



CITY OF TSHWANE

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

FOR JULY 2010- JUNE 2011



EXECUTIVE MAYORS FORWARD

We present this Service Delivery and Budget Implementation Plan (SDBIP), a Business Plan in ordinary corporate language, as a continued commitment to being a developmental local government.

Council approved the 2010/2011 Integrated Development Plan (IDP) and the budget aligned thereto after a period of four months of a public participatory process. This SDBIP has not only addressed the National and Provincial key priority areas, it also presents a decisive program towards achieving our mission of speeding up quality service delivery in the City of Tshwane.

There is a definite regional focus in the overall service delivery program inclusive of the highest expenditure area of R3,1 billion in the infrastructure development program; the R 100 million for the formalization program; the maintenance and repairs program which received an additional 12 % increase; the economic investment promotion; the cooperatives development; the expanded public works program; environment management, as well as the indigent support program. It is in this context that the mandate and capacity of the five regional offices has been increased for an improved responsiveness, customer focus and efficiency. In addition to using technology to improve access to better services, the City is also bringing a package of comprehensive services closer to communities.

Over the past 4 years, we made bold interventions to provide basic services to all; especially those living in disadvantaged communities; we are proud to say we managed to redress all water and electricity backlogs in formal areas during our term of office. This year the focused bulk infrastructure upgrading program is designed to benefit an estimated 10 000 households, over 100 businesses and over a thousand streetlights. The stormwater, roads and transport are also flagship projects as these were highlighted as first priority areas during the IDP and budget consultation process. Sanitation backlogs remain a key concern that will also benefit from this year's budget.

It's important to mention that the City of Tshwane is deeply engaged in the formalization of informal settlements; as a key strategic driver to reverse the frontiers of human settlement and sustainable communities. We know that the City has seen an above average increase in terms of immigration; the facts are clear and they indicate that we have a household growth of 22% in Tshwane compared to the 11% nationally, a key priority is the formalization of more than 22 settlements through the serviced site and issuing of title deeds to over 10 000 families. This approach will enable us to eradicate informal settlements despite the very slow in the national/provincial housing program.

Conversely, the successful poverty eradication program has also been aligned to a growing sustainable economy. Over the past 4 years the economic growth rate of Tshwane has been higher than the national average. This year, with the slow recovery from the effects of global recession, the city will strengthen the programs of retention of investments and investment promotion in strategic sectors like the automotive industry. These initiatives include providing economic infrastructure, reducing the cost of doing business, the Tsosoloso program for economic nodes in disadvantaged areas as well as initiatives to release strategic parcels of land for development to realize the maximum spatial potential of undeveloped land parcels.

One of the key priority programs will be the indigent exit program which will link over 100 000 indigents in formal and informal areas to the expanded public works program (EPWP) and the cooperatives program. We will be working with the Youth Development Unit and the Progressive Women's Movement in cleaning and foodbank campaigns amongst others, as poverty alleviation initiatives to support the most destitute families. Children, the elderly, people living with disability and the military veterans will also benefit from these programs that aim to consolidate the city brand as caring city and developmental. Through the EPWP program our target in this financial year is to create 30 000 short term jobs inclusive of the Community Liaison Officers

in infrastructure program, the Peace Development Officers, the Community Social Worker Program, the Community Worker Program.

The City of Tshwane municipality services over 600 000 account holder customers on a monthly basis regularly, we accordingly have reviewed the effectiveness, efficiency and responsiveness of our customer care services in line with the Batho Pele principles. The regional offices will be further capacitated and improved IT systems and additional access points will be introduced. The construction of the call centre in the North will begin in this year. We have expanded our emphasis on community capacity development to ensure an inclusive economy and participatory governance. The Office of the Executive Mayor will henceforth establish an integrity office as a recourse to residents and stakeholders in making sure that things are done properly, on time and that someone gives a response for every query.

Every effort will be made by ourselves as the Mayoral Committee to work with and oversee the accountability of the City Manager and the administration team through the performance management system and a more strengthened governance unit. We know that the needs of our communities change and grow, and we have to improve the pace of service delivery. Therefore this year we have placed more emphasis on improving corporate governance, risk management, and capacity development to reduce bottlenecks in service delivery and ensure a clean and corruption free administration.

We will also work closely with the office of the Speaker to support the ward committees, the petitions committee as well as Council overall. We will further work with the Office of the Chief Whip to enhance collective leadership across political parties as we together aim to foster the Nelson Mandela spirit in leading the society we live in, which he presented in accepting the Freedom of the City of Tshwane Award in 2008 – He said to us as people of the City of Tshwane:-

'Remember the horror from which we come; never forget the greatness of a nation that could overcome its divisions and bring itself to where it is; and let us never again descend into destructive divisiveness no matter what the considerations are'

I encourage all our stakeholders and customers to monitor progress especially through the ward committee in your communities and to provide me with feedback. Further, I invite all stakeholders who wish to partner with us in service delivery to join us, because TOGETHER WE CAN DO MORE.

DR G M RAMAKGOPA

EXECUTIVE MAYOR

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1. INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

The City of Tshwane committed itself to “continue to strive for excellence in our services and for a better Tshwane”¹ The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of the City of Tshwane for the financial year 2010/11. This SDBIP was developed on the basis of the Council approved fourth revised IDP, and MTREF.

The SDBIP is a detailed one year plan of municipalities required by the Municipal Finance Management Act (MFMA). The MFMA requires the city to compile a SDBIP for submission to the Executive Mayor after approval by Council of the MTREF for the 2009/10 financial year. The SDBIP is to be tabled to Council as well as made public for information and purposes of monitoring.

In accordance with the MFMA this SDBIP has provided for the following annexure documents :-

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan allocated by ward over three years

The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services. Hence the SDBIP will be reflected in the performance agreements of senior management.

1.2 BACKGROUND

Council approved the revised Integrated Development Plan (IDP) and the Medium Term Revenue and Expenditure Framework (MTREF) on 27 May 2010 in accordance with Section 29 of the MSA and Section 21(b) of the MFMA.

1.2.1 CORE ISSUES CONSIDERED IN THE 2010/11 IDP

A range of policy issues, priorities and strategies were considered in reviewing the IDP². They include amongst others:

¹ Executive Mayors Budget Speech 20May 2010.

² Refer to chapter 2 and 3 of the IDP to find the details of what was considered and how it influenced our 4th reviewed IDP.

- The needs and priorities identified by communities during the consultative processes;
- The 7 National key priority areas ;
- The 5 strategic objectives of the Local Government Turn Around Strategy;
- The key principles of the National Spatial Development Framework;
- The objectives of the Gauteng Growth and Development Strategy within the G2055 planning horizons ; and

Below are extracts of some of the key issues addressed in our IDP, that are therefore carried through in this SDBIP for 2010-2011.

1.2.1.1 Fundamentals of Developmental Local Government

The principles of developmental local government are fundamental to the operations of the CoT. Our IDP and SDBIP were developed with those fundamentals in mind as follows:

- Mobilising our communities to participate in the definition and implementation of a common local agenda and enabling residents to share resources towards this agenda. To this end our community planning processes were detailed and involved to source the inputs of our stakeholders in defining the spatial development programmes for the city.
- Using our resources and influence to attack poverty and expand economic opportunities. This is evident in our programmes and targets for strategic objectives 2, 3.1 and 3.2.
- Facilitating, coordinating, directing and supporting economic development so that it is not left to the interventions of the private sector, as outlined in strategic objectives 2, 3.1 and 3.2.
- Recognising that we cannot achieve success without engaging with and uniting stakeholders and social partners such as business, labour and civil society groups. Strategic objective 4 of our IDP indicates our initiatives to build relationships with our stakeholders.
- Ensuring that our objectives are deliverable through well focused programmes, capital and operational projects and initiatives. We have mapped all our strategic objectives to ensure that each one has programmes through which we achieve our planned outcomes, in order to realise our vision.
- Ensuring that we set measurable targets to achieve our objectives, and implementing performance monitoring and management to monitor delivery. The scorecards in annexure A of this SDBIP reflect the planned outputs to be realised by the end of June 2011.
- Making ourselves competitive by focusing on improving productivity, inclusivity (Equality), sustainability and good governance. Strategic objective 5.1 focuses on ensuring good

corporate governance, whilst strategic objective 5.3 focuses on improving the human capacity of the CoT to deliver on its service delivery promises.

- Always keeping in mind the long term vision aim to achieve, to ensure that our short term plans such as the IDP and SDBIP get us there systematically.

1.2.1.2 7 National Key Priorities³

The 7 National key priorities influenced the review of our strategic objectives and drove the formulation of focused programmes. Council at the end of November 2009 defined a programme of action to inform the IDP revision and budget process emanating from the Provincial Exco Lekgotla of 9-11 September 2009.

The table below summarises our alignment to the 7 National Key Priorities and our commitments emanating from the Provincial Exco Lekgotla. Further details can be found in chapter 2.

³ Refer to chapter 2 for further details

National Key Priorities	Provincial priorities emanating from Lekgotla	CoT response to National and Provincial priorities
Education	Quality Basic Education	Early childhood development initiatives, including school safety, screening for hearing and sight, mobile libraries, Gauteng on-line support and e-learning.
Health	A long and healthy life for all South Africans	Addressed in strategic objective 3.1 and 3.2 through the services we offer at clinics and the capacity development programmes we aim to implement. Our district health authority is chaired by the MMC for health.
Decent work and an inclusive economy	Creating decent work and building a growing and inclusive economy	<p>This is addressed in strategic objective 2, which focuses on interventions in the economy to grow the economy, and in strategic objective 3.1 which focuses on capacitation programmes, where we empower our communities through interventions such as:</p> <ul style="list-style-type: none"> • Skills development programmes, • The implementation of EPWP and cooperatives. We will be vigilant about implementing EPWP even through our supply chain processes. • Exit programmes for the indigent on our register aim to also provide decent work opportunities. <p>TEDA will be operationalised as per the TGDS.</p> <p>Further, we will work on improving our processing of business applications to cater for industrial development, to ensure a balance between business and residential developments.</p>
Rural development and food security	Stimulating rural development and food security	<p>Although Tshwane is currently largely urban, the merger with Metsweding might change our physical landscape. We have nevertheless addressed rural development through our holistic focus on sustainable human settlements in strategic objective 1 and in strategic objective 3.</p> <p>Our Regional Spatial Development Frameworks ensure that high value agricultural land will not be utilised for other purposes. There will be a need to review the spatial frameworks once the merger with Metsweding takes place.</p> <p>Further, we will implement our Food Security Policy which was recently approved by Council.</p> <p>The Food bank initiative to benefit the indigent is a response to this priority⁴.</p> <p>Urban agriculture programmes are also an important element of our strategy.</p>
Safety and fighting fraud and corruption	Intensifying the fight against crime and corruption	<p>These priorities have always been an integral part of the CoT plans.</p> <p>Strategic objective 3 outlines the services we offer with regard to safety in the communities, especially through the implementation of our integrated and holistic safer city policy and strategy. Some key elements of the safer city strategy include; ward based deployment including SAPS as a close partner, and dealing with illegal occupation of land and buildings.</p> <p>Strategic objective 5 outlines the initiatives we will undertake to ensure that we have a clean and corruption free administration and obtaining a clean audit.</p>

⁴ Refer to chapter 2 for details

National Key Priorities	Provincial priorities emanating from Lekgotla	CoT response to National and Provincial priorities
Sustainable human settlements	Building cohesive and sustainable communities	<p>CoT recognises that development has to be focused to ensure sustainable human settlements. To this end we have planned for two of our strategic objectives to lead to this outcome, which we have been able to put measures to. Some of the key elements of sustainable human settlements that we address are to provide for a range of delivery programmes such as:</p> <ul style="list-style-type: none"> • Potable water, • Sanitation, • Electricity; • Waste removal, • Housing (which includes formalisation as well as hostels conversion), • Implementation of safer city initiatives, • Roads and stormwater, • Building the economy as per our areas of economic opportunity identified in our Regional Spatial Development Frameworks, • Providing free services to the indigent; and • Building the capacity of our communities to generate income.
Local Government Turn around Strategy	Provincial priorities emanating from Lekgotla	
<ul style="list-style-type: none"> • Ensure that municipalities meet basic needs of communities 	Gauteng wide minimum standards or basic municipal services	<p>This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs.</p> <p>Strategic objective 1 is focused on addressing basic needs as well as growth.</p> <p>We have identified critical strategic projects that need to be implemented over the next few years to address administrative bottlenecks in the CoT to fast track service delivery.</p> <p>These projects include infrastructure maintenance plans, and a business retention and expansion strategy.</p>
<ul style="list-style-type: none"> • Build clean, responsive and accountable local government 	Strengthen the developmental state: renew local democracy and leadership	<p>Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities.</p> <p>We have developed two programmes in strategic objective 4 to give more focus to our stakeholders and customers, as well as placed more emphasis on managing risk within the institution in strategic objective 5.</p> <p>Further, we aim to continue improving our performance management and monitoring enabled by more integrated IT systems</p> <p>The functioning of the ward committees is an important element our strategy to ensure we are clean, accountable and developmental</p>
<ul style="list-style-type: none"> • Improve functionality, performance 	Improve financial viability and sustainability of municipalities	<p>Ensure that the core administrative and institutional systems are in place and are operational to improve performance.</p> <p>Procedures and guidelines have been developed to guide planning and performance management. These will be systematically</p>

National Key Priorities	Provincial priorities emanating from Lekgotla	CoT response to National and Provincial priorities
and professionalism in municipalities	Centralised planning Communications	implemented. Further the leadership academy will continue to implement leadership develop programmes to build the skills, capacity and ethics of the administration. Our structure is also being re-aligned to ensure more effective service delivery. Our strategic objective 5.2 focuses on improving our financial viability and sustainability. Revenue enhancement is an essential component of this strategic objective, together with more efficient supply chain management and expenditure management.
<ul style="list-style-type: none"> National and Provincial policy and support to Local government 	NA	<p>The CoT intends to continue to utilise the intergovernmental fora to raise areas in which we require national and provincial policy and support.</p> <p>We have begun by inviting the provincial departments to participate in the IDP community planning processes that will be rolled out in terms of our IDP process plan for the IDP of 2011-2016.</p> <p>We look forward to growing this partnership, which also helps to contribute to the next objective of the LGTAS below</p>
<ul style="list-style-type: none"> Strengthen partnerships between local government, communities and civil society. 	<p>Strengthen the developmental state: renew local democracy and leadership</p> <p>IGR renewal</p> <p>International relations</p>	<p>Ensure that communities and other development partners are mobilised to partner with municipalities in service delivery and development.</p> <p>As part of strategic objective 4, a stakeholder value proposition index will be developed as one initiative to improve relations and partnerships with stakeholders</p> <p>Economic Development currently has the following partnership agreements with strategic stakeholders:</p> <ul style="list-style-type: none"> University of South Africa (BMR) – Tshwane Economic Intelligence Programme; Human Science Research Council – Black Empowerment and Employment Programme; Automotive Industry Development Corporation – Industrial Upgrading Programme; Small Enterprise Development Agency – SMME Development Regional Office Partnership programme; Operation Hope Volunteer programme – Financial Literacy Programme; and Pretoria Portland Cement – Atteridgeville Skills and Enterprise Incubation Centre. <ul style="list-style-type: none"> Small Enterprise Development Agency Technology programme in respect of; Soshanguve Manufacturing Technology Demonstration Centre; Seda Automotive Technology Centre; Tshwane-east Manufacturing Technology Demonstration Centre.

Therefore as highlighted above, and detailed in the IDP, the process of revising the IDP had to take into consideration a range of issues and priorities from a range of stakeholders. It was therefore not possible to phrase our strategic objectives and programmes in the exact words that stakeholders would have preferred, since various stakeholders had different foci. Therefore our strategic objectives as outlined in the next chapter are a reflection of all priorities of different stakeholders. In summary the Fourth revised IDP process considered:

- Alignment with national and provincial issues of importance;
- Strengthening the strategic planning processes of the CoT;
- Strengthening community planning through zonal planning processes;
- Ensuring better coordinated budgeting and planning processes; and
- Strengthening performance management and monitoring systems to ensure more effective service delivery.



2. 2010-2011 DEVELOPMENT STRATEGIES OF CoT

2.1 MISSION AND VISION

The CoT vision is:

'The African Capital City of Excellence that Empowers its Community to Prosper in a Safe and Healthy Environment'

The short version of the CoT vision as per our IDP is:

'Tshwane - The African capital city of Excellence'

The mission statement of the CoT is:

'To enhance the quality of life of all people in Tshwane through a developmental system of local government and by rendering efficient, effective and affordable services.'

2.2 STRATEGIC OBJECTIVES

As indicated above the strategic objectives of CoT were defined and refined after considering a range of views, priorities of stakeholders, and mandates. Therefore the CoT now has 8 strategic objectives instead of the 5 we had in 2009-2010. They are

1. Provide quality basic services and infrastructure
2. Economic growth and development that leads to sustainable job creation
- 3.1 Fight poverty and build clean, healthy, safe and sustainable communities
- 3.2 Integrated social services for sustainable communities
4. Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service
- 5.1 Promote sound governance
- 5.2 Ensure financial sustainability
- 5.3 Optimal institutional transformation to ensure capacity to achieve set objectives

The intentions of each strategic objective and its links to the 7 National key priorities, provincial priorities, the MTSF and the LGTAS can be found in the next table.

2.2.1 THE CoT STRATEGIC OBJECTIVES

Strategic Objective	Focus of the Objective	Programmes and targets for 2010/11
<p>1</p> <p>Provision of quality basic services and infrastructure</p> <p>Intended Outcome</p> <p>Integrated Liveable Urban and Rural Neighbourhoods</p>	<ul style="list-style-type: none"> • Providing affordable, qualitative and effective levels of service. • Eradication of service backlogs, balanced with community priority needs and available funding that can be leveraged through own resources and grant sources. • Utilising a coordinated spatial planning framework to achieve development. • Focus on the area of Housing and related infrastructure such as water, sanitation, electricity, waste removal. • Focus on the formalising of all informal settlements in Tshwane. • Maintaining existing service related infrastructure. • Providing for growing areas and new infrastructure. • Construction and upgrade of roads for effective transport infrastructure in communities. • Development of a broader base of communication strategies to enable the community at large to participate and respond to specific needs and issues that arise and be better informed of strategies and programmes currently in progress 	<p>Electricity Programme</p> <ul style="list-style-type: none"> • Electrify completed and occupied houses for the poor.(6000) • Electrifying houses for growth(2600) • Electrifying businesses(150) • Streetlights (1,140) • High mast lights (30) <p>Housing programme</p> <ul style="list-style-type: none"> • Transfer of built houses to owners (4000) • Eradication of informal settlements (formalisation and township establishment) <p>Potable water programme</p> <ul style="list-style-type: none"> • Water connections to address backlogs in proclaimed areas (690) • Water connections to formalised areas(4,620) • Water connections to proclaimed areas for growth(3,000) • New bulk water pipelines (1,150m) • Replacement of bulk water pipelines (6469m) • Increase reservoir capacity (70ML) • Water to informal settlements. <p>Waste removal services</p> <ul style="list-style-type: none"> • 1 buy back centre • 160,000 plastic bags <p>Sanitation programme</p> <ul style="list-style-type: none"> • 3,595 sanitation connections in proclaimed areas for backlogs • 4,620 sanitation connections in formalised areas for backlogs • New Bulk sewer pipelines for growth (2,100m) • 4180m bulk sewer upgraded <p>Roads and stormwater programme</p> <ul style="list-style-type: none"> • Grow municipal road network by 83km • Provide stormwater drainage systems (78km)

Strategic Objective	Focus of the Objective	Programmes and targets for 2010/11
<p>2</p> <p>Economic growth and development that leads to sustainable job creation</p> <p>Intended Outcome</p> <p>An Inclusive Growing Economy</p>	<ul style="list-style-type: none"> • Increase the level of economic activity our regions. • Create sustainable growth • Create sustainable decent job creation opportunities • Self sustaining programmes that will alleviate poverty and capacitate the unemployed sector. • The first and second economy must meet each other. • Establishing and retaining external partnerships to achieve economic growth. • Promoting investor confidence and building positive relationships through effective branding, government agency interaction, marketing initiatives, aggressive trade mission ventures and regeneration of economic hubs. 	<ul style="list-style-type: none"> • Street naming requests addressed <p>City of excellence programme</p> <ul style="list-style-type: none"> • Transport- completing the BRT- 20% construction of trunk line • 10 projects of the integrated transport plan implemented • Complete a status quo report to increase routes for busses and taxis • 4% GVA (Growth) • Increase market share of fresh produce market (2%) • Increase tourists visiting cultural centres etc (35,500 visitors expected) • New investments in the City (R400M) • 8,000 new formal jobs in economy • Implementation of International relations contracts/ agreements to grow the economy
<p>3.1</p> <p>Fight poverty and build clean, healthy, safe and sustainable communities</p> <p>Intended Outcome</p> <p>Empowered and Caring Communities</p>	<ul style="list-style-type: none"> • Development of holistic aggressive programmes aimed at sustainable job creation to achieve the national target of halving poverty levels by 2014 and community empowerment strategies. • The development of programmes to capacitate vulnerable groups in skills that will enable job opportunities to be available through vehicles such as the EPWP. • Ensure that all qualifying indigent are registered and benefit from existing programmes. • Food security will be addressed, with projects specifically identified in the rural agricultural areas of Mamelodi, Stinkwater, Rooiwater and Soshanguve, under the banner of “doing more and better” • Community empowerment initiatives will focus on restoring human dignity and installing community value systems. • Community members being educated and assisted to deal with high priority health issues such as HIV/AIDS and TB. 	<p>Urban design programme</p> <ul style="list-style-type: none"> • Implementing Bontle Ke Botho • Leveraging of funding NDPG- with 100% expenditure (Tsoholoso) • Review and development of Spatial development frameworks (5)- • Approval of all building applications • 5 urban management plans • Topographical surveys • Process land development applications <p>Supply chain management programme</p> <ul style="list-style-type: none"> • BEE procurement <p>Community capacity programme</p> <p>A Education</p> <ul style="list-style-type: none"> • 1040 poor children have access to educate • 4 reading awareness programme • Fund 37 educate NGO's

Strategic Objective	Focus of the Objective	Programmes and targets for 2010/11
		<p>B Skills development</p> <ul style="list-style-type: none"> • Incubate businesses- 120 • 4020 business entities supported (SMMES) • 3000 cooperatives supported • 60 fresh produce entrepreneurs supported • 400 beneficiaries of skills development programmes • 15347 jobs through EPWP • Job creation through implementation of capital projects (2600) <p>C Programmes for stakeholder groups</p> <ul style="list-style-type: none"> • 400 beneficiaries of programmes for children • 1076 beneficiaries of programmes for aged • 876 beneficiaries of programmes for disabled • 670 beneficiaries of programmes for the youth • 500 beneficiaries of programmes for women • Rehabilitation of youth on substance abuse. <p>D Health</p> <ul style="list-style-type: none"> • 12 HIV capacity building programmes • Keep TB levels to <600 per 100,000 population. • Implementation of healthy lifestyle programme <p>E Indigent support</p> <ul style="list-style-type: none"> • 12000 indigent h/h registered for municipal support grant (free basic services) • 4000 indigent linked to exit programmes, and 1000 exiting the indigent register. • 850 ppl benefiting from starter packs • Implementing the foodbank programme as part of the support to the indigent. <p>F Safety</p> <ul style="list-style-type: none"> • Attend to emergencies • Reduce road fatalities • Increase by-law enforcement • Strengthen joint policing operations with SAPS in crime prevention
<p>3.2</p> <p>Integrated social services for sustainable communities</p> <p>Intended Outcome</p>	<ul style="list-style-type: none"> • Access to well equipped and staffed HSD facilities. • A <u>holistic approach</u> to safety through implementing the Safer City Policy, which mainstreams crime prevention and community safety initiatives as an integral strategy. • Address environmental issues such as air and water quality. 	<p>Inner city regeneration programme</p> <ul style="list-style-type: none"> • 4 new parks • Maintain play parks • 690,000 visitors to resorts, and reserves owned by CoT <p>Health Programme</p> <ul style="list-style-type: none"> • Integrated multi-sectoral AIDS programmes • Increase EH practitioners to 0.5 per 15,000 population

