	-83,333	-83,333	-83,333	-83,333	-83,333	-1,072,000
Expenditure	-254,852	-254,852	-254,852	-254,852	-254,852	-3,058,221
Finance Management	0	0	0	0	0	0
Financial Support	0	0	0	0	0	0
Housing Finance & Leases	-27,317	-27,317	-27,317	-27,317	-27,317	-327,807
Inter - Service Liaison	0	0	0	0	0	0
Revenue	-9,551,145	-9,551,123	-9,551,123	-9,551,145	-9,551,123	-114,613,565
Shareholders Management Unit	0	0	0	0	0	0
Supply Chain Management	-12,700	-12,700	-12,700	-12,700	-12,700	-152,402
Treasury	-23,151,754	-23,151,754	-23,151,754	-23,151,754	-24,745,802	-279,701,493
Valuations	-47,501	-47,501	-47,501	-47,501	-47,501	-570,011
Health Services	-15,626,045	-15,726,045	-15,326,045	-15,326,045	-15,326,044	-186,512,536
Existing Settlements	-18,755,476	-19,605,477	-19,355,477	-20,655,476	-20,905,477	-228,865,720
Housing Land & Forward Planning	0	0	-100,000	-698,000	-720,000	-1,518,000
Housing Management	0	0	0	0	0	0
Informal Settlements	-1,028,370	-1,228,370	-1,128,370	-1,128,370	-2,128,370	-10,324,960
New Settlements	-25,575,000	-26,175,000	-30,475,000	-35,018,000	-43,107,000	-265,196,053
Strategy Support & Co-Ordination	0	-50,000	0	0	-50,000	-200,000
Support Services Hsg	0	0	0	0	0	0