Strategic Objective	Focus of the Objective	Programmes and targets for 2010/11
Integrated Liveable Urban and Rural Neighbourhoods		<ul style="list-style-type: none"> • Respond to 65000 emergency medical incidents • Manage primary health care services <p>Environmental Safety programme</p> <ul style="list-style-type: none"> • Implement the TIEP- Tshwane Integrated Environmental Plan <p>Cemeteries programme</p> <ul style="list-style-type: none"> • 1 new cemetery • Maintain cemeteries <p>Sports programme</p> <ul style="list-style-type: none"> • 12 sports programmes • 29,450 visitors to sports and recreational facilities owned by CoT <p>Safer City programme</p> <ul style="list-style-type: none"> • Implement 100% of the visibility strategy • Implementing the overload control facility in Akasia. <p>Libraries programme</p> <ul style="list-style-type: none"> • 1 new functional library • 5 cultural programmes
<p>4.</p> <p>Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service</p> <p>Intended Outcome</p> <p>Empowered and Caring Communities</p>	<ul style="list-style-type: none"> • Having satisfied customers. • Positive customer relationships. • Engaging stakeholders through an approved stakeholder engagement strategy to understanding of the impact of the CoTs interventions, future plans and priorities. • Empowering the community to share and co-own pride in the City. • Implement Batho Pele to ensure an accessible and accountable service. 	<p>Customer relationship management programme</p> <ul style="list-style-type: none"> • Respond to petitions within 90 days • 100% effective ward committees • Institutionalisation of Batho Pele • Implementation of IGR frameworks • Izimbizo • Public hearings • EIA meetings <p>Customer centricity programme</p> <ul style="list-style-type: none"> • Giving customers access to telephone interpreting services • Improved business satisfaction • Improved community satisfaction
5.1	<ul style="list-style-type: none"> • Internal control system encompassing legislation, policies, procedures and people. • Directing and control management activities with good systems and processes. 	Corporate portfolio management

Strategic Objective	Focus of the Objective	Programmes and targets for 2010/11
<p>Promote sound governance</p> <p>Intended Outcome</p> <p>Unqualified Institutional Governance</p>	<ul style="list-style-type: none"> Focus on the integration of systems and processes. Managing our processes to achieve economies of scale or value chain integration. Establishment of entities in line with Section 93(F) of the Local Government Municipal Systems Act 	<ul style="list-style-type: none"> Submission of all legislated reports timeously Annual review of the IDP <p>ICT programme</p> <ul style="list-style-type: none"> Availability of systems and services Integrated ICT systems Improve internal satisfaction with ICT services Service requests resolved within agreed timeframes <p>Audit programme</p> <ul style="list-style-type: none"> Implementing the audit plan and working towards 0 qualifications Resolve 100% of AG issues Legal compliance, litigation and labour prosecution management Appointment of an integrity officer Ensuring the corporate governance of entities <p>Supply chain management programme</p> <ul style="list-style-type: none"> Improve Tender turnaround times.
<p>5.2</p> <p>Ensure financial sustainability</p> <p>Intended Outcome</p> <p>Enabling Working Liquidity</p>	<ul style="list-style-type: none"> Ensuring financial synergy (balance between where to invest, where to harvest, how to balance risk and how to ensure customers pay) Ensure financial liquidity (ability to be in a positive cash flow position, to be able to pay our short term financial obligations) Effective and efficient revenue, debtor and credit rating system. The system must ensure financial synergies that will ensure the optimum receipt of payment for services provided. Re-evaluation of the financial management system. An improved credit rating to; negotiate better terms with regards external funding and loans, increase the level of public private partnership interventions and funding from both Provincial and National Government. 	<p>Revenue enhancement programme</p> <ul style="list-style-type: none"> 100% MIG use 100% PTIS use 5,2% revenue from other sources 94% service payment levels <50% borrowed funding of CoT capital expenditure <p>Expenditure management</p> <ul style="list-style-type: none"> Pay creditors within 30 days Cost coverage of 1,3 Liquidity ratio of 0,4 <p>Asset management programme</p> <ul style="list-style-type: none"> Asset register fully compliant with approved GRAP standards
<p>5.3</p>	<ul style="list-style-type: none"> Capacitate people on business processes to be effective leaders. Putting in place processes and steps to create entrepreneurship, ownership and instil a sense of pride in achieving the 	<p>Optimised Human Capital programme</p>

Strategic Objective	Focus of the Objective	Programmes and targets for 2010/11
<p>Optimal institutional transformation to ensure capacity to achieve set objectives</p> <p>Intended Outcome</p> <p>The leader within</p>	<p>vision and mission of CoT.</p> <ul style="list-style-type: none"> • Effective decision-making through empowered leaders. • Building continuity and sustainability of institutional arrangements. • Leadership taking ownership of decision and results. • Building a centre of excellence through research and development. • The implementation of the Tshwane Service Excellence awards is an initiative in this strategic objective. 	<ul style="list-style-type: none"> • Improved employee satisfaction rating • Employee grievances resolved within required timelines • Learners trained as per workplace skills plan • Train managers in management courses • Vacancies filled in agreed turn around times

3 SERVICE DELIVERY PROGRAMME FOR 2010/2011

The CoT has initiated a number of programmes and projects to drive the achievement of our 8 strategic objectives. Not all the programmes identified in the IDP are to be realised in FY2010/11, but to be phased in. Our delivery programme for 2010/11 consists of the following components:

- Strategic projects
- The capital programme delivered per region

It is important to note that many of the priorities mentioned in the MTSF and the 7 National key priorities are addressed through the normal delivery of our capital programme, as indicated in section 2 above.

The strategic projects and capital delivery programme follows:

3.1 STRATEGIC PROJECTS

3.1.1 FORMALISATION OF INFORMAL SETTLEMENTS

The formalisation of informal settlements is a critical delivery programme. The formalisation programme is led by the Housing and Sustainable Settlements department, in partnership with sister departments such as City Planning, Roads and Transport, Water and Sanitation and Electricity. We intend to work on formalising the remaining 22 informal settlements in CoT.

3.1.1.1 *Formalisation in the NW Region*

Mabopane M Extension 2 (stand 10894), Mabopane A (stand 2024, 2025 and 5141), Mabopane EW and Mabopane Ext1 will be provided with water and sanitation as part of the formalisation of informal settlements programme. Water will be provided through project number 710898 and sanitation through project number 710864.

3.1.1.2 *Formalisation in the Eastern Region*

Phase 1 Stanza Bopape will be provided with water and sanitation as part of the formalisation programme. Water will be provided through project number 710898 and sanitation through project 710864.

3.1.1.3 *Formalisation in the Southern Region*

- Water and sanitation will be provided as part of the formalisation of Itereleng informal settlements. Water will be provided through project number 710898, and sanitation through project number 710864. Approximately 1500 h/holds will be relocated to Fort West.

3.1.1.4 Formalisation in the Central Region

The eradication of Brazzaville will be prioritised. Approximately 9,979 households in Jeffsville and Phumolong will be resettled.

3.1.2 ERADICATION OF SANITATION BACKLOGS

3.1.2.1 Household connections for eradication of sanitation backlogs

The backlog areas were identified and the backlog quantified. Infrastructure constraints were evaluated and additional infrastructure required was defined and planned. The City is striving to meet the National Target of at least basic sanitation for all by December 2014.

The service of choice for CoT residents is waterborne sanitation. The Water & Sanitation Division must plan to service the Formalised or being Formalised areas. The main focus is the North East region.

The pre-requisites for the provision of waterborne sanitation are:

- Full service water supply (metered connections per stand)
- Formalised layout (SG plan) of in situ formalised areas.
- Bulk sanitation infrastructure (Waste Water Treatment works and large collector pump stations)
- Sewer reticulation
- Funding

The proposed 2010-2015 MTREF funding is insufficient to meet the ideal of waterborne sanitation in line with the National targets. The projects required for the provision of the required infrastructure are scheduled as allowed by the available funding. It is expected that the current difficult economic times will continue for several years and that funding will remain tight. Waterborne sanitation for all is not likely to be achieved before 2016/2017 with the funding constraints.

There is a proposal by the Mayoral Committee for Council approval for the provision of Alternative Basic Sanitation (UDS) as an interim service to residents, which is upgradable later to waterborne sanitation. The UDS on-site dry sanitation system will be made available, but residents are free to choose it as interim service, or to decline and continue to use pit latrines until waterborne sanitation becomes available. Should sufficient residents avail themselves of this option, the December 2014 target can still be met.

The main bulk infrastructure to be provided is scheduled to go into construction during the 2010/2011 financial year for completion in the 2013/2014 financial year. The main components are:

- The Temba Water Purification Plant Extension
- The Temba Waste Water Treatment Works Extension
- The New Eersterust/Stinkwater Sewage Pump Station and Pipeline.

The design phase has been completed for all water and sewer reticulation projects and the construction phase will be scheduled according to available funding.

3.1.2.2 Waste Water Treatments Works

The IDP project 710411 – Replacement, Upgrading and construction of Waste Water Treatment Works, has a range of sub-projects. These include:

- Extension of Sunderland Ridge waste water treatment works (project 710411A/710364A). Although this project is to be implemented in the Southern Region (ward 70), wards, 47, 48, 57, 61, 64, 65, 66, 69 and 70 will benefit from this project. A new 30MI/day module is to be implemented which will cater for the needs of the area from 2013 to 2020.
- Extension of Zeekoegat waste water treatment works (project 710411B/712125). The WWTW is situated next to ward 43 in the Nokeng District. When implemented the wards that will benefit will be wards 40,41,42,43,44,45,46,47,52,56,67 and 6 in the Eastern Region. The Zeekoegat WWTW and Rooiwal WWTW are currently treating sewage at their full biological nutrient removal treatment capacity, and therefore the additional treatment capacity is urgently needed for future needs in the Eastern Region.
- Extension of Rooiwal WWTW (project 710411d/712128) is in ward 49 in the NE Region. Rooiwal currently has a treatment capacity of 150 mega litres per day and treats effluent from most of the central and eastern areas of CoT. The extension will assist with compliance to permit conditions and will benefit wards 1, 2, 4, 5, 7, 50, 51, 52, 53, 54, 55, 56, 58, 59, 60, 61, 62,63,66,68,71 and 72.
- Extension of the Hennops River WWTW (project 710411E/712525) will consist of a new WWTW and outfall sewer. This project is especially important due to the increased interest of developers to develop stands in the western portion of Centurion in the Swartbooispruit drainage area. When the R55 is upgraded, it will also bring renewed development opportunities to the area.
- Baviaanspoort WWTW (project 710411F/ 712526) is in the NE region ward 49. Wards to benefit from this project are 6,10,15,16,17,18,38,40 and 67. The WWTW currently treats 45 MI/d and is planned to increase to 60MI/d over the next 15 years. The ultimate treatment capacity of this WWTW will be 200MI/d once complete, however, due to topography of the site, planning is required for extensions on an adjacent area on the same site rather than extending the existing area.

3.1.3 ROADS AND TRANSPORT INFRASTRUCTURE⁵

Roads are an important social and economic infrastructure. Roads development will take place as part of the Bus Rapid Transit (BRT) implementation, as well as through community development projects as contained in the IDP.

In the NW Region, The Winterveldt urban renewal project will be led by the department of Housing and Sustainable Settlements. Water, sanitation and roads will be provided to Winterveldt through the Winterveldt land management plan project (project number 711489). The Roads and

⁵ Refer to Annexure C for further list of roads projects

Stormwater Division will provide technical advice regarding design and construction supervision assistance in the upgrading of roads and stormwater infrastructure, forming part of the renewal project.

There will be upgrading of Mabopane Roads (Project 712611). Internal roads will be developed in Mabopane, Soshanguve and Garankuwa over the next three years (project 711863).

In the Central Region 3,5km of stormwater drainage systems will be constructed in Atteridgeville.

In the NE Region, 0.8km of open stormwater drainage will be constructed in the Mandela village area

3.1.4 PROVISION OF ELECTRICITY INFRASTRUCTURE AND ALTERNATE ENERGY

3.1.4.1 Upgrading of Laudium

The Laudium upgrading of the distribution network both underground and overhead has been allocated R15million in the 2010/2011 financial year. The Claudius substation has been upgraded from 20 MVA to 55 MVA in the past financial years. Transformers were purchased in 2009/10 that will be implemented at Claudius, which will take it from 55 MVA to 105 MVA by end the FY 2010/2011. Laudium is only the distribution network left, and an estimated R15million per year will be adequate for the next 3 years

3.1.4.2 Zone of Choice

The Zone of Choice bulk infrastructure is being fed through the following substations:

- Wonderboom substations: being upgraded from 70 MVA to 105 MVA
- Pretoria North substations: being upgraded from 70 MVA to 105 MVA
- Wolmer Substation: being upgraded from 70 MVA to 120 MVA
- Orchards substation: being upgraded from 70 MVA to 120 MVA

The total capacity to be created is around 170 MVA new capacity around zone of Choice. The estimated combined cost of the construction and upgrading in this financial year will be around R150 million.

3.1.4.3 Solar Water Heater Project

The project has been allocated R23 million from the Department of Energy. It will be implemented across the five regions of the City, where each region will receive a minimum allocation of R4 million

3.1.4.4 Concentrated Solar Plant

The Memorandum of Understanding (MoU) is in the process of being recommended to Mayoral Committee for approval. Thereafter a feasibility study will be conducted with regard to the land indentified, the feeding in tariffs, and the appropriate funding model that will be incorporated into the sustainable Power Purchase Agreement.

3.1.5 ECONOMIC DEVELOPMENT INITIATIVES

3.1.4.1 Release of Strategic Land Parcels

The City Planning and Development Division identified strategic vacant land parcels throughout the City. Proposals for developments on these land parcels were made. The proposals are in line with the 5 Regional Spatial Development Frameworks (2008) and further informed by the needs analysis as indicated in the Tshwane Household Survey (2008).

Areas were further identified in terms of the Tsosoloso Programme. The nature of the programme will mean that land surrounding and in close proximity to the identified Tsosoloso nodes will likely increase in land value. Investors and land developers will also want to locate close to if not within the nodes themselves. In order for the Tsosoloso programme to be a success, the surrounding land uses and activities will need to be appropriate and complimentary to the nodes and it will be the responsibility of the CoT to ensure this

A Request for Proposals (RFP) was prepared jointly by Corporate and Shared Services and City Planning and Economic Development. The RFP has been drafted and is presently being evaluated by the Bid Specification Committee.

3.1.4.2 Tsosoloso: Solomon Mahlangu Precinct Urban Design Framework

Council approved the Solomon Mahlangu Urban Design Framework on the 26th November 2009. The implementation of the approved Framework will be done by means of Departmental projects, private initiatives on privately owned land and by means of the release of strategic vacant municipal land parcels. All development shall adhere to the principles as contained in the approved Urban Design Framework. The projects already underway are:

- The Denneboom Station Public Transport Interchange
- Re- development of private retail development (Mamelodi Crossing Shopping Centre) in line with the approved Urban Design Precinct Plan, 2009
- Mamelodi Hostels upgrading
- Construction of New Pedestrian Bridge
- Strategic Land Parcels – Request for Proposals

3.1.4.3 Establishment of a call centre in the North

The appointment of a quantity surveyor and engineers are in process and will be tabled at the Bid committee during July 2010. The construction of the Call centre in the North will be in an advanced stage by June 2011. The IT infrastructure, staffing and the call centre ergonomics layout will be addressed in the 2011/12 financial year.

3.1.4.4 Revitalisation of Economic Nodes

The City Planning and Economic Development department plays a driving role to ensure that there is revitalisation of economic nodes in CoT. A business retention, expansion and attraction strategy has been developed to guide the regeneration process. Economic Development is working with Gauteng Province's DED who are the new owners of assets that belonged to the North West Development Corporation, in order to regenerate Babelegi, Ga-rankuwa and Rosslyn such that the occupancy of Babelegi Industrial Estate has increased from 50% in 2008 to 86% in 2010.

This was achieved by a concerted effort to channel investors such as KLT (India), Nestle, etc. that are now located in that estate. Economic Development is in the process of investigating the possibility of establishing a Community Improvement District for Rosslyn, Babelegi and GaRankuwa. However, due to the enormity of the work that is involved in the regeneration process and capacity constraints currently focus can only be on one node at a time.

3.1.4.5 Skills Centre and SMME Development

Economic Development has developed an integrated skills development programme which has two components, namely: Enterprise Development and Technical Skills development as follows:

- Financial and Economic Literacy
- Start-up Entrepreneurship Programme
- Basic Entrepreneurship Programme
- Technical Training and Experiential Learning Placement
- Business Incubation
- Supplier Development
- Advance Entrepreneurship Programme
- Mentorship
- Business Advisory Services
- Trade Development and Mentorship
- Market Access & Linkages

Primarily, the skills centres and SMTDC are used for technical training, whereas business training is offered at the University of Pretoria and other venues as arranged by partners such as Productivity SA, etc.

3.1.6 INDIGENT SUPPORT

3.1.5.1 Establishment of the Food bank

A project steering committee will be constituted for the establishment of the Food Bank. Assessments of other Food banks will be conducted to learn from their experiences. The Tshwane Fresh Produce Market will provide a facility to establish the CoT food bank. The main beneficiaries of the Food bank will be Non-Profit Organisations involved in feeding schemes for indigent. The Food bank project will be driven by the Agriculture and Environmental Management department. Key partners will include internal departments such as Health and Social Development, external stakeholders such as the provincial Social Development department, National Food bank South Africa, the Progressive Women's Movement, Women in Agriculture and Youth in Agriculture.

3.1.5.2 The Indigent Exit Programme

The department of Health and social development will implement the refined indigent exit strategy as developed for us by the HSRC. This should create work and income earning opportunities for those currently registered on the indigent register. At least 4000 households on the indigent register will be linked to exit programmes, with at least 1000 exiting this year

3.1.7 DEVELOPMENT AND SUPPORT OF COOPERATIVES

The development and support of Cooperatives continues to be a strategic project of the CoT. The Department of Agriculture and Environmental Management will manage the cooperatives programme and aims to support 3,000 cooperatives for the 2010/11 year.

CoT will support cooperatives in all five regions of the city. The cooperatives we support are:

- Agriculture,
- Creative industries,
- Construction; and
- Environmental management.

CoT support will be the form of training on business management. Various SETA's (Sector Education and Training Agencies) will provide training on technical aspects. The CoT facilitates linkages between the cooperatives to companies that could provide financial support.

3.1.8 PHASING OUT OF LABOUR BROKERS IN ESSENTIAL SERVICES

CoT is committed to phasing out the use of labour brokers in essential services. This programme will be implemented in phases as funding is sourced.

3.1.9 THE EXPANDED PUBLIC WORKS PROGRAMME

For 2010/11, there will be increased participation of CoT Divisions on the EPWP programme. The target for job opportunities in 2010/11 is approximately 30 000. There will be concerted efforts to

look into operational projects as well with a view to maximise output and excellence. The implementation of the Bus Rapid Transit project promises more job opportunities. Residents in the Northern Route will be the key beneficiaries of the BRT implementation this year. The Agriculture and Environmental sector is also bringing in projects that will see many beneficiaries' life's being positively changed.

CoT Divisions	Examples of Programmes through which EPWP will be implemented
Public Works & Infrastructure Development Programme/Cluster	Roads & Storm-water
	Electricity
	Water & Sanitation
Sports, Recreation, Arts and Culture	Stadiums
	Community Centres
Housing	20PTP
	Housing related civil services
Fresh Market	Upgrading of Facilities, Upgrading of Processing Facilities)
Tourism	Tourism Signage, Mamelodi Rondavels
LED	Marketing & Trading Stalls - Ga-Rankuwa, Marketing & Trading Stalls - Saulsville
Transport	BRT, Wonder boom Airport
City planning, Development and Regional services	Tsosoloso Programme
Health and Social Development	Youth Development Programmes
	Home Based Care Programmes
	Multipurpose Centres
Agriculture and Environmental Management	Cemeteries
	Parks
	Waste removal
	Recreation facilities
Corporate and Shared Services	Building and Maintenance of City Property

3.1.10 COMMUNITY FIRE-FIGHTERS PROGRAMME

Key elements of this programme include:

- Placing Waterpot Systems within informal settlement areas to enable communities to attend to fires within short spaces of time.
- Training of community fire-fighters to address fires in the informal settlement areas.

- Implementation of the awareness and fire fighting programmes at the BESAFE Centres for areas without nearby Fire Stations.
- Replacing and refurbishing vehicles.

3.1.11 REPAIRS AND MAINTENANCE

Investing in repairs and maintenance is an essential component of the strategy in our IDP. Opex funded repairs and maintenance refers to day to day maintenance such as replacement of light bulbs, painting of walls, filling of potholes etc. Capex funded repairs and maintenance refers to replacement of assets such as replacing areas of a road, or substations.

Below are some examples of repairs and maintenance provisions made by departments.

- Refurbishment of fire fighting vehicles
- Repairs and upgrading of roads
- Replacement and modernisation of lifts at various Council buildings
- Refurbishment of power stations
- Maintenance of parks
- Maintenance of Council owned rental housing
- Replacement of traffic signs

3.2 THE COT CAPITAL PROGRAMME

Council approved approximately 270 capital projects in May 2010 for the MTREF period 2010/11-2012/13. Those with funding for the FY2010/11 are reflected in this SDBIP.

The table below indicates the % allocation of the capital budget per strategic objective. It must be noted that some objectives are not capital intensive (SO2 and SO4) hence the low percentage of capital funds allocated. Strategic Objective 5.3 will utilise the operational budget to achieve its targets and programmes in 2010/11.

Nr	Strategic Objective	Capital allocation
1.	Provision of quality basic services and infrastructure	R 1,879,883,907.00
2.	Economic growth and development that leads to sustainable job creation	R 821,065,000
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	R 239,212,000
3.2	Integrated Social Services for empowered and sustainable communities	R 38,000,000.00
4	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	R 19,400,000.00
5.1	Promote sound governance	R 132,232,000

Nr	Strategic Objective	Capital allocation
5.2	Ensure financial sustainability	R 52,950,000.00

The table below indicates the share of the capital budget per department. The bulk of the capital budget is focused on basic service delivery, hence the large capital budget allocated to Water and Sanitation, Electricity and Roads and Stormwater. As indicated in the MTREF, provincial housing did not gazette funds for CoT housing, which meant that the housing capital funding was reduced. Therefore Council has taken a decision that emphasis will be placed on formalisation of informal settlements through the release of land parcels, rather than on top structure delivery in 2010/11.

Strategic Unit	Approved Budget 2010/11	Draft Budget 2011/12	Draft Budget 2012/13
Agriculture & Environmental Management	63,964,640	81,300,000	78,750,000
City Planning & Economic Development	70,454,000	119,274,000	136,022,000
Community Safety	38,610,900	30,236,500	30,163,500
Corporate & Shared Services	101,717,000	95,351,367	91,838,176
Financial Services	16,259,000	15,000,000	15,000,000
Health & Social Development	30,216,000	17,000,000	11,000,000
Housing and Sustainable Human Settlements	144,958,500	163,630,000	166,311,500
Office of the Executive Mayor, Chief Whip, Speaker and City Manager	286,000	180,000	275,000
Public Works and Infrastructure Development	1,394,558,240	1,313,761,256	1,484,192,509
Transport and Roads	1,295,950,667	1,005,272,600	1,265,332,566
Sport, Recreation, Arts & Culture	38,000,000	87,000,000	115,000,000
TOTAL	3,194,974,947	2,928,005,723	3,393,885,251

Below are samples of projects of the capital programme of delivery for the 2010/11 year per region. This is not a comprehensive list; the detailed list of capital projects per department with delivery milestones is in Annexure C.

Regional executive directors manage the regions. They are as follows

- North West Ms M Malahlela Akasia Municipal Offices
- North East Mr K Rosenberg Temba Municipal Offices
- South Ms M Manong Centurion Municipal Offices
- Central Ms Z Ntsikeni Sammy Marks Square
- East Ms K Mohlala Mamelodi Municipal Offices

3.2.1 NORTH WEST REGION

- The department of Agriculture and Environmental Management will manage the new Soshanguve Resort (Klip-Kruisfontein) project (project number 712582). Key work to be done will include ground works, water and electrical network provision, road infrastructure development, a swimming pool, fences and landscaping.
- Development of the Klip-Kruisfontein cemetery (project number 712808) will be done. Due to cemeteries having an environmental impact, a decision is required to proceed with construction. Key milestones to be achieved in 2010/11 include having design plans and a ROD (record of decision).
- Bulk water pipe reinforcement will take place at Klipgat, Mabopane & Winterveldt (Project number 711331), wards 9 and 12. This project has a budget of R3M. The scope of the project is to install a new 800mm diameter bulk water pipeline to increase capacity to Winterveldt reservoir and to provide a minimum water demand required due to the housing developments of the Klippan South area of Winterveldt. During 2009/10 the lack of internal funds contributed to late delivery of pipes on site, therefore, the project was delayed. It is foreseen that the outstanding installations will be completed in 2010/11.
- The Klip/Kruisfontein Phase 3 Bulk Water supply project (project number 711332) will take place in ward 37. It has a budget of R12M. The project entails the construction of a 15 ML reservoir and installation of a main feeder pipeline of 600 mm in diameter and 4 100 m in length from the existing 1200 mm diameter Rand Water pipeline to the reservoir. It also entails the construction of supply pipeline from the reservoir to the water distribution network in the Klip-Kruisfontein area. The total length is ± 1978 m. The reservoir will be completed during FY2009/10, the allocated funding for 2010/11 will be utilised for the completion of the last phase for the installation of bulk water pipes in the feeder area.
- Project number 711534 – Bulk Sewer Klip/Kruisfontein Phase 3B will take place in ward 39. This entails the registration of servitudes/land acquisition.
- New Mabopane library will be implemented managed by Sports, Recreation, Arts and Culture.



3.2.2 EASTERN REGION

- The upgrade of Riverside is in process. This capital expenditure is funded by the Gauteng Department of Local Government and Housing and does not form part of our budget. The day-to-day maintenance of Riverside is budgeted by CoT as an Opex expenditure and maintenance will be done as required and as far as funds allow.
- Upgrade of Moretele Park (Project number 711581). This will entail the upgrading of the road infrastructure, construction of five (5) new cashier pay points, a new entrance building, a new swimming pool and kiosk.
- Implementation of the new Stanza Bopape library managed by the department Sports, Recreation, Arts and Culture. The project has R8M.
- Implementation of the Solomon Mahlangu Freedom square cultural centre by the department of SRAC.
- Conversion of the Mamelodi hostels (project 711713)
- Development of the Stanza Bopape clinic.
- Collector roads will be upgraded in Mamelodi (Project 712521)

3.2.3 SOUTHERN REGION:

- Olievenhoutbosch multipurpose sports facility.

3.2.4 CENTRAL REGION

- Lotus gardens multipurpose sports facility.
- Upgrade of the Ga Mothakga Resort
- Extensions to the Lotus Gardens Clinic
- Conversion of the Saulsville hostels (project 711712)

3.2.5 NORTH EAST REGION

- A call centre will be developed in ward 8. In the next 12 months the project will be in the construction phase. The construction phase will benefit the community in ward 8 in terms of the provision of temporary work opportunities for general labour. The planned long term benefit of this project is that once operation, sustainable jobs will be created in the call centre for the ward 8 community and surrounding areas of this region. This project will be managed by the department of Corporate and Shared Services.
- The Babelegi Reservoir (project 712142) will be implemented in the vicinity of ward 73 and 75. It has a budget of R32M. The project entails the design, planning and construction of an additional 15ML reservoir, supply pipelines, pump-stations and appurtenant works next to the existing Babelegi Reservoir. It is foreseen that 1400 m of new bulk pipes will be installed and that the reservoir will be 100% complete by the end of 2010/11 financial year.
- Basic sanitation Ga-Rankuwa ext and Winterveldt (412043) has an operational budget of R7, 5M. It will be implemented in wards 9 and 24. There will be construction of approximately 1050 toilets to at least the minimum national level of service using labour based techniques to maximise local employment. The toilet system will be designed to minimise the potential for pollution of local groundwater. The construction will take place on a demand-driven basis with requests for toilets coming from the households themselves who will contribute equity. As far as possible and within CoT constraints the households will be given a choice of alternative designs. We plan to install 1,000 toilet top structures in 2010/11 in order to eradicate backlogs.
- Hammanskraal cultural centre to be implemented managed by the department Sports, Recreation, Arts and Culture.

3.3 SERVICE DELIVERY TARGETS (SCORECARDS)

Service delivery targets in this SDBIP document are reflected in annexure A. The City scorecard as approved in the IDP reflects outcomes planned for, and will be reported annually in the annual report. The corporate scorecard as contained in Annexure A reflects outputs and will be monitored monthly and reported quarterly to MAYCO and Council. A draft corporate scorecard was attached in the IDP for purposes of informing provincial government of our TAS implementation plan. This has been revised in the SDBIP based on the approved budget.

3.4 FINANCIAL MANAGEMENT

As mentioned above, the MFMA requires the SDBIP of municipalities to include a cash flow breakdown for the implementation of the operational and capital budget. These can be found in annexure B and C of this document. The finances will be monitored monthly through the section 71 reporting process, and will together with the performance monitoring inform the formulation of any adjustments to be made on the budget and/or SDBIP for the 2010/11 year. All annual financial targets on this SDBIP and on the IDP will be monitored monthly and quarterly in order to assess the financial situation of the CoT.



4. RISK MANAGEMENT AND PERFORMANCE MANAGEMENT

4.1 RISK MANAGEMENT

Risks are managed at different levels of the organisation. Strategic risks to achieving the objectives, programmes and targets of the IDP are assessed, as well as operational risks at a project level. Project risks are assessed on a monthly basis, and these normally are indicators of areas of risk to achieving the IDP.

The following are challenges that could present risks to the achievement of the SDBIP and hence the IDP:

- Rising costs of construction materials and labour often impact on the delivery of projects. This is often outside the control of the municipality. Even though we plan for contingencies such as increased prices, experience over the past few years has indicated prices rising beyond available budget.
- The merger with Metsweding during the 10/11 financial year will impact on the overall finances of the CoT, which may have downstream implications for realising service delivery targets due to insufficient funds.
- There is a risk of not being able to timeously and sufficiently report on projects delivered by other spheres of government in areas of Tshwane.
- Community protests due to the dissatisfaction of communities, but mainly due to the upcoming local government elections. Whilst we may have processes in place to manage this, the impact on service delivery could be severe.
- Slow internal recruitment and procurement processes will slow down service delivery. It is essential that these processes which are within our control be managed within the agreed short timeframes to enable service delivery.

4.2 PERFORMANCE MANAGEMENT

The table below indicates the types of reports that will be submitted during the 2010/11 year.

Report Type	Description	Date of submission to MAYCO
Monthly / Quarterly IDP and SDBIP reporting	<p>The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1) (a) and (e).</p> <p>Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and</p>	<p>As per the IDP, budget and performance process plan.</p> <p>They will be submitted quarterly once internal audit has audited the</p>

Report Type	Description	Date of submission to MAYCO
	performance indicators need to be reported on quarterly (MFMA, 2003).	reports.
Mid-year budget and report	Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary. The Midyear report will be the second quarter report of the CoT.	January 2011 as per the IDP, budget and performance process plan. This will go to MAYCO once audited by internal audit.
Performance report	<p>Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> • The performance of the municipality and of each external service provided during that financial year; • A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and • Measures to be taken to improve on the performance <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments. This report will be the fourth quarter performance report.</p>	August 2011, as per the Annual report process plan. It must first serve at audit committee.
Annual report	<p>Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> • the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the accounting officer of any arrears on municipal taxes and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; • any explanations that may be necessary to clarify issues in connection with the financial statements; • any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality; • any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality; • an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; • an assessment by the accounting officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality; • the annual performance report prepared by a municipality; and • any other information as may be prescribed. <p>Section 127 prescribes the submission and tabling of annual reports. In terms of this section:</p> <p>1) The accounting officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that</p>	As per the annual report process plan which takes into consideration legislative requirements and the AG audit plan. It must be tabled at Council at end January.

Report Type	Description	Date of submission to MAYCO
	<p>financial year to the municipal manager of its parent municipality.</p> <p>2) The mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control.</p> <p>3) If the mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:</p> <p>(a) submit to the council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; and</p> <p>(b) Submit to the council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.</p> <p>The annual report will be submitted as per the approved annual report process plan.</p>	
Oversight report	<p>The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:</p> <p>(a) has approved the annual report with or without reservations;</p> <p>(b) has rejected the annual report; or</p> <p>(c) has referred the annual report back for revision of those components that can be revised.</p> <p>In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <p>(a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and</p> <p>(b) All oversight reports adopted on those annual reports.</p>	It must be submitted by the oversight committee (MPAC) to Council by end March.

Section 57 managers and the City Manager will sign performance agreements for the 2010/11 year based on this SDBIP. These will be utilised to ensure that planned service delivery targets for the year are monitored and achieved.

Departments will be monitored monthly on their performance targets and milestones as per the annexure of this document, and quarterly reports will be submitted to Council to report on progress against the SDBIP.

The quarterly reports should also be shared with ward committees from Council processes. All quarterly reports will be audited by internal audit, and reports will serve at the audit committee before submission to MAYCO and Council.



5. CONCLUSION

The City of Tshwane promised that we are “committed to redress the imbalances of the past, to break the back of poverty and progressively extend quality services to all residents and create a business friendly environment.... We will continue to strive for excellence in our services and a better Tshwane” This SDBIP is an operational plan that reflects our sincerity in meeting these commitments and creating a caring society.



6. ANNEXURE

The Annexure below respond to the requirements of National treasury in terms of the MFMA. All the annexure form the core of the performance agreement of the City manager, as they reflect how the total budget of the city will be implemented.

- A CORPORATE SCORECARD REFLECTING QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS
- B MONTHLY EXPENDITURE OF OPERATIONAL BUDGET AND REVENUE
- C DETAILED CAPITAL WORKS PLAN
- D STRATEGIC INITIATIVES TO ENHANCE SERVICE DELIVERY



A CORPORATE SCORECARD REFLECTING QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs	
1.0	Provision of quality basic services and infrastructure	Electricity	Electricity	1.1.1.1	% completed and occupied houses electrified to eradicate backlogs (EFA)	60,000	06/07 24,241 7/08: 16,402 08/09 7,942 09/10 Midyear 0	0%	0%	100% (3,000)	100% (3,000)	100% (6,000)	100%	100%	100%	1
1.0	Provision of quality basic services and infrastructure	Electricity	Electricity	1.1.1.2	Nr of completed and occupied houses electrified to cater for growth (i.e. the department provided bulk infrastructure for private developments)	100% of all applications	06/07 100% 7/08: 90% 08/09 93% 09/10 Midyear 995	740	580	660	620	2,600 connections - 2,250 standard & 350 non-standard connections	2,900 connections - 2,500 standard & 400 non-standard connections	3,200 connections - 2,750 standard & 450 non-standard connections		2
1.0	Provision of quality basic services and infrastructure	Electricity	Electricity	1.1.3.1	% of new business /commerce and industrial connections compared to those registered and paid	100% of all applications	06/07 3,839 7/08: 6,375 08/09 552 09/10 Midyear 100%	40	32	38	40	100% (150 applications received)	100% (applications received)	100% (applications received)		3
1.0	Provision of quality basic services and infrastructure	Electricity	Electricity	1.1.6.1	Number of Streetlights installed	Street light 1,000	07/08: 1,655 08/09 3,088 09/10 Midyear 297	60	360	360	360	1,140	3,300	3,500		4

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
1.0	Provision of quality basic services and infrastructure	Electricity	Electricity	1.1.6.2	Number of high masts installed	High mast 75	07/08: 3 08/09 8 09/10 Midyear 2	2	12	10	6	30	30	30	5
1.0	Provision of quality basic services and infrastructure	Electricity	Electricity	1.1.7.2	% unaccounted for electricity (annual)	7,5%	07/08: 9,5% 08/09 9,7%				9%	9%	9%	8%	6
1.0	Provision of quality basic services and infrastructure	Housing	Housing	1.5.1.2	# of completed community residential units (CRUs)	1,200 or 240 pa	07/08: 360 08/09 0 09/10 Midyear: 0	0	0	0	135	135	440	450	7
1.0	Provision of quality basic services and infrastructure	Housing	Housing	1.5.1.3	Nr of houses transferred to owners	Maintain or improve baseline	07/08: 3,211 08/09 2,899 09/10 Midyear: 1,687	1000	1000	1000	1000	4,000	3,000	3,500	8
1.0	Provision of quality basic services and infrastructure	Potable water	Housing	1.2.2.1	# of stands provided with water connections (Housing)	Maintain or improve (annual) baseline changed to minimum of 1,500 per annum	06/07: 19,256 07/08: 12,000 08/09: 3,276 09/10 Midyear 0	0	1,155	1,732	1,733	4,620	30,086	52,222	9

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.1.1	# of households with a below basic level of service provided with at least a basic or higher level of water service to eradicate backlogs	Original target of 26,466 changed to 23,578	06/07: 942 07/08: 11,168 08/09: 6,794	410	280	0	0	690	0	3000	10
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.1.3	% of households provided with water connections to cater for growth as percentage of total number applications received	Estimated at 3,000/annum 90% of applications in 14 days	06/07: 5,480 07/08: 5,488 08/09: 2,663	500 (90%)	500 (90%)	1,000 (90%)	1,000 (90%)	3,000 (90%)	3,000 (90%)	3,000 (90%)	11
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.4.4	% of unaccounted for water (annual)	Reduction of 1% per year	07/07: 27.8% 07/08: 27.9% 08/09: 28.6% 09/10 midyear: 27%)	-	-	-	26%	26%	25%	24%	12
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.1.5	Length (m) of bulk water pipelines installed to support growing demand (new)	31,500 changed to 39,696	06/07: 19,256 07/08: 12,000 08/09: 3,276 09/10 Midyear: 4,131	50	250	400	450	1,150	1,300	0	13

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.4.5	Bulk water pipelines (m) upgraded & replaced (capital)	199,133 reduced to 65,791	07/08: 4,441 08/09: 5,432 09/10 Midyear: 5,322	1,306	1,693	1,550	1,910	6,469	13,146	17,696	14
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.1.6	Length of internal water network pipelines installed (m) (new)	120,880 changed to 103,120	07/08: 19,085 08/09: 72,475 09/10 Midyear: 33,874	10,700	7,300	0	0	18,000	70,008	121,168	15
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.4.6	Internal water network pipelines (m) upgraded & replaced (capital)	1,040,905 reduced to 811,301	07/08: 198,516 08/09: 142,898 09/10 Midyear: 74,219	21,000	18,000	29,100	29,900	98,000	88,946	88,654	16
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	1.2.1.4	MI increase in reservoir capacity	164ML reduced to 127ML	06/07: 1,615 ML 07/08: 0 08/09: 0 09/10 Midyear: 2	25	15	30	0	70	53	14	17
1.0	Provision of quality basic services and infrastructure	Potable water	W&S	4.2.3.4	Water quality to SANS 241	Maintain or improve baseline	07/08: 100% 08/09: 100% 09/10 Midyear 99%	100%	100%	100%	100%	100%	100%	100%	18
1.0	Provision of quality basic services and infrastructure	Roads and Stormwater	Roads		% of output KPI's achieved by the Department for the rehabilitation, repairs and maintenance of	New	New 60%	100%	100%	100%	100%	100%	100%	100%	19

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
					all elements of the Stormwater Drainage systems										
1.0	Provision of quality basic services and infrastructure	Roads and Stormwater	Roads		% of output KPI's achieved by the Department for the rehabilitation, resurfacing, regravelling, repairs and maintenance of roads and bridges	New	New 100%	100%	100%	100%	100%	100%	100%	100%	20
1.0	Provision of quality basic services and infrastructure		Housing	1.6.1.1	# of settlements for which township establishment applications have been submitted	Eradicate all informal Settlements by 2014	07/08: 13 08/09: 0 09/10 Midyear: 0	0	0	1	1	2	3	3	21
1.0	Provision of quality basic services and infrastructure	Roads and Stormwater	Roads		Total Length (in Km) of Municipal Road Network (PMS)		New 8,059	8,118	8,125	8,133	8,142	8,142	8,307	8,309	22
1.0	Provision of quality basic services and infrastructure	Roads and Stormwater	Roads		Total Length (in Km) of Municipal Road Network that meets the minimum standards		New 5883	5,942	5,950	5,958	5,967	5,967	6,054	6,141	23

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
1.0	Provision of quality basic services and infrastructure	Roads and Stormwater	Roads		Total length of Stormwater Drainage Systems reflected on the Asset Register as presented by the GIS system		New 2,087	2,120	2,131	2,146	2,165	2,165	2,261	2,261	24
1.0	Provision of quality basic services and infrastructure	Roads and Stormwater	Roads		Total length of Stormwater Drainage System required to ensure proper stormwater management for Tshwane		New 3,390	3,423	3,434	3,449	3,468	3,468	3,564	3,564	25
1.0	Provision of quality basic services and infrastructure	Roads and Stormwater	CP		Number of reports submitted to Public Street names Committee		New	80% of requests received per quarter	80% of requests received per quarter	80% of requests received per quarter	80% of requests received per quarter	80% of requests received per quarter	80% of requests received per quarter	80% of requests received per quarter	26
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	1.3.1.1	# of household stands provided with sanitation connection per year by the department in order to eradicate the backlog	38,760 reduced to 13,852	06/07: 283 07/08: 1,217 08/09: 2,463 09/10 Midyear: 1,158	915	810	815	1,055	3,595	945	560	27

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
1.0	Provision of quality basic services and infrastructure	Housing	Housing	1.5.2.1	Cost of repairs and maintenance as a % of the TOI (total operating income) for housing services (rental services)		06/07: 1,5% 07/08: <30% 08/09: 19,66% 09/10 Midyear: 16,85%	<30%	<30%	<30%	<30%	<30%	<30%	<30%	28
1.0	Provision of quality basic services and infrastructure	Sanitation services	Housing	1.3.2.1	# of stands provided with sewer connections (Housing)	maintain or improve baseline: 3,204 annually changed to minimum of 1,500 per annum	06/07: 20,849 (both by housing and WS) 19,376 by housing. 07/08: 12,006 08/09: 3,650 09/10 Midyear: 0	0	1,155	1,732	1,733	4,620	30,086	52,222	29
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	1.3.1.2	Length (m) of bulk sewer pipelines installed to support growth (new)	8,507 changed to 8,887	08/09: 1,209 09/10 Midyear: 0	600	450	450	600	2,100	2,100	4,667	30
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	1.3.3.5	Length (m) of bulk sewer pipelines installed (upgrade & replace)	20,216 changed to 21,734	07/08: 4,851m 08/09: 3,768m 09/10 Midyear: 770	519	869	1,182	1,617	4,187	3,056	660	31
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	1.3.1.3	Length (m) of sewer network pipelines installed to support growth (new)	382,200 changed to 140,080	08/09: 30m 09/10 Midyear: 13,366	3,000	2,650	2,350	3,000	11,000	TBA	TBA	32

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	1.3.3.6	Length (m) of sewer network pipelines installed (upgrade & replace)	147,713 changed to 138,883	07/08: 1,8724m 08/09: 19,778m 09/10 Midyear: 1,189	6,030	5,240	5,990	8,250	25,510	34,496	34,796	33
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	1.3.3.7	MI waste water treated per day	698,2 MI / day changed to 547,2MI/day	0708: 557,2 08/09: 546.1 09/10 Midyear: 515,5	547,2	547,2	547,2	547,2	547,2	547,2	547,2	34
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	4.2.3.3.(a)	Reaction time to customer queries on water service disruptions	80% within 8 hours	07/08: 75% 08/09: 79% 09/10 Midyear 98%	80%	80%	80%	80%	80% within 8 hours	80% within 8 hours	80% within 8 hours	35
1.0	Provision of quality basic services and infrastructure	Sanitation services	W&S	4.2.3.3.(b)	Reaction time to customer queries on sewerage blockages	75% within 48 hours	07/08: 80% 08/09: 75% 09/10 Midyear 73%	75%	75%	75%	75%	75% within 48 hours	75% within 48 hours	75% within 48 hours	36
1.0	Provision of quality basic services and infrastructure	Waste removal services	AEM	1.4.3.2	% of airspace in landfill sites maintained or decreased (annual)	New	12 million metric tons 09/10 Midyear 0,73%				2,5%	2,5%	2,5%	2,5%	37
1.0	Provision of quality basic services and infrastructure	Waste removal services	AEM		No. of buy back centres established (annual)		New				1	1	1	1	38

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
1.0	Provision of quality basic services and infrastructure	Waste removal services	AEM	1.4.2.2	% of request of skips serviced within 7 Days	100%	07/08: 40,000 h/holds 08/09 Q3: 41,781 09/10 Midyear 98,4%	100%	100%	100%	100%	100%	100%	100%	39
1.0	Provision of quality basic services and infrastructure	Waste removal services	AEM	1.4.1.1	% of request received provided with new kerb side waste removal service points within 7 days	65,000 new kerb side waste removal points.	08/09 73,000 09/10 Midyear 91,2%	100%	100%	100%	100%	100%	100%	100%	40
1.0	Provision of quality basic services and infrastructure	Waste removal services	AEM	1.4.2.1	# of plastic bags provided in informal areas to compliment other waste initiative	160,000 households	7/08: New 08/09 48,300 09/10 Midyear 157,500	160,000	160,000	160,000	160,000	160,000	160,000	160,000	41
1.0	Provision of quality basic services and infrastructure	Spatial Development	CP		% of projects implemented in-line with the CoT Regional Spatial Development Plan		New	80%	80%	80%	80%	80%	80%	80%	42
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	Transport	1.8.2.2	% construction of BRT trunk line completed	Construction of line 1 (Mabopane CBD)	09/10 Midyear 0%	60% (design stage)	100% (design stage)	0	20% (construction)	20% (construction)	58% (construction)	100% (construction)	1

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	Transport		# of projects implemented as per the Integrated Transport Plan (ITP)		New	0	2	2	6	10	12	15	2
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	ED		% GVA contribution (annual)		8,7%				4%	4%	6%	6%	3
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	Transport		% increase in commuters making use of Tshwane bus service	4918320(397 busses, average of 35 persons per bus)	New	0.0%	0,5%	1.0%	0.0%	1.0%	1,5%	1,5%	4
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	Transport		% share of public bus transport compared to total market segment		New Buses = 30,4% Taxis = 48,9%	Buses = 30,4% Taxis = 48,9%	Buses = 30,4% Taxis = 48,9%	Buses = 30,4% Taxis = 48,9%	Buses = 30,4% Taxis = 48,9%	Buses = 30,4% Taxis = 48,9%	Buses = 30,9% Taxis = 49,4%	Buses = 31,4% Taxis = 49,9%	5
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	Transport		Increase public transport routes for buses and taxis.		New	0.0%	0.0%	0.0%	0.0%	Establish status quo.	2.0%	5.0%	6

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	AEM	2.2.4.2	% increase in market turnover equal to or better than average for national fresh produce markets in Gauteng		New measure 08/09 17,7%	2%	2%	2%	2%	2%	2%	2%	7
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	Transport		% increase in number of passengers (departing from WBA - domestic and International/regional)		New 6,792 per annum (ATNS statistics)	6,000	11,000	24,000	39,000	80,000	120,000	150,000	8
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	OEMCM		% of IR agreements implemented according to agreement criteria		New 90%	100%	100%	100%	100%	100%	100%	100%	9
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	SRAC	3.5.1.1	# of tourists visiting heritage, cultural and natural sites of attraction in Tshwane (controlled access)	175,000	07/08: 39,000 08/09: 46,938 09/10 Midyear: 16,034	10,200	9,400	6,500	9,400	35,500	35,800	40,000	10

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	ED	2.1.1.2	R-value (new investment in CoT)	2,2 Billion	06/07: 115 mil 07/08: 713,9 mil 08/09: 816,9 09/10 Midyear 7,313,618,614	R 100,000,000	R 100,000,001	R 100,000,002	R 100,000,003	R 400,000,000	R 500,000,000	R 600,000,000	11
2.0	Economic growth and development that leads to sustainable job creation	Supply Chain Management	FS		% BEE procurement	New	1. 60% Target on Black Person Owned Enterprises. 2. 15% Target on Women Owned Enterprises 3. 10% Target On Youth Owned. 4. 5 % Target On Disabled Owned 5. 5% Target For Locality. 6. 5% Target for SMME's	60%	60%	60%	60%	60%	70%	80%	12
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	AEM		# of BKB workshops and projects facilitated	New	13	3	3	3	3	12	12	12	13
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		% of funding leveraged against NDPG.	New		10%	20%	30%	40%	40%	50%	60%	14

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		% of NDPG funding spent		New	25%	50%	75%	100%	100%	100%	100%	15
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		# of SDF's developed / reviewed with respect to rezoning applications		New	0	0	0	5	5	5	5	16
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		% of building application plans approved within legislative timeframes		New	100%	100%	100%	100%	100%	100%	100%	17
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		% of urban management plans completed and approved		New	0	0	0	5	5	5	5	18
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		# of sites identified for relocation		New	100%	100%	100%	100%	100%	100%	100%	19

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		% of surveys conducted (Topocadastral and cadastral surveys) conducted versus requested		New	80%	80%	80%	80%	80%	90%	100%	20
2.0	Economic growth and development that leads to sustainable job creation	Urban design (Spatial planning)	CP		% of land development applications processed as a proportion to Land Development Applications received		New	80%	80%	80%	80%	80%	80%	80%	21
2.0	Economic growth and development that leads to sustainable job creation	City of Excellence	ED	2.2.2.1	# of formal jobs created in the CoT economy (annual)	217,707	06/07: 59,000 07/08: 40,000 08/09: 14,728				15,000	15,000	15,000	15,000	22
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social		# of edu-care funded NGO centres		New	37	37	37	37	37	37	37	1
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.1.2.1	# of children from needy background who have access to edu-care in CoT centres	Maintain or improve baseline	07/08: 7,300 08/09: 10,063 09/10 Midyear: 1,593	1,040	1,040	1,040	1,040	1,040	1,040	1,040	2

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	ED	2.2.2.4	# manufacturing business Incubated	120	06/07: 37 09/10 Midyear 81	30	30	30	30	120	120	120	3
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social		# of beneficiaries of programmes for children		New	100	100	100	100	400	450	500	4
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.1.2.3	# of beneficiaries of programmes for the aged	Maintain or improve baseline	07/08: 150 08/09: 1,605 09/10 Midyear: 2,805	269	269	269	269	1,076	1,300	1,400	5
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.1.2.5	# of beneficiaries of programmes for the disabled	Maintain or improve baseline	07/08: 50 08/09: 1,273 09/10 Midyear: 1,320	219	219	219	219	876	1,400	1,500	6
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.1.2.4	# of beneficiaries of programmes for the youth	Maintain or improve baseline	07/08: 150 08/09: 2,041 09/10 Midyear: 754	162	163	162	183	670	770	820	7
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.1.2.2	# of beneficiaries of programmes for women	Maintain or improve baseline	07/08: 120 08/09: 4,533 09/10 Midyear: 1,127	125	125	125	125	500	500	500	8

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	ED		# of business entities (SMMEs & co-operatives) supported through the Trade Development Programme		New	80	80	40	100	300	350	400	9
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	ED	2.2.1.1	# of SMMEs supported	8,000 (included both SMMEs and co-operatives previously)	06/07: 3,111 07/08: 2,358 08/09: 7,313 09/10 Midyear 2,789	600	1,050	1,350	1,020	4,020	4,225	4,525	10
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	ED	2.2.1.2	# of business entities (cooperatives) supported and developed		09/10 Midyear 502	750	750	750	750	3,000	3,500	4,000	11
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.2.3.1	% of CoT departments with council approved AIDS developmental plans implemented	100% end June 2010	08/09: 33% 09/10 Midyear: 0%	0%	100%	100%	100%	100% (11 departments)	0	0	12
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social		Number of HIV/AIDS projects aimed at capacity building delivered per annum		New	3	3	3	3	12	12	12	13

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	SRAC	3.5.2.2	# of reading awareness programmes developed and implemented	5	07/08: 18 08/09: 8 09/10 Midyear: 14	1	0	1	2	4	4	4	14
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	AEM		# of fresh produce entrepreneurs supported		New	0	0	0	60	60	60	60	156
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social		# of households (indigent) registered with ICD		New	3,000	3,000	3,000	3,000	12,000	0	0	16
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.1.1.5	# of indigent households exited from indigent programme	1,500	Target unit of measure now households 09/10 Midyear: 24	250	250	250	250	1000	1000	1000	17
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social		# of indigent households applications verified (the social package indigents' grant)		New	3,000	3,000	3,000	3,000	12,000	0	0	18
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	FS	3.1.1.1	# of households receiving the municipal support grant (the social package indigents'	90,000	06/07: 46,800 7/08: 47,774 08/09: 68,696 09/10 Midyear 76,295				90,000	90,000	90,000	90,000	19

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
					grant) (annual)										
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social	3.1.1.5	number of registered indigents linked to exit programmes		06/07: 114 7/08: 1,240 08/09: 399 09/10 Midyear 24	1000	1000	1000	1000	4000	4000	40000	20
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	AEM	3.1.3.1	# of people benefitting from the distribution of starter packs		7/08: 1,365 08/09: 1,196 09/10 Midyear 884	400	150	200	100	850	950	1000	21
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	ED	2.2.2.3	#Nr of beneficiaries of skills development programmes		06/07: 1,569 07/08: 1,569 08/09: 1,153 09/10 Midyear 569	100	100	100	100	400	450	500	22
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social		# of TB cases per 100 000 of population - annualised		New 446				<600	<600	<600	<600	23
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	OEMCM	1.4.1.3	# of temporary jobs created in the EPWP Programme		09/10 Midyear 1,000	2487	5973	9463	12179	30102	TBA	TBA	24

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	ED	2.2.2.2	# of jobs created through the municipality's local economic development initiatives including capital projects (NKPI)(annual)		06/07: 7,270 07/08: 3,916 08/09: 1,943 09/10 Midyear 1,113				2,600	2,600	2,730	3,098	25
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	Social		% of new smear positive PTB cases cured in CoT clinics		New 74.1%	75%	75%	75%	75%	75%	76%	77%	26
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	FS	3.1.1.2	% of households earning less than R1,700 per month (as per indigent register) with access to free basic services (annual)	Maintain or improve baseline 35%	07/08: 19,9% 08/09: 27,4% 09/10 Midyear 30,7%				35%	Maintain or improve baseline 35%	Maintain or improve baseline 35%	Maintain or improve baseline 35%	27
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	AEM		% of requests received for indigent burials/cremations conducted by the City		New 217 Burials & 317 Cremation (2008/09)	100%	100%	100%	100%	100%	100%	100%	28

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	FS	3.1.1.3	R value of social support package (annual)	Maintain or improve baseline	07/08: R113,9m 08/09: R170,7m				R239,8 mil	R239,8 mil	TBA	TBA	29
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Emergencies	CS	3.4.1.1	% Emergency Incidents Reported and attended to Risk Categories		06/07: 87% 7/08: 87% 08/09: 100% (4,098) 09/10 Midyear:100% (2,341)	100%	100%	100%	100%	100%	100%	100%	30
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Occupational Health and Safety	CorpSS		% of the OHS Indice as per responsibility area implemented		New	100%	100%	100%	100%	100%	100%	100%	31
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Occupational Health and Safety	CorpSS	5.2.3.1	% reduction in reportable accidents(section 24's) as a proportion of the total # of employees (annual)		New				0.23%	0.23%	0.22%	0.22%	32
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Safer City	CS	3.3.3.1	% reduction in fatal accidents per 10,000 registered vehicles per annum (quarterly)		08/09 50% 09/10 Midyear: 44%	20%	20%	20%	20%	20%	20%	20%	33

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Safer City	CS	3.3.1.1	Number of internal policing operations executed to contribute to the 1% decrease in reported crime levels per type of crime		06/07: 452 7/08: 392 08/09: 594 09/10 Midyear: 261	105	212	317	425	425	425	425	34
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Safer City	CS	3.3.2.1	Number of joint by-law operations executed to result in a reduction of by-law transgressions (shared indicator between Proactive Policing and Strategic Policing Interventions)		06/07: 452 7/08: 392 08/09: 576 09/10 Midyear: 294	105	210	315	420	420	420	420	35
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Safer City	CS		# of joint policing operations executed to contribute to the 1% decrease in reported crime		New	106	213	319	425	425	425	425	36

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
					(holistically)										
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Community capacity	CS		# of members of the community trained on safety issues based on requests received		New	100%	100%	100%	100%	100%	100%	100%	37
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Safer City	CS		% of by-law hotspots attended to		New	50%	50%	50%	50%	50%	60%	70%	38
3.1	Fight poverty and build clean, healthy, safe and sustainable communities	Urban design (Spatial planning)	AEM		# EIA's involved /EIA's required		New 8 per annum	3	2	2	1	8	8	8	39
3.2	Integrated Social Services for empowered and sustainable communities	Cemeteries	AEM	1.9.2.1	# of new cemeteries developed (Annual target)		09/10 Midyear 0	0	0	0	1	1	0	1	1
3.2	Integrated Social Services for empowered and sustainable communities	Cemeteries	AEM	1.9.2.2	% of CoT managed cemeteries maintained per region		09/10 Midyear 8%	100%	100%	100%	100%	100%	100%	100%	2
3.2	Integrated Social Services for empowered and sustainable	Environmental Safety	AEM		# of actions/strategies towards the implementation		New	1	2	1	3	7	7	7	3

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
	communities				of the TIEP										
3.2	Integrated Social Services for empowered and sustainable communities	Health	Social		# Of EH practitioners per 15 000 of population. (one per 15 000 population by 2011)	New	New 0.45	0.45	0.45	0.45	0.50	0.50	0.60	0.70	4
3.2	Integrated Social Services for empowered and sustainable communities	Health	Social	3.4.2.1	# of emergency medical incidents responded to (patients treated & responded to or transported)	55,000 annually	06/07: 53,261 07/08: 62,530 08/09: 76,031 09/10 Midyear: 38,445	16,251	16,251	16,251	16,251	65,000	65,000	65,000	5
3.2	Integrated Social Services for empowered and sustainable communities	Health	Social	3.2.1.2	% of EDL medicine made available to PHC clinic at all time	90%	06/07: 90% 7/08: 99% 08/09: 96.5% 09/10 Midyear: 99.3%	90%	90%	90%	90%	90%	90%	90%	6
3.2	Integrated Social Services for empowered and sustainable communities	Health	Social		% of households with access to PHC services within a radius of 5 Km.		AR 08/09 98%	98%	98%	98%	98%	98%	98%	98%	7

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.2	Integrated Social Services for empowered and sustainable communities	Health	Social	3.2.1.1	Maintain Nr of clinic users per annum	Maintain the nr of clinic users at 1 265 604 (Estimated 2008/09 figure. Can change later	06/07: 1,112,554 7/08: 1,176,493 08/09: 1,410,779 09/10 Midyear 608,428	316,401	316,401	316,401	316,401	1,265,604	1,265,604	1,265,604	8
3.2	Integrated Social Services for empowered and sustainable communities	Health	Social		Number of specialized standby services of National importance attended to on request per year.		New	1	2	1	1	5	5	5	9
3.2	Integrated Social Services for empowered and sustainable communities	Inner City Regeneration	AEM	1.9.1.1	# new parks per annum		09/10 Midyear 6	0	1	2	1	4	4	12	10
3.2	Integrated Social Services for empowered and sustainable communities	Inner City Regeneration	AEM	1.9.1.2	% play parks maintained per region		09/10 Midyear 100%	100%	100%	100%	100%	100%	100%	100%	11
3.2	Integrated Social Services for empowered and sustainable communities	Inner City Regeneration	AEM	3.5.4.1	# of visitors to nature reserves, recreation resorts and swimming pools		07/08 635,390 08/09 746,315 09/10 Midyear 386,459	106,000	251,000	239,000	94,000	690,000	800 000	900 000	12

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.2	Integrated Social Services for empowered and sustainable communities	Libraries	SRAC		# of new libraries provided and functional		New	1	0	0	0	1	2	0	13
3.2	Integrated Social Services for empowered and sustainable communities	Libraries	SRAC	3.5.2.1	# of new members to libraries		New measure	5,000	4,800	5,200	5,100	20,100	21,105	22,160	14
3.2	Integrated Social Services for empowered and sustainable communities	Libraries	SRAC	3.5.1.2	# of cultural programmes offered	5	06/07: 2 07/08: 5 08/09: 7 09/10 Midyear: 6	0	1	2	2	5	5	5	15
3.2	Integrated Social Services for empowered and sustainable communities	Recreational services	AEM		# swimming pools per 1000 of the population in undeveloped (formal) areas		New	0	1	0	1	2	1	0	16
3.2	Integrated Social Services for empowered and sustainable communities	Safer City	CS		% of the Visibility Strategy Implemented		New	100%	100%	100%	100%	100%	100%	100%	17
3.2	Integrated Social Services for empowered and sustainable communities	Sports	SRAC	3.5.3.2	# of sports development programmes offered	12	07/08: 12 08/09: 25 09/10 Midyear: 14	6	3	3	0	12	12	12	18

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
3.2	Integrated Social Services for empowered and sustainable communities	Sports	SRAC	3.5.3.1	# of visitors to sports and recreational facilities	29,450	07/08: 25,275 08/09: 42,714 09/10 Midyear: 15,570	7,362	7,362	7,362	7,364	29,450	29,450	29,450	19
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer centricity and enhancement The orientation of an organisation to the needs and behaviours of its communities	OEMCM/CSS		# of telephone interpreting services offered to City of Tshwane customers / # of services offered to CoT customers	New	TBA	0%	0%	0%	5%	5%	10%	15%	1
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer centricity and enhancement The orientation of an organisation to the needs and behaviours of its communities	ED		% business satisfaction survey (annual)	50%					75%	75%	75%	75%	2
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer centricity and enhancement The orientation of an organisation to the needs and behaviours of its communities	OEMCM		% community satisfaction rating (annual)	New	New 67,6%				85%	85%	85%	85%	3

Annexure A Scorecards reflecting quarterly projections of service delivery targets

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4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer centricity and enhancement The orientation of an organisation to the needs and behaviours of its communities	CorpSS		% consumer satisfaction with level of service delivery (survey conducted every two years) (annual)		New 38,5%				45,0%	45,0%	45,0%	55,0%	4
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer centricity and enhancement The orientation of an organisation to the needs and behaviours of its communities	Electricity	4.2.3.1	Nr of Electricity NRS 047 service standards met as % of total nr of service standards	adherence to minimum agreed to (NER stds per function) NRS,etc	07/08: 100% 08/09: 81% 09/10 Midyear 100%	80%	80%	80%	80%	80%	80%	80%	5
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	OEMCM		# of communication and marketing campaigns initiated to enhance the city's image		New	0	1	0	1	2	TBA	TBA	6

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities			# of petitions resolved / # of petitions received		New 51.4%	70%	70%	70%	70%	70%	75%	80%	7
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	OEMCM		% of ward committees complying to effectiveness criteria		New	100%	100%	100%	100%	100%	100%	100%	8
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	OEMCM		# of wards delimited for COT(annual)	New	New 76	0	0	0	105	105	105	105	9

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	CorpSS		% implementation of service delivery improvement plan index (customer care)(quarterly)		New	50%	50%	50%	50%	50%	60%	80%	10
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	CorpSS		Institutionalisation of Batho Pele in the Co T (annual)		New	50%	50%	50%	50%	50%	60%	80%	11
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	OEMCM		% of IGR frameworks implemented	New	New 90%	100%	100%	100%	100%	100%	100%	100%	12

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	OEMCM	4.1.1.1	# of petitions resolved / # of petitions received		07/08: 41,5% 08/09: 50,9%	70%	70%	70%	70%	70%	75%	80%	13
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	CP	4.1.4.1	# of stakeholder meetings facilitated and attended, internal and external (Ward, Service Delivery and SD Strategic Operational Committees, City Developer forum)	4	06/07: 2 07/08: 4 08/09: 2 09/10 Midyear 0	1	2	2	1	6	6	6	14
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	OEMCM	4.1.4.1	% stakeholder meetings facilitated and attended (Izimbizo)	2	07/08: 4 08/09: 3 09/10 Midyear 3	0	1	0	1	2	2	2	15

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	OEMCM	4.1.4.1	% stakeholder meetings facilitated and attended (Public Hearings)	4	07/08: 4 08/09: 12 09/10 Midyear 31	1	1	1	1	4	4	4	16
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	A&EM	4.1.4.1	% stakeholder meetings facilitated and attended (EIA)	10	07/08: 10 08/09: 1 09/10 Midyear 12	3	2	2	3	10	10	10	17
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	ED	4.1.4.1	% stakeholder meetings facilitated and attended (Business Community)	4	07/08: 1 08/09: 21 09/10 Midyear 19	1	1	1	1	4	4	4	18

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	CorpSS	4.1.4.1	% stakeholder meetings facilitated and attended (labour)	4	07/08: 4 08/09: 4 09/10 Midyear 0	1	1	1	1	4	4	4	19
4.0	Foster participatory democracy and Batho Pele principles through a caring, accessible and accountable service	Customer relationship management Methods that organisations use to interact with communities	CorpSS		% cost reduction through shared services operations (annual)		New				5%	5%	11%	18%	20
5.1	Promote sound governance	Audit	OEMCM	5.4.2.1	# of total qualifications(annual)	0	06/07: 6 07/08: 2 08/09: 1				0	0	0	0	1
5.1	Promote sound governance	Audit	OEMCM	5.4.2.2	% audit (AG and internal audit) recommendations resolved within specified time frames	100%	06/07: 4 07/08: 2 08/09: 1 09/10 Midyear 1	100%	100%	100%	100%	100%	100%	100%	2

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.1	Promote sound governance	Audit	CorpSS		%increase in corporate legal compliance	80%	07/08: 85% 08/09: 89%	90%	90%	90%	90%	90%	90%	90%	3
5.1	Promote sound governance	Audit	CorpSS		% increase in litigation and labour prosecution management		New	40%	40%	40%	40%	40%	45%	50%	4
5.1	Promote sound governance	Audit	FS	5.4.8.2	% compliance to principles of the GAP Analysis		07/08: 40% 08/09: 61%	75%	75%	75%	75%	75%	75%	75%	5
5.1	Promote sound governance	ICT	CorpSS		% availability of ICT Systems and Services	Develop ICT Business Continuity Plan ; Develop ICT Disaster Recovery Plan ; Develop ICT Information and Infrastructure Security Plan Develop Enterprise Architecture strategy; Develop and Implement Infrastructure management and development	New	80%	80%	80%	80%	80%	85%	90%	6

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
						plan									
5.1	Promote sound governance	ICT	CorpSS		% of integrated systems against identified systems	Develop Governance Model; Develop Enterprise Architecture strategy; Centralise identified transversal systems; Implement system integration initiatives (roadmap)	New	65%	65%	65%	65%	65%	75%	85%	7
5.1	Promote sound governance	ICT	CorpSS		% of internal respondents satisfied with ICT services (annual)	Development of Service Level Agreements and Operational Level Agreement with relevant stakeholders; Perform Bi-Annual IT User satisfaction Survey; Establish ICT Service week to collect Departmental	New				65%	65%	75%	85%	8

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
						ICT needs									
5.1	Promote sound governance	ICT	CorpSS		% of service requests resolved within agreed timeframe	Develop a Business Intelligence strategy ,Technical upgrade of SAP system to ECC 6.0;Review of the Implementation IT Service Management Framework; Implementation of ITSM review report; Review ICT Policies , Develop ICT Governance Framework for the City; Develop Enterprise Architecture for the City's ICT Services; Develop ICT Project and Portfolio Management	New	80%	80%	80%	80%	80%	90%	95%	9
5.1	Promote sound governance		CorpSS	5.4.11.2	% file plan maintenance	100%	07/08: 92% 08/09: 92% 09/10 Midyear 100%	100%	100%	100%	100%	100%	100%	100%	10

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.1	Promote sound governance	Integrated Corporate portfolio management	CP		# of by-law contraventions incidents responded to in respect to land usage	90%	New	90%	90%	90%	90%	90%	90%	90%	11
5.1	Promote sound governance	Integrated Corporate portfolio management	OEMCM	5.4.1.1	# of reports submitted timeously / # of reports (MFMA / MSA)	100%	07/08: 100% 08/09: 100% 09/10 Midyear 100%	100%	100%	100%	100%	100%	100%	100%	12
5.1	Promote sound governance	Integrated Corporate portfolio management	OEMCM	5.4.3.1	# of strategic reviews per annum (IDP)	1	New	0	0	1	0	1	1	1	13
5.1	Promote sound governance	Integrated Corporate portfolio management	OEMCM		% achievement on departmental scorecard	90%	New	90%	90%	90%	90%	90%	92%	95%	14
5.1	Promote sound governance	Integrated Corporate portfolio management	OEMCM	5.4.8.2	% compliance to principles of GAP analysis by departments	75%		75%	75%	75%	75%	75%	75%	75%	15
5.1	Promote sound governance	Policies and By-laws	CS		% of by-law hotspots attended to	50%	New	50%	50%	50%	50%	50%	60%	70%	16

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.1	Promote sound governance	Policies and By-laws	CP		% of by-law contraven tions incidents responded to in respect to complaints received	90%		90%	90%	90%	90%	90%	90%	90%	17
5.1	Promote sound governance	Supply Chain Management	FS		Tender turn-around time (days)	14 days	New R30 000 to R200 000 Threshold 14 Days	14	14	14	14	14	12	10	18
5.1	Promote sound governance	Supply Chain Management	FS		Tender turn-around time (days)	90days	New Above R200 000 Threshold 90 days	90	90	90	90	90	70	60	19
5.2	Ensure financial sustainability	Asset Management	FS	5.4.8.2	Asset register to comply with GRAP standards (annual)	100%					75%	75%	75%	75%	1
5.2	Ensure financial sustainability	Asset Management	FS		% of total inventory (stock) to total operating budget		New	2,5	2,5	2,5	2,5	2,5	2,3	2,0	2
5.2	Ensure financial sustainability	Budget review	FS		% Employee costs of total operating budget (annual)	23%	New				23,3%	23,3%	22,3%	21,3%	3

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.2	Ensure financial sustainability	Budget review	FS	5.1.5.1	% Capex budget (spend)	98%	07/08: 85,9% 08/09: 42.0% 09/10 Midyear: 98.1%	7.7%	14,9%	14,8%	56,1%	93,5%	98.0%	98.0%	4
5.2	Ensure financial sustainability	Budget review	FS	5.1.5.2	% Opex budget (spend)	98%	07/08: 98,8% 08/09: 89,5% 09/10 Midyear: 38,5%	22,8%	23,4%	19,2%	32,6%	98%	98%	98%	5
5.2	Ensure financial sustainability	Expenditure management	FS		% creditors paid within 30-days of date of statement	98%	98%	98%	98%	98%	98%	98%	98%	98%	6
5.2	Ensure financial sustainability	Expenditure management	FS		% Total operating expenditure spent on repairs and maintenance	11%		11,1%	11,1%	11,1%	11,1%	11,1%	10,8%	10.0%	7
5.2	Ensure financial sustainability	Expenditure management	FS		Cost coverage ratio (annual)	0,7	07/08: 0,3 08/09: 0,2				1,3	1,3	1,7	2,3	8
5.2	Ensure financial sustainability	Expenditure management	FS		Current Ratio (annual)	1,4					1,4	1,4	1,5	1,5	9

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.2	Ensure financial sustainability	Expenditure management	FS		Current ratio adjusted for aged debtors (annual)	0,7					0,7	0,7	0,8	1.0	10
5.2	Ensure financial sustainability	Expenditure management	FS		Liquidity ratio (annual)	0,4					0,4	0,4	0,5	0,7	11
5.2	Ensure financial sustainability	Expenditure management	FS	5.4.8.1	% decrease in insurance claims due to controllable events (all departments) (annual)	2%	07/08: 2% 08/09: 23%				2%	2%	2%	2%	12
5.2	Ensure financial sustainability	Expenditure management	FS	5.4.8.3	% increase in Insurance costs (assets and liabilities) not to increase above CPI (on equal comparative analysis of previous insurance year)(annual)	Reduce the cost of insurance by 0,005 % p/a	07/08: 2% 08/09: 2%					% increase in Insurance costs (assets and liabilities) not to increase above CPI (on equal comparative analysis of previous insurance year)(annual)	% increase in Insurance costs (assets and liabilities) not to increase above CPI (on equal comparative analysis of previous insurance year)(annual)	% increase in Insurance costs (assets and liabilities) not to increase above CPI (on equal comparative analysis of previous insurance year)(annual)	13

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.2	Ensure financial sustainability	Fleet Management	CorpSS		% vehicle availability	New	New 77%	80%	80%	80%	80%	80%	≥ 85%	≥ 85%	14
5.2	Ensure financial sustainability	Audit	CorpSS	5.4.9.2	Building Maintenance expenditure as % of the building replacement value (annual)	To increase the Opex on BM from current level (baseline) to 5% of RV of CoT owned buildings to accepted international norms by 2013	08/09: 2,3%				1,5%	1,5%	2,5%	3,0%	15
5.2	Ensure financial sustainability	Revenue Enhancement	FS		% MIG utilisation	100%	New	100%	100%	100%	100%	100%	100%	100%	16
5.2	Ensure financial sustainability	Revenue Enhancement	FS		% PTIS utilisation	100%	New	100%	100%	100%	100%	100%	100%	100%	17
5.2	Ensure financial sustainability	Revenue Enhancement	FS		% revenue increase from other sources (annual)	5,2%	New				5,2%	5,2%	6,7%	6,8%	18

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.2	Ensure financial sustainability	Revenue Enhancement	FS		% service payment level (annual)	unqualified AG report by 2011	95%				94%	94%	95%	95%	19
5.2	Ensure financial sustainability	Revenue Enhancement	FS		Borrowed funding of "own" capital expenditure (annual)	Not exceeding 50%	Not exceeding 50%				<50%	<50%	<50%	<50%	20
5.2	Ensure financial sustainability	Revenue Enhancement	FS		Borrowing to total revenue excluding grants ratio (annual)	Not exceeding 50%	Not exceeding 50%				<50%	<50%	<50%	<50%	21
5.2	Ensure financial sustainability	Revenue Enhancement	FS		Capital Charges to Operating Expenditure (annual)	8,6%	Not exceeding 15%				8,6%	8,6%	7,7%	6,3%	22
5.2	Ensure financial sustainability	Revenue Enhancement	OEMCM		Credit rating (annual)	Maintain or improve credit rating	Interim rating (07 July 2009) Short term: prime-1; Long term: Aa3; Financial Outlook: negative				To maintain/improve credit rating	To maintain/improve credit rating	To maintain/improve credit rating	To maintain/improve credit rating	23

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.2	Ensure financial sustainability	Supply Chain Management	OEMCM	5.1.7.1	% compliance of CoT and entities to the MFMA, SCM regulations	09/10 Midyear 100%		100%	100%	100%	100%	100%	100%	100%	24
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS		% employee satisfaction rating (annual)	60%	New				60%	60%	65%	70%	1
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS		% of a municipality's budget actually spent on implementing its workplace skills plan (NKPI)	0,44%	New 0,44%	0,44%	0,44%	0,44%	0,44%	0,45%	0,46%	0,47%	2
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS	5.3.1.1	% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan (NKPI)(annual)	20%	07/08: 56,3% (unaudited)	0	0	0	20%	20%	40%	60%	3

Annexure A Scorecards reflecting quarterly projections of service delivery targets

Ref No	Revised Strategic Objective	Programmes / KPA	Programme Owner	KPI ID	Corporate level KPI	5-Year Target Strategic Intent (2006-2011)	Baseline	Quarter 1 (10/11)	Quarter 2 (10/11)	Quarter 3 (10/11)	Quarter 4 (10/11)	FY1 (10/11)	FY2 (11/12)	FY3 (12/13)	No of KPIs
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS	5.2.2.1	% of employee grievances attended to within prescribed timeframe (stage 3)	90%	09/10 Midyear 22.7%	82%	82%	82%	82%	82%	85%	87%	4
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS		% of learners trained as per targets of WSP	100%	New	100%	100%	100%	100%	100%	100%	100%	5
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS		% of students receiving bursaries (annual)	100%	New 95%				100%	100%	100%	100%	6
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS	-	# of managers trained in Management courses	125	New 85	25	25	50	25	125	95	100	7
5.3	Optimal institutional transformation to ensure capacity to achieve set objectives	Optimised Human Capital	CorpSS		% vacancies filled within the agreed turnaround time	100%	New 100%	100%	100%	100%	100%	100%	100%	100%	8

B MONTHLY EXPENDITURE OF OPERATIONAL BUDGET AND REVENUE

B1 BUDGETED FINANCIAL PERFORMANCE

Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue by Vote									
Office of the Executive Mayor, Chief Whip, Speaker & City Manager	503	21 010	75 635	55 870	89 765	89 765	25 500	3 500	3 500
General Assessment	3 229 276	3 781 629	3 987 549	5 321 735	4 559 444	4 559 444	4 945 637	5 499 050	6 062 492
Financial Services	70 333	63 067	118 197	152 593	155 904	155 904	148 960	95 102	103 043
Corporate & Shared Services	43 210	44 695	51 222	66 210	66 210	66 210	60 979	65 749	70 611
Community Safety	124 718	146 453	141 426	179 557	179 557	179 557	144 915	153 353	162 309
City Planning and Economic Development	69 231	126 100	157 513	133 683	133 683	133 683	110 166	178 607	195 644
Health & Social Development	53 942	68 808	68 136	71 088	72 356	72 356	79 779	84 365	91 381
Sport & Recreation	40 903	43 800	38 456	63 369	61 963	61 963	12 388	63 933	54 625
Housing and Sustainable Human Settlement Development	139 776	199 359	148 133	403 167	160 590	160 590	40 096	56 771	58 771
Agriculture & Environmental Management	377 776	425 877	490 941	584 773	608 385	608 385	643 722	745 667	835 672
Transport and Roads	140 769	309 546	399 832	1 087 540	915 315	915 315	1 209 623	922 899	1 186 554
Public Works and Infrastructure Development	4 311 048	4 957 362	5 961 954	7 378 987	7 437 066	7 437 066	8 955 522	10 208 984	11 906 441
Total Revenue by Vote	8 601 482	10 187 705	11 638 995	15 498 571	14 440 238	14 440 238	16 377 287	18 077 980	20 731 043
Expenditure by Vote to be appropriated									
Office of the Executive Mayor, Chief Whip, Speaker & City Manager	176 650	221 747	382 858	621 889	564 931	564 931	336 207	343 450	367 396
General Assessment	563 829	1 159 113	474 926	1 040 620	483 081	483 081	504 279	546 856	593 145
Financial Services	350 769	409 854	531 061	690 528	716 272	716 272	801 454	847 245	889 927
Corporate & Shared Services	784 909	838 439	819 496	981 143	907 985	907 985	1 032 200	1 099 061	1 172 333
Community Safety	575 218	714 620	750 414	892 308	860 028	860 028	1 036 378	1 111 896	1 192 377
City Planning and Economic Development	176 263	202 716	253 265	280 447	262 658	262 658	313 271	336 384	362 312
Health & Social Development	208 374	241 086	270 428	325 025	316 685	316 685	368 142	396 009	425 131
Sport & Recreation	133 082	152 738	184 799	242 073	250 297	250 297	247 753	267 134	288 258
Housing and Sustainable Human Settlement Development	285 814	289 419	363 622	341 013	251 356	251 356	345 325	367 798	391 506
Agriculture & Environmental Management	735 529	852 261	995 493	1 023 687	1 056 276	1 056 276	1 355 264	1 446 836	1 544 062
Transport and Roads	599 319	704 689	893 080	1 171 485	1 156 358	1 156 358	1 254 780	1 352 159	1 450 479
Public Works and Infrastructure Development	3 698 801	4 062 045	4 999 243	5 889 141	6 019 553	6 019 553	7 236 667	8 535 400	10 105 150
Total Expenditure by Vote	8 288 558	9 848 728	10 918 585	13 499 359	12 845 478	12 845 478	14 831 720	16 650 227	18 782 075
Surplus/(Deficit) for the year	312 925	338 977	720 410	1 999 212	1 594 760	1 594 760	1 545 566	1 427 753	1 948 969

B2 BUDGETED MONTHLY REVENUE AND EXPENDITURE

Table SA25 - Budgeted monthly revenue and expenditure

Description	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand															
Revenue By Source															
Property rates	221 901	36 801	223 301	320 437	223 142	285 825	217 948	254 023	348 022	169 394	371 602	349 478	3 021 875	3 369 390	3 756 870
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	470 100	171 310	539 239	573 221	503 602	453 350	503 693	483 550	468 173	391 416	542 377	909 968	6 010 000	7 061 750	8 297 556
Service charges - water revenue	109 095	69 875	145 014	204 576	125 419	107 681	139 986	134 182	122 606	116 180	138 012	205 772	1 618 400	1 820 700	2 048 287
Service charges - sanitation revenue	27 235	17 793	31 820	50 428	25 686	26 790	37 655	33 152	29 061	27 035	36 968	48 920	392 543	433 760	479 305
Service charges - refuse revenue	34 472	1 790	34 888	47 368	37 303	29 167	35 980	35 829	36 672	24 083	51 168	61 164	429 884	505 114	593 509
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	3 180	10 121	5 881	8 496	8 749	5 721	8 377	11 156	5 695	6 845	10 661	20 621	105 503	112 942	120 623
Interest earned - external investments	189	3 476	3 364	4 340	4 065	34 707	6 279	3 423	5 695	5 293	5 917	43 333	120 080	64 139	71 375
Interest earned - outstanding debtors	26 139	29 019	28 760	28 745	28 205	23 835	37 126	31 886	29 683	21 881	35 955	29 916	351 148	391 235	435 843
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	5 068	6 619	5 407	4 833	6 869	4 281	5 986	4 201	4 592	4 566	4 901	8 363	65 687	68 960	72 396
Licences and permits	158	2 927	2 741	2 599	3 071	1 271	3 699	2 148	1 682	5 861	1 797	6 828	34 783	36 621	38 448
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	617 470	2 194	20 568	16 731	449 512	26 661	9 016	16 164	311 629	1 115	487 081	18 371	1 976 514	2 152 614	2 317 105
Other revenue	56 342	66 958	67 299	70 886	77 844	50 901	40 528	107 095	76 696	74 351	63 149	168 843	920 894	968 133	1 018 135
Gains on disposal of PPE	-	1 290	34	646	236	99	437	-	957	81	86	1 084	4 950	4 950	4 950
Total Revenue (excluding capital transfers and contributions)	1 571 349	420 172	1 108 316	1 333 308	1 493 702	1 050 290	1 046 709	1 116 811	1 441 164	848 100	1 749 676	1 872 664	15 052 261	16 990 307	19 254 402
Expenditure By Type															
Employee related costs	255 503	270 831	267 061	271 037	416 574	267 945	276 277	275 779	274 906	277 934	277 584	319 831	3 451 263	3 712 774	3 994 527
Remuneration of councillors	6 209	4 978	6 783	5 016	5 080	5 065	4 025	6 020	4 951	5 730	7 174	5 406	66 438	72 880	79 961
Debt impairment	129 043	8 648	21 214	10 648	18 982	14 851	3 914	8 648	9 040	7 745	6 666	192 988	432 387	483 151	539 943
Depreciation & asset impairment	77 962	77 968	78 260	78 748	78 609	78 627	78 633	78 647	79 298	106 690	4 669	897 034	999 280	1 101 193	1 101 193
Finance charges	14 434	2 048	38 208	91 363	3 690	155 643	49 995	7 454	75 765	15 742	3 877	257 398	715 617	762 736	805 284
Bulk purchases	369 233	406 070	502 629	269 919	416 105	314 974	312 277	412 462	305 155	331 632	325 901	517 876	4 484 233	5 561 024	6 898 447
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants	1 490	664	881	997	1 175	1 282	1 126	1 327	1 794	1 530	2 794	2 940	18 000	19 000	20 000
Other expenditure	262 533	356 287	358 935	389 374	415 152	439 077	297 018	315 841	439 732	318 273	464 504	704 945	4 761 671	5 034 305	5 337 643
Loss on disposal of PPE	63	13	1 511	108	351	152	139	108	174	130	108	2 219	5 077	5 077	5 077
Total Expenditure	1 116 470	1 127 507	1 275 482	1 117 211	1 355 717	1 277 617	1 023 404	1 106 563	1 190 166	1 038 013	1 195 298	2 008 272	14 831 720	16 650 227	18 782 075
Surplus/(Deficit)	454 879	(707 335)	(167 166)	216 097	137 984	(227 327)	23 305	10 248	250 998	(189 913)	554 377	(135 608)	220 540	340 080	472 328
Transfers recognised - capital	72 071	94 453	108 562	106 766	111 382	113 117	92 558	115 492	129 625	120 892	123 054	137 054	1 325 026	1 087 673	1 476 641
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	526 950	(612 883)	(58 603)	322 863	249 366	(114 210)	115 863	125 740	380 623	(69 021)	677 431	1 446	1 545 566	1 427 753	1 948 969
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	526 950	(612 883)	(58 603)	322 863	249 366	(114 210)	115 863	125 740	380 623	(69 021)	677 431	1 446	1 545 566	1 427 753	1 948 969

B3 CASH FLOW PROJECTIONS PER DEPARTMENT

SUMMARY													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Property Rates	221,901,089	- 36,800,542	223,301,396	320,437,467	223,142,365	285,824,917	217,948,025	254,023,016	348,021,842	169,393,825	371,601,905	349,478,255	3,021,874,644
Service Charges	640,902,256	260,768,011	750,960,931	875,593,490	692,009,297	616,988,506	717,314,333	686,712,872	656,512,785	558,713,951	768,525,230	1,225,825,211	8,450,826,873
Rental of Facilities and Equipment	3,180,399	10,120,670	5,880,637	8,496,053	8,749,140	5,720,985	8,376,868	11,156,258	5,694,543	6,844,590	10,661,244	20,621,457	105,502,844
Interest Earned - External Investments	188,749	3,476,238	3,364,228	4,339,919	4,064,645	34,707,169	6,278,695	3,423,346	5,694,550	5,293,028	5,917,031	43,332,632	120,080,230
Interest Earned - Outstanding Debtors	26,138,532	29,018,990	28,759,578	28,744,565	28,204,769	23,834,975	37,125,742	31,886,068	29,682,808	21,880,895	35,955,296	29,915,880	351,148,098
Fines	5,067,553	6,618,791	5,407,209	4,833,493	6,868,594	4,281,307	5,986,227	4,201,342	4,592,247	4,565,804	4,901,062	8,363,437	65,687,066
Licences and Permits	158,104	2,927,071	2,741,308	2,599,369	3,071,043	1,270,909	3,698,557	2,147,952	1,682,381	5,860,634	1,797,477	6,828,365	34,783,170
Operational Government Grants & Subsidies	617,470,281	- 2,193,987	- 20,567,925	- 16,730,950	449,511,788	- 26,661,324	- 9,016,254	- 16,164,465	311,629,337	- 1,115,179	487,081,275	- 18,371,235	1,976,514,000
Capital Government Grants & Subsidies	- 72,071,001	- 94,452,503	108,562,443	106,766,002	111,381,668	113,117,009	- 92,557,821	115,492,147	129,625,444	120,892,053	123,053,959	137,053,949	1,325,026,000
Other Income	50,976,519	60,581,279	60,890,051	64,135,480	70,430,983	46,053,879	36,668,240	96,896,371	69,392,089	67,270,024	57,135,038	152,763,837	833,193,790
Public contributions, donated & contributed PPE	5,365,667	6,376,643	6,409,142	6,750,749	7,413,398	4,847,522	3,859,611	10,199,081	7,304,048	7,080,682	6,013,897	16,079,560	87,700,000
Gains on disposal of PPE	2	1,289,715	33,930	646,338	235,817	99,000	436,677	-	957,288	81,084	86,099	1,084,054	4,950,000
Total Revenue	1,643,420,148	514,624,440	1,216,878,778	1,440,073,875	1,605,083,507	1,163,407,502	1,139,267,050	1,232,302,918	1,570,789,362	968,991,749	1,872,729,513	2,009,717,872	16,377,286,715
Employee Related Costs	306,974,450	325,389,429	320,860,375	325,637,602	500,492,269	321,922,273	331,933,063	331,334,824	330,285,331	333,924,185	333,503,036	384,260,177	4,146,517,014
Remuneration of Councillors	6,208,700	4,977,556	6,782,861	5,016,420	5,080,423	5,065,135	4,025,386	6,020,268	4,951,407	5,729,538	7,174,102	5,406,353	66,438,149
Bad Debt	129,043,435	8,647,734	21,213,962	10,647,979	18,981,697	14,851,367	3,913,639	8,647,734	9,040,271	7,744,644	6,665,978	192,988,285	432,386,725
Collection Costs	4,074,920	4,506,447	4,461,126	5,383,783	6,093,626	10,724,259	5,013,014	6,308,621	14,028,267	4,739,859	12,326,860	8,371,218	86,032,000
Depreciation	77,961,755	77,967,600	78,260,115	78,748,284	78,609,054	78,627,469	78,632,589	78,922,883	78,646,941	79,297,561	106,690,211	25,759,891	918,124,353

Annexure B Monthly Expenditure of Operational Budget and Revenue

SUMMARY													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Repairs & Maintenance	27,155,355	88,022,243	99,434,667	100,893,444	102,117,663	77,605,920	73,902,245	98,311,491	82,232,504	98,048,852	118,111,943	193,198,890	1,159,035,217
Finance Cost	14,433,617	2,048,458	38,208,243	91,362,797	3,690,005	155,643,016	49,994,988	7,454,110	75,765,273	15,741,894	3,877,204	263,461,115	721,680,720
Bulk Purchases	369,232,847	406,070,242	502,629,044	269,918,929	416,104,530	314,974,120	312,277,355	412,461,978	305,155,270	331,632,297	325,900,661	517,875,858	4,484,233,131
Grants and Subsidies Paid	1,490,202	664,201	880,692	997,116	1,174,758	1,282,487	1,125,929	1,327,340	1,794,384	1,529,548	2,793,606	2,939,738	18,000,001
Admin Expenditure	52,419,038	49,345,111	54,552,097	59,740,819	69,424,749	52,376,516	57,274,075	57,220,835	58,715,002	72,485,798	69,416,788	118,327,465	771,298,293
General Expenditure (SFP)	67,310,822	74,438,945	73,690,325	88,931,076	100,656,466	177,146,809	82,806,575	104,207,839	231,723,474	78,294,493	203,619,044	138,278,518	1,421,104,386
Municipal Rates & Services	16,593,648	18,788,471	13,021,426	16,160,927	17,097,177	11,876,403	14,670,117	15,320,033	11,701,592	17,828,287	18,678,760	40,785,100	212,521,941
Raw & Consumption Materials (SFP)	12,180,357	38,387,371	30,976,985	35,464,894	36,963,489	26,548,181	31,633,652	34,472,345	41,331,639	46,875,508	42,350,829	41,909,467	419,094,717
General Expenses	148,503,865	180,959,898	172,240,833	200,297,716	224,141,881	267,947,909	186,384,419	211,221,052	343,471,707	215,484,086	334,065,421	339,300,550	2,824,019,337
Loss on Disposal of Prop, Plant, Equipment	63,211	13,217	1,510,972	108,364	351,382	151,850	138,698	107,773	174,302	130,256	108,364	2,559,423	5,417,812
Total Expenditure	1,085,142,357	1,099,267,025	1,246,482,890	1,089,012,434	1,356,837,288	1,248,795,805	1,047,341,325	1,162,118,074	1,245,545,657	1,094,002,720	1,251,217,386	1,936,121,498	14,861,884,459
Budget Net Result	558,277,791	584,642,585	29,604,112	351,061,441	248,246,219	85,388,303	91,925,725	70,184,844	325,243,705	125,010,971	621,512,127	73,596,374	1,515,402,256
Total Net Result	558,277,791	584,642,585	29,604,112	351,061,441	248,246,219	85,388,303	91,925,725	70,184,844	325,243,705	125,010,971	621,512,127	73,596,374	1,515,402,256

Annexure B Monthly Expenditure of Operational Budget and Revenue

OFFICE OF THE EXECUTIVE MAYOR, CHIEF WHIP, SPEAKER AND CITY MANAGER													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Rental of Facilities and Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Operational Government Grants & Subsidies	15,000,000	1,166,667	-	-	8,166,667	-	-	-	1,166,666	-	-	-	25,500,000
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	15,000,000	1,166,667	-	-	8,166,667	-	-	-	1,166,666	-	-	-	25,500,000
Employee Related Costs	11,220,574	11,893,687	11,728,148	11,902,752	18,294,068	11,766,956	12,132,868	12,110,996	12,072,633	12,205,646	12,190,247	14,045,530	151,564,105
Remuneration of Councillors	5,500,690	4,409,946	6,009,381	4,444,370	4,501,073	4,487,535	3,566,346	5,333,748	4,386,767	5,076,168	6,356,002	4,789,833	58,861,859
Depreciation	419,631	419,665	421,237	423,864	423,114	423,214	423,241	424,805	423,321	426,819	574,266	138,653	4,941,830
Repairs & Maintenance	8,822	28,603	32,313	32,787	33,185	25,219	24,019	31,950	26,722	31,866	38,383	62,786	376,655
Finance Cost	43,017	6,104	113,873	272,293	10,997	463,870	149,004	22,215	225,807	46,916	11,555	785,205	2,150,856
Admin Expenditure	2,238,581	2,107,308	2,329,686	2,551,265	2,964,823	2,236,773	2,445,917	2,443,651	2,507,452	3,095,548	2,964,483	5,053,240	32,938,727
General Expenditure (SFP)	3,736,748	4,132,468	4,090,907	4,936,989	5,587,927	9,834,272	4,596,991	5,785,076	12,864,085	4,346,506	11,303,872	7,676,509	78,892,350
Municipal Rates & Services	3,139	3,554	2,464	3,058	3,235	2,247	2,776	2,899	2,214	3,373	3,534	7,716	40,209
Raw & Consumption Materials (SFP)	22,858	72,032	58,127	66,549	69,361	49,814	59,361	64,684	77,556	87,956	79,470	78,639	786,407
General Expenses	6,001,326	6,315,362	6,481,184	7,557,861	8,625,346	12,123,106	7,105,045	8,296,310	15,451,307	7,533,383	14,351,359	12,816,104	112,657,693
Loss on Disposal of Prop, Plant, Equipment	504	106	12,039	863	2,800	1,209	1,105	859	1,389	1,037	863	20,393	43,167
Total Expenditure	23,194,564	23,073,473	24,798,175	24,634,790	31,890,583	29,291,109	23,401,628	26,220,883	32,587,946	25,321,835	33,522,675	32,658,504	330,596,165
Budget Net Result	8,194,564	21,906,806	24,798,175	24,634,790	23,723,916	29,291,109	23,401,628	26,220,883	31,421,280	25,321,835	33,522,675	32,658,504	305,096,165
Total Net Result	8,194,564	21,906,806	24,798,175	24,634,790	23,723,916	29,291,109	23,401,628	26,220,883	31,421,280	25,321,835	33,522,675	32,658,504	305,096,165

Annexure B Monthly Expenditure of Operational Budget and Revenue

FINANCIAL SERVICES													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Interest Earned - External Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
	186,766	3,439,712	3,328,880	4,294,319	4,021,937	34,342,495	6,212,724	3,387,377	5,634,716	5,237,413	5,854,860	42,877,329	118,818,528
Operational Government Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-
	67,007	129,291	116,580	67,007	67,591	135,029	74,811	66,436	69,634	67,150	81,410	58,054	1,000,000
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,779,867	2,115,221	2,126,005	2,239,321	2,459,131	1,607,993	1,280,287	3,383,181	2,422,855	2,348,766	1,994,897	5,333,820	29,091,344
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	13,026	343	6,529	2,382	1,000	4,411	-	9,670	819	870	10,950	50,000
Total Revenue	2,033,640	5,697,250	5,571,808	6,607,176	6,551,041	36,086,517	7,572,233	6,836,994	8,136,875	7,654,148	7,932,037	48,280,153	148,959,872
Employee Related Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
	19,780,818	20,967,457	20,675,603	20,983,443	32,250,732	20,744,031	21,389,107	21,350,552	21,282,936	21,517,405	21,490,283	24,760,971	267,193,338
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-
	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Bad Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
	298,444	20,000	49,062	24,626	43,900	34,347	9,051	20,000	20,908	17,911	15,417	446,333	999,999
Collection Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
	4,074,920	4,506,447	4,461,126	5,383,783	6,093,626	10,724,259	5,013,014	6,308,621	14,028,267	4,739,859	12,326,860	8,371,218	86,032,000
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
	806,699	806,762	809,789	814,839	813,397	813,588	813,640	816,647	813,789	820,521	1,103,965	266,548	9,500,184
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
	117,725	381,586	431,065	437,383	442,690	336,431	320,372	426,193	356,487	425,055	512,024	837,538	5,024,549
Finance Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
	3,347,161	475,040	8,860,507	21,187,065	855,713	36,093,671	11,593,853	1,728,611	17,569,991	3,650,550	899,125	61,096,727	167,358,014
Admin Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-
	2,278,236	2,144,631	2,370,937	2,596,447	3,017,327	2,276,385	2,489,231	2,486,920	2,551,862	3,150,370	3,016,981	5,142,735	33,522,062
General Expenditure (SFP)	-	-	-	-	-	-	-	-	-	-	-	-	-
	10,623,209	11,748,188	11,630,037	14,035,380	15,885,922	27,957,863	13,068,791	16,446,412	36,571,325	12,356,690	32,135,797	21,823,547	224,283,161
Municipal Rates & Services	-	-	-	-	-	-	-	-	-	-	-	-	-
	244,113	276,401	191,560	237,747	251,520	174,715	215,814	225,376	172,144	262,275	274,787	599,995	3,126,447
Raw & Consumption Materials (SFP)	-	-	-	-	-	-	-	-	-	-	-	-	-
	55,110	173,684	140,157	160,460	167,242	120,119	143,124	155,972	187,006	212,090	191,617	189,621	1,896,202
General Expenses	13,200,668	14,342,904	14,332,691	17,030,034	19,322,011	30,529,082	15,916,960	19,314,680	39,482,337	15,981,425	35,619,182	27,755,898	262,827,872
Loss on Disposal of Prop, Plant, Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
	924	194	22,105	1,586	5,142	2,222	2,028	1,577	2,550	1,907	1,586	37,443	79,264
Total Expenditure	41,698,160	41,557,151	49,719,296	65,919,964	59,885,146	99,335,391	55,103,929	50,035,533	93,613,729	47,219,970	72,050,252	123,634,328	799,772,849
Budget Net Result	39,664,520	35,859,901	44,147,488	59,312,788	53,334,105	63,248,874	47,531,696	43,198,539	85,476,854	39,565,822	64,118,215	75,354,175	650,812,977
Total Net Result	39,664,520	35,859,901	44,147,488	59,312,788	53,334,105	63,248,874	47,531,696	43,198,539	85,476,854	39,565,822	64,118,215	75,354,175	650,812,977

GENERAL AND ASSESSMENT RATES

Annexure B Monthly Expenditure of Operational Budget and Revenue

Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Property Rates	221,901,089	36,800,542	223,301,396	320,437,467	223,142,365	285,824,917	217,948,025	254,023,016	348,021,842	169,393,825	371,601,905	349,478,255	3,021,874,644
Interest Earned - External Investments	101	1,870	1,809	2,334	2,186	18,667	3,377	1,841	3,063	2,847	3,182	23,306	64,583
Interest Earned - Outstanding Debtors	6,699,092	7,437,330	7,370,844	7,366,997	7,228,651	6,108,709	9,515,023	8,172,138	7,607,461	5,607,894	9,215,048	7,667,195	89,996,382
Operational Government Grants & Subsidies	586,639,335	-	-	-	439,979,501	-	-	-	309,345,008	-	467,830,156	-	1,803,794,000
Other Income	1,829,766	2,174,525	2,185,608	2,302,100	2,528,074	1,653,073	1,316,182	3,478,031	2,490,784	2,414,612	2,050,823	5,483,356	29,906,934
Public contributions, donated & contributed PPE	-	-	-	-	-	-	-	-	-	-	-	-	-
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	817,069,383	46,414,267	232,859,657	330,108,898	672,880,777	293,605,366	228,782,607	265,675,026	667,468,158	177,419,178	850,701,114	362,652,112	4,945,636,543
Employee Related Costs	329,269	348,888	344,034	349,155	536,638	345,171	355,906	355,263	354,138	358,040	357,590	412,011	4,446,103
Bad Debt	61,654,956	4,131,754	10,135,704	5,087,439	9,069,160	7,095,754	1,869,876	4,131,754	4,319,300	3,700,270	3,184,901	92,206,815	206,587,683
Depreciation	8,161,279	8,161,893	8,192,512	8,243,617	8,229,041	8,230,968	8,231,505	8,261,893	8,233,007	8,301,115	11,168,659	2,696,627	96,112,116
Finance Cost	3,278	465	8,676	20,746	838	35,343	11,353	1,693	17,205	3,575	880	59,826	163,878
Grants and Subsidies Paid	1,490,202	664,201	880,692	997,116	1,174,758	1,282,487	1,125,929	1,327,340	1,794,384	1,529,548	2,793,606	2,939,738	18,000,001
Admin Expenditure	816	768	849	929	1,080	815	891	890	913	1,128	1,080	1,841	12,000
General Expenditure (SFP)	8,473,892	9,371,265	9,277,020	11,195,707	12,671,842	22,301,357	10,424,684	13,118,927	29,172,123	9,856,653	25,634,007	17,408,151	178,905,628
General Expenses	8,474,708	9,372,033	9,277,869	11,196,636	12,672,922	22,302,172	10,425,575	13,119,817	29,173,036	9,857,781	25,635,087	17,409,992	178,917,628
Total Expenditure	80,113,692	22,679,234	28,839,487	25,894,709	31,683,357	39,291,895	22,020,144	27,197,760	43,891,070	23,750,329	43,140,723	115,725,009	504,227,409
Budget Net Result	736,955,691	23,735,033	204,020,170	304,214,189	641,197,420	254,313,471	206,762,463	238,477,266	623,577,088	153,668,849	807,560,391	246,927,103	4,441,409,134
Total Net Result	736,955,691	23,735,033	204,020,170	304,214,189	641,197,420	254,313,471	206,762,463	238,477,266	623,577,088	153,668,849	807,560,391	246,927,103	4,441,409,134

CORPORATE AND SHARED SERVICES

Annexure B Monthly Expenditure of Operational Budget and Revenue

Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Rental of Facilities and Equipment	1,241,987	3,952,235	2,296,454	3,317,805	3,416,637	2,234,109	3,271,260	4,356,645	2,223,782	2,672,887	4,163,334	8,052,907	41,200,042
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and Permits	-1,135	-21,038	-19,703	-18,683	-22,073	-9,135	-26,583	-15,438	-12,092	-42,123	-12,919	-49,078	-250,000
Other Income	1,191,755	1,416,298	1,423,519	1,499,397	1,646,573	1,076,672	857,250	2,265,292	1,622,284	1,572,675	1,335,735	3,571,394	19,478,844
Gains on disposal of PPE	-	-13,026	-343	-6,529	-2,382	-1,000	-4,411	-	-9,670	-819	-870	-10,950	-50,000
Total Revenue	2,434,877	5,402,597	3,740,019	4,842,414	5,087,665	3,320,916	4,159,504	6,637,375	3,867,828	4,288,504	5,512,858	11,684,329	60,978,886
Employee Related Costs	31,851,694	33,762,464	33,292,518	33,788,199	51,931,158	33,402,708	34,441,433	34,379,348	34,270,467	34,648,026	34,604,345	39,870,900	430,243,260
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Depreciation	8,028,793	8,029,395	8,059,516	8,109,786	8,095,453	8,097,349	8,097,877	8,127,775	8,099,352	8,166,358	10,987,352	2,652,849	94,551,855
Repairs & Maintenance	2,810,227	9,109,171	10,290,205	10,441,170	10,567,866	8,031,213	7,647,926	10,173,968	8,510,007	10,146,792	12,223,064	19,993,594	119,945,203
Finance Cost	409,401	58,105	1,083,756	2,591,456	104,667	4,414,730	1,418,082	211,433	2,149,042	446,511	109,977	7,472,931	20,470,091
Admin Expenditure	17,072,797	16,071,580	17,767,493	19,457,443	22,611,497	17,058,907	18,654,037	18,636,694	19,123,355	23,608,453	22,608,899	38,538,992	251,210,147
General Expenditure (SFP)	5,133,191	5,676,793	5,619,697	6,781,970	7,676,153	13,509,381	6,314,908	7,946,991	17,671,452	5,970,803	15,528,179	10,545,253	108,374,771
Municipal Rates & Services	3,535,959	4,003,653	2,774,751	3,443,748	3,643,257	2,530,754	3,126,072	3,264,560	2,493,504	3,799,048	3,980,278	8,690,939	45,286,523
Raw & Consumption Materials (SFP)	368,867	1,162,524	938,107	1,074,016	1,119,399	803,987	957,989	1,043,960	1,251,685	1,419,578	1,282,547	1,269,186	12,691,845
General Expenses	26,110,814	26,914,550	27,100,048	30,757,177	35,050,306	33,903,029	29,053,006	30,892,205	40,539,996	34,797,882	43,399,903	59,044,370	417,563,286
Loss on Disposal of Prop, Plant, Equipment	24,218	5,060	578,906	41,514	134,628	58,178	53,140	41,289	66,784	49,905	41,514	980,604	2,075,740
Total Expenditure	69,305,948	77,935,506	80,482,297	85,786,507	105,942,013	87,964,967	80,757,368	83,894,670	93,692,112	88,320,811	101,447,965	130,076,900	1,085,607,064
Budget Net Result	66,871,071	72,532,909	76,742,278	80,944,093	100,854,348	84,644,051	76,597,864	77,257,295	89,824,284	84,032,307	95,935,107	118,392,571	1,024,628,178
Total Net Result	66,871,071	72,532,909	76,742,278	80,944,093	100,854,348	84,644,051	76,597,864	77,257,295	89,824,284	84,032,307	95,935,107	118,392,571	1,024,628,178

Annexure B Monthly Expenditure of Operational Budget and Revenue

CITY PLANNING AND ECONOMIC DEVELOPMENT													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Rental of Facilities and Equipment	-5,058	-16,095	-9,352	-13,512	-13,915	-9,098	-13,322	-17,742	-9,056	-10,885	-16,956	-32,796	-167,787
Fines	-57,861	-75,572	-61,738	-55,188	-78,424	-48,883	-68,349	-47,970	-52,433	-52,131	-55,959	-95,492	-750,000
Licences and Permits	-10,000	185,134	173,385	164,407	194,240	-80,384	233,930	135,856	106,409	370,679	113,689	431,887	2,200,000
Capital Government Grants & Subsidies	2,068,044	2,710,270	3,115,148	3,063,600	3,196,045	3,245,840	2,655,903	3,313,993	3,719,541	3,468,941	3,530,976	3,932,699	38,021,000
Other Income	3,345,283	3,975,577	3,995,840	4,208,819	4,621,954	3,022,236	2,406,312	6,358,718	4,553,779	4,414,518	3,749,420	10,024,957	54,677,413
Public contributions, donated & contributed PPE	874,903	1,039,750	1,045,048	1,100,750	1,208,798	790,417	629,332	1,663,020	1,190,968	1,154,546	980,601	2,621,867	14,300,000
Gains on disposal of PPE	-	-13,026	-343	-6,529	-2,382	-1,000	-4,411	-	-9,670	-819	-870	-10,950	-50,000
Total Revenue	6,361,149	8,015,424	8,400,854	8,612,805	9,315,758	7,197,858	6,011,559	11,537,299	9,641,856	9,472,519	8,448,471	17,150,648	110,166,200
Employee Related Costs	17,920,368	18,995,401	18,731,008	19,009,889	29,217,461	18,792,997	19,377,400	19,342,470	19,281,215	19,493,640	19,469,005	22,432,126	242,063,030
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Depreciation	2,651,161	2,651,358	2,661,307	2,677,909	2,673,173	2,673,798	2,673,971	2,683,843	2,674,461	2,696,588	3,628,097	875,987	31,221,653
Repairs & Maintenance	133,955	434,208	490,514	497,704	503,743	382,832	364,563	484,964	405,645	483,677	582,644	953,041	5,717,490
Finance Cost	30,547	4,335	80,863	193,359	7,809	329,400	105,810	15,775	160,348	33,317	8,206	557,585	1,527,354
Admin Expenditure	825,027	776,645	858,600	940,260	1,092,672	824,351	901,434	900,607	924,114	1,140,851	1,092,548	1,862,344	12,139,453
General Expenditure (SFP)	1,781,418	1,970,066	1,950,263	2,353,613	2,663,931	4,688,303	2,191,526	2,757,923	6,132,694	2,072,110	5,388,902	3,659,623	37,610,372
Municipal Rates & Services	171,779	194,500	134,799	167,300	176,993	122,946	151,868	158,594	121,137	184,560	193,365	422,213	2,200,054
Raw & Consumption Materials (SFP)	19,423	61,209	49,394	56,549	58,940	42,334	50,443	54,968	65,907	74,746	67,533	66,829	668,275
General Expenses	2,797,647	3,002,420	2,993,056	3,517,722	3,992,536	5,677,934	3,295,271	3,872,092	7,243,852	3,472,267	6,742,348	6,011,009	52,618,154
Loss on Disposal of Prop, Plant, Equipment	8,253	1,724	197,264	14,146	45,874	19,823	18,108	14,069	22,755	17,006	14,146	334,144	707,312
Total Expenditure	23,612,732	25,146,207	25,231,360	25,967,934	36,498,531	27,934,544	25,881,027	26,481,865	29,844,740	26,261,832	30,526,306	31,225,544	334,612,622
Budget Net Result	17,251,583	17,130,783	16,830,506	17,355,129	27,182,773	20,736,686	19,869,468	14,944,566	20,202,884	16,789,313	22,077,835	14,074,896	224,446,422
Total Net Result	17,251,583	17,130,783	16,830,506	17,355,129	27,182,773	20,736,686	19,869,468	14,944,566	20,202,884	16,789,313	22,077,835	14,074,896	224,446,422

Annexure B Monthly Expenditure of Operational Budget and Revenue

COMMUNITY SAFETY													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Rental of Facilities and Equipment	4,615	14,688	-8,535	12,330	12,698	8,303	12,156	16,190	-8,264	-9,933	15,472	29,927	-153,111
Fines	4,890,606	6,387,677	5,218,402	4,664,720	6,628,757	4,131,813	5,777,201	4,054,640	4,431,895	4,406,376	4,729,928	8,071,403	63,393,418
Licences and Permits	144,338	2,672,203	2,502,613	2,373,035	2,803,638	1,160,247	3,376,511	1,960,923	1,535,891	5,350,330	1,640,965	6,233,798	31,754,492
Other Income	3,032,442	3,603,804	3,622,171	3,815,233	4,189,735	2,739,611	2,181,287	5,764,084	4,127,935	4,001,699	3,398,798	9,087,474	49,564,273
Gains on disposal of PPE	-	13,026	-343	-6,529	-2,382	1,000	-4,411	-	-9,670	-819	-870	10,950	-50,000
Total Revenue	8,072,001	12,691,398	11,352,064	10,871,847	13,637,210	8,040,974	11,351,566	11,795,837	10,113,655	13,769,157	9,786,033	23,433,552	144,915,294
Employee Related Costs	61,433,384	65,118,708	64,212,321	65,168,378	100,161,256	64,424,844	66,428,264	66,308,543	66,098,508	66,826,738	66,742,453	76,900,243	829,823,640
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Depreciation	4,319,029	4,319,354	4,335,559	4,362,604	4,354,891	4,355,911	4,356,194	4,372,276	4,356,991	4,393,035	5,910,566	1,427,082	50,863,492
Repairs & Maintenance	651,023	2,110,249	2,383,845	2,418,818	2,448,168	1,860,526	1,771,731	2,356,917	1,971,439	2,350,620	2,831,613	4,631,749	27,786,698
Finance Cost	212,071	30,099	561,388	1,342,383	54,218	2,286,846	734,569	109,521	1,113,213	231,294	56,967	3,871,007	10,603,576
Admin Expenditure	2,199,058	2,070,100	2,288,531	2,506,212	2,912,468	2,197,270	2,402,730	2,400,491	2,463,170	3,040,882	2,912,130	4,964,010	32,357,052
General Expenditure (SFP)	2,350,798	2,599,744	2,573,595	3,105,875	3,515,381	6,186,771	2,891,982	3,639,415	8,092,836	2,734,395	7,111,298	4,829,317	49,631,407
Municipal Rates & Services	660,727	748,118	518,486	643,494	680,777	472,895	584,133	610,013	465,934	709,886	743,751	1,623,981	8,462,195
Raw & Consumption Materials (SFP)	388,557	1,224,577	988,183	1,131,347	1,179,152	846,899	1,009,128	1,099,685	1,318,502	1,495,352	1,351,012	1,336,931	13,369,325
General Expenses	5,599,140	6,642,539	6,368,795	7,386,928	8,287,778	9,703,835	6,887,973	7,749,604	12,340,442	7,980,515	12,118,191	12,754,239	103,819,979
Loss on Disposal of Prop, Plant, Equipment	14,790	3,092	353,495	25,351	82,207	35,525	32,449	25,213	40,779	30,474	25,351	598,782	1,267,508
Total Expenditure	72,300,238	78,280,802	78,292,751	80,761,667	115,446,453	82,725,247	80,257,084	80,990,726	85,977,836	81,878,013	87,766,951	100,244,754	1,024,922,522
Budget Net Result	64,228,237	65,589,404	66,940,687	69,889,820	101,809,243	74,684,273	68,905,518	69,194,889	75,864,181	68,108,856	77,980,918	76,811,202	880,007,228
Total Net Result	64,228,237	65,589,404	66,940,687	69,889,820	101,809,243	74,684,273	68,905,518	69,194,889	75,864,181	68,108,856	77,980,918	76,811,202	880,007,228

Annexure B Monthly Expenditure of Operational Budget and Revenue

HEALTH AND SOCIAL DEVELOPMENT													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Fines	-2,700	-3,527	-2,881	-2,575	-3,660	-2,281	-3,190	-2,239	-2,447	-2,433	-2,611	-4,456	-35,000
Operational Government Grants & Subsidies	-	-	19,153,316	-	-	10,728,266	7,377,500	-	-	-	18,105,766	17,595,152	72,960,000
Other Income	412,005	489,636	492,128	518,360	569,243	372,220	296,362	783,143	560,846	543,695	461,782	1,234,678	6,734,098
Gains on disposal of PPE	-	-13,026	-343	-6,529	-2,382	-1,000	-4,411	-	-9,670	-819	-870	-10,950	-50,000
Total Revenue	414,705	506,189	19,648,668	527,464	575,285	11,103,767	7,681,463	785,382	572,963	546,947	18,571,029	18,845,236	79,779,098
Employee Related Costs	22,625,695	23,982,982	23,649,163	24,001,288	36,889,027	23,727,445	24,465,284	24,421,199	24,343,842	24,612,040	24,581,000	28,322,085	305,621,050
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Bad Debt	298,444	20,000	49,062	24,626	43,900	34,347	9,051	20,000	20,908	17,911	15,417	446,333	999,999
Depreciation	1,074,961	1,075,041	1,079,071	1,085,809	1,083,886	1,084,143	1,084,213	1,088,214	1,084,411	1,093,382	1,471,076	355,186	12,659,393
Repairs & Maintenance	86,273	279,655	315,918	320,548	324,436	246,563	234,793	312,346	261,261	311,512	375,253	613,812	3,682,370
Finance Cost	92,611	13,143	245,157	586,214	23,676	998,655	320,784	47,827	486,136	101,006	24,877	1,690,452	4,630,538
Admin Expenditure	1,172,406	1,103,651	1,220,097	1,336,166	1,552,740	1,171,447	1,280,986	1,279,794	1,313,204	1,621,213	1,552,567	2,646,490	17,250,761
General Expenditure (SFP)	670,581	741,596	734,138	885,982	1,002,783	1,764,829	824,957	1,038,170	2,308,541	780,004	2,028,550	1,377,603	14,157,734
Municipal Rates & Services	238,628	270,191	187,259	232,404	245,865	170,790	210,967	220,312	168,275	256,385	268,613	586,518	3,056,207
Raw & Consumption Materials (SFP)	87,759	276,584	223,191	255,527	266,326	191,283	227,921	248,372	297,796	337,737	305,139	301,960	3,019,595
General Expenses	2,169,374	2,392,022	2,364,685	2,710,079	3,067,714	3,298,349	2,544,831	2,786,648	4,087,816	2,995,339	4,154,869	4,912,571	37,484,297
Loss on Disposal of Prop, Plant, Equipment	1,541	323	36,857	2,644	8,572	3,705	3,384	2,630	4,252	3,177	2,644	62,435	132,164
Total Expenditure	26,419,700	27,819,927	27,817,261	28,788,413	41,499,146	29,450,967	28,708,244	28,747,516	30,345,090	29,199,704	30,706,946	36,464,526	365,967,440
Budget Net Result	26,004,995	27,313,738	8,168,593	28,260,949	40,923,861	18,347,200	21,026,781	27,962,134	29,772,127	28,652,757	12,135,917	17,619,290	286,188,342
Total Net Result	26,004,995	27,313,738	8,168,593	28,260,949	40,923,861	18,347,200	21,026,781	27,962,134	29,772,127	28,652,757	12,135,917	17,619,290	286,188,342

Annexure B Monthly Expenditure of Operational Budget and Revenue

SPORT AND RECREATION													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Rental of Facilities and Equipment	-90,115	286,777	166,632	240,741	247,914	162,107	237,365	316,122	161,360	193,948	302,098	584,325	2,989,504
Fines	116,118	151,664	123,901	110,754	157,389	-98,103	137,169	-96,270	105,228	104,622	112,304	191,642	1,505,164
Operational Government Grants & Subsidies	-	400,000	800,000	900,000	800,000	300,000	800,000	600,000	550,000	550,000	300,000	220,000	6,220,000
Capital Government Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-99,328	118,043	118,645	124,965	137,229	-89,737	-71,446	188,796	135,207	131,076	111,333	297,654	1,623,459
Gains on disposal of PPE	-	-13,026	-343	-6,529	-2,382	-1,000	-4,411	-	-9,670	-819	-870	-10,950	-50,000
Total Revenue	305,561	969,510	1,209,521	1,382,989	1,344,914	650,947	1,250,391	1,201,188	961,465	980,465	826,605	1,304,571	12,388,127
Employee Related Costs	6,950,642	7,367,616	7,265,081	7,373,237	11,332,375	7,289,121	7,515,783	7,502,243	7,478,479	7,560,867	7,551,324	8,700,601	93,887,369
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Depreciation	2,633,454	2,633,648	2,643,530	2,660,016	2,655,313	2,655,939	2,656,111	2,665,915	2,656,597	2,678,572	3,603,865	870,135	31,013,095
Repairs & Maintenance	490,875	1,591,149	1,797,445	1,823,818	1,845,944	1,402,855	1,335,906	1,777,143	1,486,490	1,772,395	2,135,066	3,492,393	20,951,479
Finance Cost	415,295	58,940	1,099,353	2,628,753	106,173	4,478,269	1,438,491	214,474	2,179,969	452,936	111,559	7,580,485	20,764,697
Admin Expenditure	1,062,731	1,000,420	1,105,984	1,211,178	1,407,509	1,061,876	1,161,169	1,160,086	1,190,385	1,469,572	1,407,347	2,398,962	15,637,219
General Expenditure (SFP)	1,204,076	1,331,585	1,318,193	1,590,825	1,800,570	3,168,855	1,481,266	1,864,099	4,145,140	1,400,558	3,642,394	2,473,566	25,421,127
Municipal Rates & Services	1,355,215	1,534,464	1,063,468	1,319,872	1,396,337	969,955	1,198,118	1,251,197	955,679	1,456,047	1,525,504	3,330,946	17,356,802
Raw & Consumption Materials (SFP)	120,690	380,360	306,935	351,404	366,253	263,052	313,442	341,570	409,535	464,467	419,633	415,260	4,152,601
General Expenses	3,742,712	4,246,829	3,794,580	4,473,279	4,970,669	5,463,738	4,153,995	4,616,952	6,700,739	4,790,644	6,994,878	8,618,734	62,567,749
Loss on Disposal of Prop, Plant, Equipment	93	20	2,242	161	522	226	206	160	257	193	161	3,797	8,038
Total Expenditure	14,303,872	15,954,963	16,679,579	19,016,469	20,968,931	21,347,908	17,146,396	16,845,539	20,558,995	17,320,944	20,478,663	29,327,797	229,950,056
Budget Net Result	13,998,311	14,985,453	15,470,058	17,633,480	19,624,017	20,696,961	15,896,005	15,644,351	19,597,530	16,340,479	19,652,058	28,023,226	217,561,929
Total Net Result	13,998,311	14,985,453	15,470,058	17,633,480	19,624,017	20,696,961	15,896,005	15,644,351	19,597,530	16,340,479	19,652,058	28,023,226	217,561,929

HOUSING AND SUSTAINABLE HUMAN SETTLEMENT DEVELOPMENT													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Rental of Facilities and Equipment	646,979	2,058,804	1,196,273	1,728,313	1,779,798	1,163,797	1,704,072	2,269,469	1,158,417	1,392,365	2,168,769	4,194,936	21,461,992
Interest Earned - External Investments	55	1,008	975	1,258	1,178	10,060	1,820	992	1,651	1,534	1,715	12,560	34,806
Operational Government Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Government Grants & Subsidies	293,718	384,931	442,434	435,113	453,924	460,996	377,209	470,676	528,274	492,682	501,493	558,549	5,399,999
Other Income	804,473	956,049	960,922	1,012,138	1,111,489	726,788	578,671	1,529,148	1,095,095	1,061,607	901,663	2,410,806	13,148,849
Gains on disposal of PPE	-	13,026	343	6,529	2,382	1,000	4,411	-	9,670	819	870	10,950	50,000
Total Revenue	1,745,225	3,413,818	2,600,947	3,183,351	3,348,771	2,362,641	2,666,183	4,270,285	2,793,107	2,949,007	3,574,510	7,187,801	40,095,646
Employee Related Costs	5,727,397	6,070,977	5,986,479	6,075,608	9,337,972	6,006,288	6,193,069	6,181,906	6,162,319	6,230,212	6,222,353	7,169,366	77,363,946
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Bad Debt	298,444	20,000	49,062	24,626	43,900	34,347	9,051	20,000	20,908	17,911	15,417	446,333	999,999
Depreciation	6,298,915	6,299,386	6,323,017	6,362,461	6,351,213	6,352,698	6,353,111	6,376,565	6,354,275	6,406,840	8,620,027	2,081,266	74,179,774
Repairs & Maintenance	110,339	357,658	404,032	409,955	414,925	315,332	300,288	399,465	334,127	398,398	479,919	785,018	4,709,456
Finance Cost	1,327,551	188,410	3,514,256	8,403,214	339,393	14,315,475	4,598,355	685,601	6,968,612	1,447,883	356,610	24,232,189	66,377,549
Admin Expenditure	495,638	466,577	515,806	564,869	656,433	495,237	541,547	541,048	555,167	685,376	656,355	1,118,823	7,292,876
General Expenditure (SFP)	3,706,189	4,098,665	4,057,447	4,896,613	5,542,223	9,753,842	4,559,395	5,737,763	12,758,872	4,310,959	11,211,425	7,613,722	78,247,115
Municipal Rates & Services	2,493,109	2,822,873	1,956,400	2,428,094	2,568,763	1,784,366	2,204,108	2,301,757	1,758,104	2,678,605	2,806,387	6,127,745	31,930,311
Raw & Consumption Materials (SFP)	214	675	545	623	649	466	556	605	727	824	745	737	7,366
General Expenses	6,695,150	7,388,790	6,530,198	7,890,199	8,768,068	12,033,911	7,305,606	8,581,173	15,072,870	7,675,764	14,674,912	14,861,027	117,477,668
Loss on Disposal of Prop, Plant, Equipment	14	3	332	24	77	33	30	24	38	29	24	562	1,190
Total Expenditure	20,528,611	20,381,985	22,884,724	29,223,292	25,313,483	39,115,844	24,805,414	22,313,386	34,969,613	22,242,374	30,451,072	49,637,413	341,867,211
Budget Net Result	18,783,386	16,968,167	20,283,777	26,039,941	21,964,712	36,753,203	22,139,231	18,043,101	32,176,506	19,293,367	26,876,562	42,449,612	301,771,565
Total Net Result	18,783,386	16,968,167	20,283,777	26,039,941	21,964,712	36,753,203	22,139,231	18,043,101	32,176,506	19,293,367	26,876,562	42,449,612	301,771,565

AGRICULTURE AND ENVIRONMENTAL MANAGEMENT													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Service Charges	34,471,973	1,789,885	34,887,849	47,368,297	37,302,661	29,166,980	35,979,643	35,829,298	36,672,080	24,082,804	51,168,205	61,164,325	429,884,000
Rental of Facilities and Equipment	386,323	1,229,376	714,332	1,032,031	1,062,774	694,938	1,017,553	1,355,169	691,726	831,426	1,295,041	2,504,926	12,815,615
Interest Earned - External Investments	1,827	33,648	32,564	42,008	39,344	335,947	60,774	33,136	55,120	51,234	57,274	419,437	1,162,313
Interest Earned - Outstanding Debtors	1,687,071	1,872,986	1,856,243	1,855,274	1,820,434	1,538,392	2,396,224	2,058,038	1,915,831	1,412,269	2,320,680	1,930,875	22,664,317
Fines	268	351	287	256	364	227	318	223	244	242	260	444	3,484
Licences and Permits	2,631	48,696	45,607	43,244	51,092	21,143	61,533	35,735	27,989	97,502	29,904	113,602	578,678
Capital Government Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	10,618,952	12,619,723	12,684,043	13,360,106	14,671,524	9,593,510	7,638,386	20,184,544	14,455,108	14,013,061	11,901,834	31,822,335	173,563,126
Public contributions, donated & contributed PPE	183,546	218,129	219,241	230,926	253,594	165,822	132,028	348,885	249,853	242,213	205,721	550,042	3,000,000
Gains on disposal of PPE	-	13,026	343	6,529	2,382	1,000	4,411	-	9,670	819	870	10,950	50,000
Total Revenue	47,352,591	17,825,820	50,440,509	63,938,671	55,204,169	41,517,959	47,290,870	59,845,028	54,077,621	40,731,570	66,979,789	98,516,936	643,721,533
Employee Related Costs	42,147,266	44,675,636	44,053,821	44,709,719	68,717,094	44,199,606	45,574,081	45,491,936	45,347,843	45,847,458	45,789,641	52,758,539	569,312,640
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Bad Debt	3,986,173	267,130	655,303	328,918	586,348	458,761	120,893	267,130	279,256	239,234	205,913	5,961,439	13,356,498
Depreciation	5,360,036	5,360,439	5,380,554	5,414,114	5,404,543	5,405,808	5,406,158	5,426,116	5,407,149	5,451,881	7,335,184	1,771,050	63,123,032
Repairs & Maintenance	5,816,964	18,855,259	21,299,919	21,612,401	21,874,648	16,623,977	15,830,607	21,059,325	17,615,042	21,003,061	25,300,787	41,385,177	248,277,167
Finance Cost	691,174	98,090	1,829,652	4,375,030	176,700	7,453,174	2,394,079	356,953	3,628,119	753,820	185,666	12,616,187	34,558,644
Admin Expenditure	15,127,446	14,240,321	15,742,990	17,240,380	20,035,036	15,115,143	16,528,517	16,513,148	16,944,360	20,918,411	20,032,741	34,147,693	222,586,186
General Expenditure (SFP)	4,388,916	4,853,699	4,804,887	5,798,642	6,563,178	11,550,640	5,399,299	6,794,743	15,109,249	5,105,100	13,276,727	9,016,279	92,661,359
Municipal Rates & Services													

Annexure B Monthly Expenditure of Operational Budget and Revenue

AGRICULTURE AND ENVIRONMENTAL MANAGEMENT													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
	3,753,088	4,249,504	2,945,138	3,655,219	3,866,968	2,686,165	3,318,033	3,465,025	2,646,619	4,032,333	4,224,695	9,224,619	48,067,406
Raw & Consumption Materials (SFP)	1,655,603	5,217,769	4,210,516	4,820,534	5,024,231	3,608,537	4,299,776	4,685,620	5,617,965	6,371,515	5,756,500	5,696,504	56,965,070
General Expenses	24,925,053	28,561,293	27,703,531	31,514,775	35,489,413	32,960,485	29,545,625	31,458,536	40,318,193	36,427,359	43,290,663	58,085,095	420,280,021
Loss on Disposal of Prop, Plant, Equipment	4,101	858	98,025	7,030	22,796	9,852	8,998	6,992	11,308	8,451	7,030	166,044	351,485
Total Expenditure	83,001,568	97,875,466	101,098,153	108,019,192	132,329,477	107,169,423	98,926,345	104,135,640	112,663,374	109,796,601	122,196,694	172,805,183	1,350,017,116
Budget Net Result	35,648,977	80,049,646	50,657,644	44,080,521	77,125,308	65,651,464	51,635,475	44,290,612	58,585,753	69,065,031	55,216,905	74,288,247	706,295,583
Total Net Result	35,648,977	80,049,646	50,657,644	44,080,521	77,125,308	65,651,464	51,635,475	44,290,612	58,585,753	69,065,031	55,216,905	74,288,247	706,295,583

TRANSPORT AND ROADS													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Rental of Facilities and Equipment	802,745	2,554,489	1,484,291	2,144,432	2,208,309	1,443,995	2,114,347	2,815,875	1,437,320	1,727,596	2,690,930	5,204,919	26,629,248
Operational Government Grants & Subsidies	15,000,000	-	-	15,000,000	-	15,000,000	-	15,000,000	-	-	-	-	60,000,000
Capital Government Grants & Subsidies	52,027,914	68,185,075	78,371,016	77,074,168	80,406,207	81,658,947	66,817,310	83,373,554	93,576,354	87,271,736	88,832,412	98,938,976	956,533,670
Other Income	9,514,439	11,307,111	11,364,738	11,970,473	13,145,492	8,595,659	6,843,891	18,085,085	12,951,589	12,555,518	10,663,886	28,512,389	155,510,270
Public contributions, donated & contributed PPE	575,111	683,471	686,955	723,569	794,595	519,575	413,687	1,093,174	782,874	758,933	644,591	1,723,465	9,400,000
Gains on disposal of PPE	-	403,853	10,624	202,388	73,841	31,000	136,737	-	299,756	25,390	26,959	339,452	1,550,000
Total Revenue	77,920,209	83,133,999	91,917,624	107,115,030	96,628,444	107,249,176	76,325,972	120,367,688	109,047,893	102,339,173	102,858,778	134,719,201	1,209,623,188
Employee Related Costs	27,057,583	28,680,746	28,281,542	28,702,620	44,114,806	28,375,135	29,257,516	29,204,789	29,112,283	29,433,008	29,395,902	33,869,786	365,485,716
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629

TRANSPORT AND ROADS													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Bad Debt	56,934	3,815	9,359	4,698	8,375	6,553	1,727	3,815	3,989	3,417	2,941	85,148	190,771
Depreciation	16,922,525	16,923,794	16,987,290	17,093,255	17,063,027	17,067,026	17,068,139	17,131,152	17,071,252	17,212,476	23,158,377	5,591,493	199,289,806
Repairs & Maintenance	5,243,268	16,995,696	19,199,250	19,480,924	19,717,296	14,984,467	14,269,354	18,982,390	15,877,799	18,931,672	22,805,540	37,303,637	223,791,293
Finance Cost	2,306,053	327,282	6,104,515	14,596,993	589,548	24,867,015	7,987,678	1,190,939	12,104,984	2,515,075	619,458	42,093,064	115,302,604
Admin Expenditure	6,327,918	5,956,827	6,585,404	7,211,772	8,380,800	6,322,779	6,914,001	6,907,573	7,087,941	8,750,321	8,379,840	14,284,219	93,109,395
General Expenditure (SFP)	8,428,003	9,320,517	9,226,781	11,135,080	12,603,223	22,180,596	10,368,228	13,047,891	29,014,154	9,803,270	25,495,192	17,313,887	177,936,822
Municipal Rates & Services	454,458	514,569	356,622	442,607	468,252	325,263	401,779	419,575	320,478	488,275	511,561	1,117,004	5,820,443
Raw & Consumption Materials (SFP)	3,242,568	10,219,213	8,246,472	9,441,212	9,840,156	7,067,467	8,421,287	9,176,985	11,003,017	12,478,862	11,274,335	11,156,842	111,568,416
General Expenses	18,452,947	26,011,126	24,415,279	28,230,671	31,292,431	35,896,105	26,105,295	29,552,024	47,425,590	31,520,728	45,660,928	43,871,952	388,435,076
Loss on Disposal of Prop, Plant, Equipment	4,671	977	111,664	8,010	25,966	11,222	10,249	7,966	12,880	9,626	8,010	189,143	400,384
Total Expenditure	70,114,782	89,000,197	95,186,247	108,174,376	112,869,384	121,265,283	94,745,862	96,141,727	121,665,241	99,691,339	121,732,966	163,065,875	1,293,653,279
Budget Net Result	-7,805,427	5,866,198	3,268,623	1,059,346	16,240,940	14,016,107	18,419,890	-24,225,961	12,617,348	2,647,834	18,874,188	28,346,674	84,030,091
Total Net Result	-7,805,427	5,866,198	3,268,623	1,059,346	16,240,940	14,016,107	18,419,890	-24,225,961	12,617,348	2,647,834	18,874,188	28,346,674	84,030,091

Annexure B Monthly Expenditure of Operational Budget and Revenue

WATER SANITATION AND ELECTRICITY													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Service Charges	606,430,283	258,978,126	716,073,082	828,225,193	654,706,636	587,821,526	681,334,690	650,883,574	619,840,705	534,631,147	717,357,025	1,164,660,886	8,020,942,873
Rental of Facilities and Equipment	2,577	8,206	4,768	6,889	7,095	4,638	6,793	9,046	4,618	5,550	8,644	16,721	85,545
Interest Earned - Outstanding Debtors	17,752,369	19,708,674	19,532,491	19,522,294	19,155,684	16,187,874	25,214,495	21,655,892	20,159,516	14,860,732	24,419,568	20,317,810	238,487,399
Operational Government Grants & Subsidies	763,939	498,029	498,029	763,943	498,029	498,029	763,943	498,029	498,029	498,029	763,943	498,029	7,040,000
Capital Government Grants & Subsidies	17,681,325	23,172,227	26,633,845	26,193,121	27,325,492	27,751,226	22,707,399	28,333,924	31,801,275	29,658,694	30,189,078	33,623,725	325,071,331
Other Income	18,348,209	21,805,292	21,916,432	23,084,568	25,350,539	16,576,380	13,198,166	34,876,349	24,976,607	24,212,797	20,564,867	54,984,974	299,895,180
Public contributions, donated & contributed PPE	3,732,107	4,435,293	4,457,898	4,695,504	5,156,411	3,371,708	2,684,564	7,094,002	5,080,353	4,924,990	4,182,984	11,184,186	61,000,000
Gains on disposal of PPE	2	781,654	20,562	391,718	142,920	60,000	264,652	-	580,172	49,142	52,180	657,002	3,000,000
Total Revenue	664,710,807	329,387,501	789,137,107	902,883,230	732,342,806	652,271,381	746,174,702	743,350,816	702,941,275	608,841,081	797,538,289	1,285,943,333	8,955,522,328
Employee Related Costs	59,929,760	63,524,867	62,640,657	63,573,314	97,709,682	62,847,971	64,802,352	64,685,579	64,480,668	65,191,105	65,108,843	75,018,019	809,512,817
Remuneration of Councillors	70,801	56,761	77,348	57,205	57,935	57,760	45,904	68,652	56,464	65,337	81,810	61,652	757,629
Bad Debt	62,450,040	4,185,035	10,266,410	5,153,046	9,186,114	7,187,258	1,893,990	4,185,035	4,375,002	3,747,990	3,225,972	93,395,884	209,251,776
Depreciation	21,285,272	21,286,865	21,366,733	21,500,010	21,462,003	21,467,027	21,468,429	21,547,682	21,472,336	21,649,974	29,128,777	7,033,015	250,668,123
Repairs & Maintenance	11,685,884	37,879,009	42,790,161	43,417,936	43,944,762	33,396,505	31,802,686	42,306,830	35,387,485	42,193,804	50,827,650	83,140,145	498,772,857
Finance Cost	5,555,458	788,445	14,706,247	35,165,291	1,420,273	59,906,568	19,242,930	2,869,068	29,161,847	6,059,011	1,492,324	101,405,457	277,772,919
Bulk Purchases	369,232,847	406,070,242	502,629,044	269,918,929	416,104,530	314,974,120	312,277,355	412,461,978	305,155,270	331,632,297	325,900,661	517,875,858	4,484,233,131
Admin Expenditure	3,618,384	3,406,283	3,765,720	4,123,898	4,792,364	3,615,533	3,953,615	3,949,933	4,053,079	5,003,673	4,791,817	8,168,116	53,242,415
General Expenditure (SFP)	16,813,801	18,594,359	18,407,360	22,214,400	25,143,333	44,250,100	20,684,548	26,030,429	57,883,003	19,557,445	50,862,701	34,541,061	354,982,540
Municipal Rates & Services	3,683,433	4,170,644	2,890,479	3,587,384	3,795,210	2,636,307	3,256,449	3,400,725	2,597,504	3,957,500	4,146,285	9,053,424	47,175,344
Raw & Consumption Materials (SFP)	6,218,708	19,598,744	15,815,358	18,106,673	18,871,780	13,554,223	16,150,625	17,599,924	21,101,943	23,932,381	21,622,298	21,396,958	213,969,615
General Expenses	30,334,326	45,770,030	40,878,917	48,032,355	52,602,687	64,056,163	44,045,237	50,981,011	85,635,529	52,450,999	81,423,101	73,159,559	669,369,914
Loss on Disposal of Prop, Plant, Equipment	4,102	860	98,043	7,035	22,798	9,855	9,001	6,994	11,310	8,451	7,035	166,076	351,560

WATER SANITATION AND ELECTRICITY													
Profit and loss accounts	July	August	September	October	November	December	January	February	March	April	May	June	Total
Total Expenditure	560,548,490	579,562,114	695,453,560	486,825,121	642,510,784	563,903,227	495,587,884	599,112,829	545,735,911	522,998,968	557,196,173	951,255,665	7,200,690,726
Budget Net Result	-104,162,317	-250,174,613	-93,683,547	-416,058,109	-89,832,022	-88,368,154	-250,586,818	-144,237,987	-157,205,364	-85,842,113	-240,342,116	-334,687,668	-1,754,831,602
Total Net Result	-104,162,317	-250,174,613	-93,683,547	-416,058,109	-89,832,022	-88,368,154	-250,586,818	-144,237,987	-157,205,364	-85,842,113	-240,342,116	-334,687,668	-1,754,831,602

C DETAILED CAPITAL WORKS PLAN

C1 MONTHLY CASH FLOW PROJECTIONS

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Project on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Agriculture and Environmental Management	Capital Funded from Operating	712750	007	258,640							258,640					
Agriculture and Environmental Management	Atmospheric Pollution Monitoring Network	711562	001	2,000,000	40,000	40,000	300,000	300,000	240,000	40,000	40,000	200,000	200,000	200,000	200,000	200,000
Agriculture and Environmental Management	Retrofit of Municipal Buildings	712807	001	800,000	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	0
Agriculture and Environmental Management	Development of the Klip-Kruisfontein cemetery	712808	001	3,000,000		1,000,000	1,000,000	1,000,000								
Agriculture and Environmental Management	Development of Tshwane North Cemetery	712809	001	5,000,000								1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Agriculture and Environmental Management	Upgrade Gamothonkga Resort	710435	001	1,500,000	0	400,000	400,000	400,000	300,000							
Agriculture and Environmental Management	Upgrade Kwaggaspruit Recreation Resort	710436	001	3,426,000	0	800,000	800,000	800,000	800,000		226,000					
Agriculture and Environmental Management	Upgrade Derdepoort Resort	710437	001	3,500,000	0	800,000	800,000	800,000	800,000		300,000					
Agriculture and Environmental Management	Upgrade Rietvlei Resort (Angling Area)	710440	001	1,000,000	0		250,000	250,000	500,000							
Agriculture and Environmental Management	Upgrade Fountains Valley	710441	001	4,000,000	0	500,000	500,000	500,000					1,000,000	1,000,000	500,000	

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	Resort															
Agriculture and Environmental Management	Self Catering Chalets at Rietvlei Nature Reserve	710445	007	3,000,000	0	1,000,000	1,000,000	1,000,000								
Agriculture and Environmental Management	Upgrade facilities Groenkloof Nature Reserve	710446	001	1,000,000	0	250,000	250,000	250,000	250,000							
Agriculture and Environmental Management	Upgrade Moretele Park Resort	711581	001	2,000,000	0	500,000	500,000	500,000	500,000							
Agriculture and Environmental Management	New Soshanguve Recreational Resort (Klipkruisfontein Resort)	711582	001	4,000,000	0	500,000	500,000	500,000	1,500,000		500,000	500,000				
Agriculture and Environmental Management	Upgrading of Facilities Rietvlei Nature Reserve	712051	001	3,000,000	0	1,000,000	1,000,000	1,000,000								
Agriculture and Environmental Management	Fencing off Spruit Areas City Wide (Ecological Sensitive & Security Purposes)	712736	001	4,000,000	0	1,000,000	1,000,000	1,000,000	1,000,000							
Agriculture and Environmental Management	Bulk Containers	712090	001	5,000,000	0	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	500,000
Agriculture and Environmental Management	240 Litre Containers	712092	001	7,000,000	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	1,000,000
Agriculture and Environmental Management	1000 Litre Containers	712093	001	1,000,000	0	500,000	500,000									

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Agriculture and Environmental Management	Swivel Bins	712094	001	2,460,000	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	210,000	
Agriculture and Environmental Management	Development of Parks (Backlogs and New)	710348	001	4,000,000	0	0	500,000	500,000	500,000	300,000	300,000	300,000	300,000	300,000	500,000	500,000
Agriculture and Environmental Management	Upgrading & Extension of Office Blocks at the Market	712585	007	500,000	0	0	-	-	-	90,000	-	-	160,000	-	250,000	-
Agriculture and Environmental Management	Establishing of outlet(s) in the North	712615	007	800,000	0	0	-	-	-	220,000	-	-	-	-	-	580,000
Agriculture and Environmental Management	Relocation of Pallet bank	712791	007	300,000	0	0	-	-	-	-	-	100,000	-	200,000	-	-
Agriculture and Environmental Management	Capital Funded from Operating	712754	007	90,000	0	0	0	90,000	0	0	0	0	0	0	0	0
Agriculture and Environmental Management	Upgrade of the market trading system	712868	007	1,330,000	0	0	0	0	0	900,000	0	430,000	0	0	0	0
City Planning and Economic Development	Tsosoloso	712533	003	38,021,000			9,505,250			9,505,250			9,505,250			9,505,250
City Planning and Economic Development	Capital Funded from Operating (City Planning & Development)	712751	007	213,000			30,000	20,000	30,000			80,000			53,000	
City Planning and Economic Development	Capital Funded from Operating (Regions)	712764	007	400,000					200,000					200,000		
City Planning and Economic Development	Survey Equipment (Technology replacement)	712844	001	900,000					200,000			450,000			250,000	

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
City Planning and Economic Development	Plan Printing machine (development information Centre)	712845	001	3,500,000								2,500,000			1,000,000	
City Planning and Economic Development	Marketing & Trading Stalls - Ga-Rankuwa	712298	001	2,000,000	200,000	300,000	100,000	400,000	350,000	350,000	0	200,000	100,000	0	0	0
City Planning and Economic Development	Marketing & Trading Stalls - Saulsville	712792	001	2,000,000	200,000	200,000	200,000	200,000	200,000	200,000	0	200,000	200,000	200,000	200,000	0
City Planning and Economic Development	Upgrading and Extension of Facilities	710276	007	5,270,000	0	0	-	-	-	250,000	-	-	500,000	1,000,000	1,520,000	2,000,000
City Planning and Economic Development	Upgrading of Existing Processing Facilities	710277	007	10,650,000	0	0	-	-	2,900,000	-	-	-	3,150,000	-	2,000,000	2,600,000
City Planning and Economic Development	Reparation to & Resurfacing of Roads	710420	007	500,000	0	0	250,000	150,000	-	-	100,000	-	-	-	-	-
City Planning and Economic Development	Upgrading of Cold rooms	711561	007	500,000	0	0	-	-	-	150,000	-	-	95,000	100,000	-	155,000
City Planning and Economic Development	Tourism Signage	710579	001	2,000,000	0	-	-	-	500,000.00	500,000.00	-	-	500,000.00	-	-	500,000.00
City Planning and Economic Development	Mamelodi Rondavels	710582	001	1,500,000	-	-	-	250,000.00	-	-	-	750,000.00	-	-	500,000.00	0
City Planning and Economic Development	Tourism Information Office	710586	001	1,000,000	-	-	500,000.00	-	-	-	500,000	-	-	-	-	0
City Planning and Economic Development	Arts & Craft Exhibition Stalls	710587	001	2,000,000	-	-	1,000,000.00	-	1,000,000.00	-	-	-	-	-	-	0
Community Safety	Acquisition: Fire Fighting Vehicles	710564	001	7,500,000	0	0	0	0	0	0	0	7,500,000	0	0	0	0

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Community Safety	Refurbishment of Fire Fighting Vehicles	711454	001	2,000,000	0	0	0	0	500,000	0	0	500,000	0	0	500,000	500,000
Community Safety	Upgrading of Community Safety Offices for North West Region (Region 3 Akasia)	711517	001	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Safety	Upgrading of Community Safety Offices for Central West Region (Region 5)	711519	001	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Safety	Purchasing of Cameras and other Speed Law Enforcement Equipment	711524	001	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Safety	Equipping of current Disaster Operations Centre	711922	001	2,800,000	0	0	100,000	400,000	600,000	0	0	1,200,000	200,000	200,000	100,000	0
Community Safety	Establishment of Community Safety Offices for North West Region (Region 1)	712022	001	12,500,000	1,200,000	1,100,000	700,000	2,000,000	1,000,000	0	1,200,000	1,300,000	1,000,000	1,700,000	1,000,000	300,000
Community Safety	The Establishment of Network Infrastructure (IT and	712345	001	2,944,000	0	300,000	300,000	200,000	200,000	200,000	500,000	300,000	400,000	200,000	200,000	144,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	CCTV)															
Community Safety	Development /Construction of Tshwane Overload Control Programme	712347	001	3,400,000	1,000,000	1,000,000	1,400,000	0	0	0	0	0	0	0	0	0
Community Safety	Upgrading Control Room/Ops Room CCTV Control Room (Phase 1)	712348	001	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Safety	Purchasing of Policing Equipment for the 2010 World Soccer Cup	712500	001	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Safety	Disaster Risk Management Tools and Equipment	712587	001	600,000	0	0	300,000	300,000	0	0	0	0	0	0	0	0
Community Safety	Acquisition of Fully Equipped Mobile Joint Incident Coordination Unit	712588	001	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Safety	Upgrading of the Departmental One-Stop Client Centre at Licensing Centres	712706	001	1,900,000	0	0	0	1,000,000	0	0	500,000	400,000	0	0	0	0
Community Safety	Capital Funded from Operating	712752	007	1,480,000	0	0	0	683,000	797,000	0	0	0	0	0	0	0

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Community Safety	Capital Funded from Operating	712765	007	3,486,900	0	0	500,000	500,000	500,000	200,000	300,000	700,000	250,000	250,000	286,900	0
Corporate & Shared Services	ASD Regional Offices	712603	001	5,000,000	0	500,000	800,000	900,000	700,000	0	300,000	1,300,000	500,000	0	0	0
Corporate & Shared Services	Replacement /Modernization of all the Lifts within various Council Buildings	712743	001	8,000,000	3,000,000	0	0	0	600,000	150,000	100,000	300,000	600,000	800,000	1,000,000	1,450,000
Corporate & Shared Services	Upgrade of It Infrastructure	710200	001	5,000,000				2,000,000				1,000,000			2,000,000	
Corporate & Shared Services	One Integrated Transaction Processing System	710213	001	30,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Corporate & Shared Services	Computer Equipment Deployment (Printers)	710268	001	12,232,000				5,000,000				3,000,000			4,232,000	
Corporate & Shared Services	Integration Telecommunication Equipment	710341	001	5,000,000				2,000,000				1,000,000			2,000,000	
Corporate & Shared Services	Implementation of Storage Area Network	710344	001	10,000,000				5,000,000			0	2,500,000			2,500,000	
Corporate & Shared Services	GIS	712446	001	1,000,000				300,000				300,000			400,000	
Corporate & Shared Services	Contact Centre in the North	712484	001	12,500,000		0	0	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,625,000	1,625,000	1,625,000	1,625,000
Corporate & Shared Services	E-Initiatives supporting the Smart City	712554	001	6,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000			1,000,000			0	

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Corporate & Shared Services	Enterprise Project Management	712739	001	200,000				200,000								
Corporate & Shared Services	UPS and Generators for Critical ICT Systems	712741	001	500,000				200,000				150,000			150,000	
Corporate & Shared Services	Development of a Transaction based E-Commerce Portal for CoT	712742	001	200,000				100,000				100,000				
Corporate & Shared Services	Capital Funded from Operating	712753	007	1,085,000	50,000	200,000	200,000	200,000	150,000	50,000	65,000	100,000	50,000	20,000		
Corporate & Shared Services	Vehicles	710869	001	5,000,000	0	0	0	0	0	0	0			1,250,000	1,250,000	2,500,000
Financial Services	Insurance Replacements (CTMM Contribution)	712449	001	8,000,000	666,667	666,667	666,667	666,667	666,667	666,667	666,667	666,667	666,667	666,667	666,667	666,667
Financial Services	Insurance Replacements (AFR)	712450	001	5,000,000	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667
Financial Services	Buildings and Equipment	712444	001	2,000,000	50,000	50,000	600,000	100,000	200,000	80,000	40,000	100,000	220,000	300,000	100,000	160,000
Financial Services	Capital Funded from Operating	712755	007	1,259,000												1,259,000
Health and Social Development	Extension of Stanza Bopape Clinic	710201	001	8,500,000	4,000,000	2,000,000	2,000,000	500,000	0	0	0	0	0	0	0	0
Health and Social Development	Extension of Lotus Gardens Clinic	710203	001	10,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	500,000	0	0
Health and Social Development	Upgrade Workflow System for Health-Erp	712028	001	7,000,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	583,000	587,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Health and Social Development	Upgrading of Clinic Dispensaries	712278	001	4,000,000	0	0	0	300,000	300,000	200,000	200,000	500,000	500,000	700,000	700,000	600,000
Health and Social Development	Capital Funded from Operating	712756	007	216,000	0	0	0	108,000	108,000	0	0	0	0	0	0	0
Housing and Sustainable Human Settlements	Saulsville Hostels	711712	001	18,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Housing and Sustainable Human Settlements	Mamelodi Hostel	711713	001	18,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Housing and Sustainable Human Settlements	Sewerage - Low Cost Housing	710864	001	30,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Housing and Sustainable Human Settlements	Township Establishment - Low Cost Housing	710862	001	3,000,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Housing and Sustainable Human Settlements	Project Linked - Housing facility	710860	001	3,600,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Housing and Sustainable Human Settlements	Project Linked - Housing facility	710860	004	5,400,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Housing and Sustainable Human Settlements	Township Establishment Acquisition of land Low cost Housing	710868	001	5,000,000	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667
Housing and Sustainable Human Settlements	Water - Low Cost Housing	710898	001	48,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Housing and Sustainable Human Settlements	Winterveldt Land Management Plan	711489	001	11,000,000	916,667	916,667	916,667	916,667	916,667	916,667	916,667	916,667	916,667	916,667	916,667	916,667

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Project on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Housing and Sustainable Human Settlements	Township Development (Electricity)	711719	001	2,000,000	166,667	166,667	166,667	166,667	166,667	166,667	166,667	166,667	166,667	166,667	166,667	166,664
Housing and Sustainable Human Settlements	Capital Funded from Operating	712757	007	958,500	0	0	0	479,250	479,250	0	0	0	0	0	0	0
Office of the Executive Mayor, Chief Whip, Speaker and City Manager	Capital Funded from Operating	712758	007	286,000	0	0	286,000	0	0	0	0	0	0	0	0	0
Public Works and Infrastructure Development	Upgrading/Strengthening of Existing Network Schemes	710005	001	5,000,000	100,000	100,000	300,000	300,000	200,000	200,000	300,000	500,000	600,000	700,000	800,000	900,000
Public Works and Infrastructure Development	Payments to Townships for Reticulated Towns	710006	001	3,000,000	0	100,000	0	100,000	200,000	0	0	100,000	300,000	500,000	600,000	1,100,000
Public Works and Infrastructure Development	Hatherley/Mamelodi Substations & Lines	710153	001	15,000,000	0	3,000,000	0	0	0	0	0	1,000,000	1,000,000	2,000,000	6,000,000	2,000,000
Public Works and Infrastructure Development	Sub Transmission Equipment Refurbishment	710163	001	10,000,000	0	0	0	920,000			1,100,000	1,800,000	5,500,000	680,000	0	0
Public Works and Infrastructure Development	11kV Panel Extension in Substations	710164	001	5,500,000	0	0	1,000,000	0	0	0	0	0	0	0	4,000,000	500,000
Public Works and Infrastructure Development	Replacement of obsolete and dangerous switchgear	710176	001	14,000,000	500,000	1,500,000	1,500,000	1,500,000	1,000,000	500,000	1,500,000	1,500,000	1,500,000	1,000,000	1,000,000	1,000,000
Public Works and Infrastructure Development	Low Voltage within Networks	710177	001	16,000,000	850,000	1,250,000	1,200,000	1,500,000	1,500,000	700,000	2,500,000	1,500,000	1,000,000	1,500,000	1,500,000	1,000,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Public Works and Infrastructure Development	Electricity for All	710178	001	50,000,000	3,000,000	3,000,000	3,000,000	3,000,000	4,000,000	4,000,000	5,000,000	5,000,000	5,500,000	5,500,000	5,000,000	4,000,000
Public Works and Infrastructure Development	Electricity for All	710178	006	65,000,000	3,000,000	4,500,000	4,500,000	4,500,000	4,500,000	6,000,000	6,000,000	7,000,000	7,000,000	6,000,000	6,000,000	6,000,000
Public Works and Infrastructure Development	Electricity for All	710178	003	2,785,667	0	0	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	290,000	255,667
Public Works and Infrastructure Development	Communication Upgrade	710325	001	6,100,000	0	0	500,000	500,000	1,000,000	500,000	500,000	600,000	1,000,000	500,000	500,000	500,000
Public Works and Infrastructure Development	Strengthening of 11kv Cable Network	710480	001	12,000,000	500,000	500,000	500,000	1,500,000	1,500,000	500,000	500,000	1,500,000	1,500,000	1,500,000	1,000,000	1,000,000
Public Works and Infrastructure Development	Strengthening of 11kv Overhead Network	710481	001	12,300,000	500,000	500,000	500,000	1,530,000	1,500,000	500,000	500,000	1,500,000	1,500,000	1,500,000	1,070,000	1,200,000
Public Works and Infrastructure Development	Substations	710484	001	2,100,000	0	0	0	500,000	500,000	50,000	50,000	75,000	241,667	241,667	241,666	200,000
Public Works and Infrastructure Development	Tshwane public lighting Programme	710556	001	20,000,000	500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,500,000	2,000,000	1,000,000	1,000,000
Public Works and Infrastructure Development	Network Control System Extension	711706	001	5,000,000	0	0	0	0	0	0	0	2,000,000	0	0	2,000,000	1,000,000
Public Works and Infrastructure Development	Pre paid Electricity	711862	001	32,000,000	2,000,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,000,000
Public Works and Infrastructure Development	Replacement of Obsolete and Non Functional Protection Equipment	712006	001	1,000,000	0	0	300,000	200,000	200,000	0	0	150,000	150,000	0	0	0
Public Works and Infrastructure Development	New Bulk Electricity Infrastructure	712279	001	195,000,000	0	1,000,000	1,000,000	1,000,000	11,000,000	1,000,000	0	15,000,000	25,000,000	50,000,000	70,000,000	20,000,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	e															
Public Works and Infrastructure Development	New Connections	712483	001	20,000,000	600,000	1,750,000	2,000,000	1,750,000	1,850,000	1,250,000	1,500,000	1,800,000	2,000,000	2,000,000	1,750,000	1,750,000
Public Works and Infrastructure Development	Electrification of Winterveldt	712492	001	10,000,000	0	500,000	500,000	500,000	500,000	1,000,000	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Public Works and Infrastructure Development	New Depot (Soshanguve)	712493	001	10,000,000	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0	0	0
Public Works and Infrastructure Development	Standby Quarters	712601	001	4,000,000	0	0	0	0	0	0	400,000	600,000	1,400,000	1,200,000	400,000	0
Public Works and Infrastructure Development	Replacement of Obsolete Protection and Testing Instruments	712861	001	1,000,000	0	0	0	0	500,000	0	0	300,000	200,000	0	0	0
Public Works and Infrastructure Development	Rooiwal Power Station Refurbishment	712862	001	7,000,000	0	1,100,000	1,500,000	0	0	0	0	2,000,000	0	2,400,000	0	0
Public Works and Infrastructure Development	Solar Water Geysers	712688	006	23,000,000	0	0	3,000,000	4,000,000	4,000,000	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Public Works and Infrastructure Development	Capital Funded from Operating	712759	007	2,000,000	0	200,000	150,000	100,000	200,000	100,000	200,000	250,000	200,000	300,000	300,000	0
Public Works and Infrastructure Development	Automated Meter Reading	712863	001	30,000,000	2,000,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,000,000
Public Works and Infrastructure Development	Upgrading of Sewers in Tshwane Area	710010	001	14,000,000	0	0	0	942,219	2,126,354	3,633,740	3,915,847	2,496,420	885,420	0	0	0
Public Works and Infrastructure Development	Upgrading of Sewers in Tshwane Area	710010	005	12,000,000	0	919,479	949,234	1,478,045	1,730,387	0	689,823	1,378,890	1,126,235	1,812,428	1,000,000	915,479

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Public Works and Infrastructure Development	Township Water Services Dev: Tshwane Contributions	710022	001	3,000,000							500,000					2,500,000
Public Works and Infrastructure Development	Lengthening of Network and Supply Pipelines	710023	001	4,000,000	0	0	0	0	500,000	0		800,000	800,000	600,000	800,000	500,000
Public Works and Infrastructure Development	Upgrading of Networks where Difficulties Exist	710024	001	3,000,000	100,000	300,000	300,000	300,000	300,000	200,000	200,000	300,000	250,000	200,000	300,000	250,000
Public Works and Infrastructure Development	Water Supply to Agricultural Holdings	710025	001	1,500,000	0	400,000	400,000	400,000	300,000	0	0	0	0	0	0	0
Public Works and Infrastructure Development	Replacement of Worn Out Network Pipes	710026	001	28,000,000	500,000	3,000,000	3,000,000	3,000,000	3,000,000	500,000	1,000,000	3,000,000	3,000,000	2,000,000	3,000,000	3,000,000
Public Works and Infrastructure Development	Replacement, Upgrade, Construct Wwtw Facilities	710411	001	233,937,480	318,939	26,990,849	28,637,609	28,210,622	22,478,942	19,898,942	303,939	30,716,090	30,347,850	15,265,112	15,180,112	15,588,474
Public Works and Infrastructure Development	Replacement, Upgrade, Construct Wwtw Facilities	710411	005	112,062,520	106,000	6,346,760	7,906,760	8,686,759	8,686,759	17,266,759	321,000	8,892,759	11,892,759	13,892,759	13,892,759	14,170,687
Public Works and Infrastructure Development	Refurbishing of Water Networks and Backlog Eradication	710878	001	33,769,427	0	5,974,381	5,622,303	3,957,732	4,437,864	1,538,739	1,660,110	1,566,443	1,502,949	1,641,696	1,548,029	4,319,181
Public Works and Infrastructure Development	Refurbishing of Water Networks and Backlog Eradication	710878	005	107,437,480		12,571,262	10,006,200	10,056,200	11,419,521	5,800,000	3,500,000	8,209,497	9,906,200	11,256,200	12,306,200	12,406,200

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Public Works and Infrastructure Development	Pipe reinforcement Klipgat, Mabopane & Winterveldt Reservoir	711331	001	3,000,000		1,000,000	1,000,000	1,000,000								
Public Works and Infrastructure Development	Klip/Klipkruis fontein Phase 3 Bulk Water Supply Reservoir	711332	001	12,000,000		2,700,000	3,200,000	3,300,000	2,800,000							
Public Works and Infrastructure Development	Replacement and upgrading of deficient bulk pipeline	711335	001	25,750,000		3,500,000	3,700,000	3,700,000	3,500,000	1,250,000	1,250,000	2,800,000	1,700,000	2,000,000	1,200,000	1,150,000
Public Works and Infrastructure Development	Garsfontein Pipe Reinforcement	711345	001	22,000,000		2,526,400	1,926,400	1,874,800	1,780,000	1,780,000	1,660,000	2,100,000	2,420,000	2,550,000	1,400,000	1,982,400
Public Works and Infrastructure Development	Replacement of Sewers	711404	001	10,000,000	100,000	300,000	600,000	1,000,000	1,000,000	400,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Public Works and Infrastructure Development	Bulk Sewer In Klip/Kruisfontein Phase 3B	711534	001	30,000								30,000				
Public Works and Infrastructure Development	Reduction Water Losses: Water Networks	711542	001	3,500,000	250,000	250,000	300,000	300,000	290,000	250,000	250,000	300,000	300,000	340,000	320,000	350,000
Public Works and Infrastructure Development	Purification Plant Upgrades (Roodeplaat)	711921	001	85,000,000	3,850,000	3,925,000	6,235,000	4,310,000	16,000,000	7,700,000	7,700,000	11,550,000	7,700,000	5,400,000	5,400,000	5,230,000
Public Works and Infrastructure Development	Moreletaspruit: Outfall Sewer	712121	001	43,500,000	6,790,301	6,790,301	6,790,301	6,790,301	6,790,301	7,375,597	362,150	362,150	362,150	362,150	362,150	362,148
Public Works and Infrastructure Development	Moreletaspruit: Outfall Sewer	712121	003	2,785,666												2,785,666

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Public Works and Infrastructure Development	Blk + Reservoir - Babelagi	712142	001	32,000,000		3,800,000	3,700,000	3,700,000	3,800,000	1,500,000	1,600,000	3,950,000	3,950,000	2,850,000	2,450,000	700,000
Public Works and Infrastructure Development	Pierre Van Ryneveld Reservoir/Pipes	712150	001	12,000,000									3,000,000	3,000,000	3,000,000	3,000,000
Public Works and Infrastructure Development	Reservoir Extensions	712534	001	11,500,000											3,500,000	8,000,000
Sport, Recreation, Arts and Culture	Stanza Bopape Community Library (710102 - not on list)	710102	001	8,000,000	0	0	200,000	400,000	600,000	500,000	300,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000
Sport, Recreation, Arts and Culture	Mabopane Community Library (710104 - not on list)	710104	001	8,000,000	0	0	200,000	400,000	600,000	500,000	300,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000
Sport, Recreation, Arts and Culture	Olievenhoutbosch Multi-Purpose Sport	711432	001	4,000,000	0	0	100,000	200,000	300,000	400,000	0	400,000	400,000	700,000	700,000	800,000
Sport, Recreation, Arts and Culture	Solomon Mahlangu Freedom Square - Cultural Centre	711439	001	6,000,000	0	0	0	0	400,000	400,000	0	600,000	1,000,000	1,000,000	1,000,000	1,600,000
Sport, Recreation, Arts and Culture	Lotus Gardens Multi-Purpose Sport Facility	712260	001	5,000,000	0	0	100,000	200,000	400,000	500,000	0	400,000	600,000	900,000	900,000	1,000,000
Sport, Recreation, Arts and Culture	Hammanskraal Cultural Centre	712397	001	7,000,000	0	0	0	0	400,000	400,000	0	600,000	1,000,000	1,200,000	1,400,000	2,000,000
Transport and Roads	Cashier Facilities Upgrade, Church	712795	001	1,000,000	500,000	500,000	0	0	0	0	0	0	0	0	0	0

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	Square, Jan Niemand Park, Pretoria North															
Transport and Roads	Security Camera Upgrade C de Wet, Church Square, Jan Niemand Park, Pretoria North	712796	001	650,000	0	250,000	200,000	200,000	0	0	0	0	0	0	0	0
Transport and Roads	Oil Separator and Disposal Pit, Jan Niemand Park	712798	001	100,000	0	100,000	0	0	0	0	0	0	0	0	0	0
Transport and Roads	Boundary Walls, Replace, C De Wet, Pretoria North, Jan Niemand Park	712799	001	500,000	250,000	250,000	0	0	0	0	0	0	0	0	0	0
Transport and Roads	Personnel Access Control System C de Wet, Church Square, Jan Niemand Park, Pretoria North	712800	001	1,000,000	0	250,000	500,000	250,000	0	0	0	0	0	0	0	0
Transport and Roads	Facilities Management Program, C de Wet, Church Square, Jan	712801	001	500,000	200,000	300,000	0	0	0	0	0	0	0	0	0	0

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	Niemand Park, Pretoria North															
Transport and Roads	Resurfacing of road surfaces for, C de Wet, Jan Niemand Park, and Pretoria North Depot	712802	001	300,000	300,000	0	0	0	0	0	0	0	0	0	0	0
Transport and Roads	Contributions: Services for Township Development	710115	001	12,568,000	1,000,000	0	1,000,000	2,000,000	1,000,000	0	1,000,000	1,000,000	0	2,000,000	2,000,000	1,568,000
Transport and Roads	Essential/Unforeseen Stormwater Drainage Problems	710116	001	3,000,000	100,000	100,000	200,000	200,000	200,000	0	300,000	300,000	300,000	300,000	400,000	600,000
Transport and Roads	Apies River: Canal Upgrading, Pretoria Central	710117	001	1,000,000	166,666	166,666	166,666	0	0	0	0	0	0	166,666	166,666	166,670
Transport and Roads	Concrete Canal: Sam Malema Road, Winterveldt	710128	001	8,750,000	0	0	0	0	0	0	1,000,000	1,000,000	1,000,000	1,750,000	2,000,000	2,000,000
Transport and Roads	Major Stormwater System, Mamelodi X 8	710129	001	500,000	0	0	0	0	0	0	0	0	100,000	200,000	200,000	0
Transport and Roads	Stormwater System in Eersterust X 2	710139	001	4,500,000	50,000	300,000	500,000	500,000	400,000	200,000	200,000	400,000	400,000	500,000	500,000	550,000
Transport and Roads	Major Stormwater Systems :	710143	001	4,000,000	0	0	0	0	0	0	100,000	500,000	300,000	1,000,000	1,100,000	1,000,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	Klip/Kruisfontein															
Transport and Roads	Major Stormwater Systems : Klip/Kruisfontein	710143	005	4,000,000	0	0	0	0	600,000	600,000	800,000	700,000	900,000	400,000	0	0
Transport and Roads	Rehabilitation of Stormwater Systems	710220	001	10,000,000	0				1,000,000	0	500,000	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000
Transport and Roads	Replacement of Traffic Signs	710221	001	5,000,000	0	0	400,000	400,000	400,000	0	200,000	500,000	700,000	800,000	800,000	800,000
Transport and Roads	Rehabilitation of Bridges	710223	001	300,000	0	0	0	0	0	0	0	0	0	100,000	100,000	100,000
Transport and Roads	Essential/Unforeseen Stormwater Drainage Problems	710226	001	2,000,000	20,000	130,000	150,000	400,000	150,000	150,000	50,000	150,000	200,000	200,000	200,000	200,000
Transport and Roads	Parking Bays at Schools	710227	001	2,000,000	0	0	300,000	300,000	300,000	0	100,000	300,000	300,000	300,000	100,000	0
Transport and Roads	Cycle and Pedestrian Paths for Tshwane	710228	001	3,000,000	20,000	250,000	250,000	250,000	300,000	200,000	200,000	300,000	300,000	300,000	300,000	330,000
Transport and Roads	Traffic Calming and Pedestrian safety for Tshwane	710229	001	3,500,000	50,000	300,000	350,000	350,000	350,000	350,000	200,000	450,000	350,000	250,000	250,000	250,000
Transport and Roads	Establish Road Reserves for Main Routes	710257	001	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Transport and Roads	Traffic Lights/Traffic Signal System	710395	001	1,000,000	0	0	0	0	0	0	100,000	100,000	100,000	200,000	200,000	300,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projected August 2010	Expenditure Projected September 2010	Expenditure Projected October 2010	Expenditure Projected November 2010	Expenditure Projected December 2010	Expenditure Projected January 2011	Expenditure Projected February 2011	Expenditure Projected March 2011	Expenditure Projected April 2011	Expenditure Projected May 2011	Expenditure Projected June 2011
Transport and Roads	Traffic Signals to Meet Legal Requirements	710398	001	2,000,000	0	0	0	0	100,000	0	100,000	200,000	400,000	400,000	400,000	400,000
Transport and Roads	Extension of Atcon Traffic Control System	710399	001	500,000	0	0	0	0	0	0	0	0	100,000	100,000	100,000	200,000
Transport and Roads	Matenteng Main Transport Route, Stinkwater	710597	001	4,900,000							60,000	60,000	60,000	500,000	1,000,000	3,220,000
Transport and Roads	Matenteng Main Transport Route, Stinkwater	710597	005	100,000	0	0	0	0	0	0	0	0	0	0	50,000	50,000
Transport and Roads	Shova Kalula Bicycle Project	710609	001	8,000,000	0	0	0	0	0	0	0	2,000,000	2,000,000	2,000,000	2,000,000	0
Transport and Roads	Major Collector Road: Soshanguve Block DD/CC	710901	001	1,200,000	0	0	0	0	1,200,000	0	0	0	0	0	0	0
Transport and Roads	Rehabilitation Of Roads	710902	001	19,000,000	0	2,000,000	2,000,000	2,000,000	2,000,000	0	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Transport and Roads	Rehabilitation Of Roads	710902	005	3,034,000	0	500,000	800,000	800,000	800,000	0	134,000	0	0	0	0	0
Transport and Roads	Real Rover Road to Serapeng Road	710936	001	200,000	0	0	0	0	0	0	0	0	0	0	0	200,000
Transport and Roads	Block W - Stormwater Drainage	711164	001	1,700,000	0	0	0	0	0	0	0	0	350,000	400,000	500,000	450,000
Transport and Roads	Magriet Monamodi Stormwater System	711262	001	3,232,000	0	0	0	0	0	0	400,000	600,000	600,000	600,000	600,000	432,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
Transport and Roads	Magriet Monamodi Stormwater System	711262	005	1,768,000	0	0	0	0	0	0	268,000	300,000	300,000	300,000	300,000	300,000
Transport and Roads	Major S/ Water Drainage System: Matenteng	711264	001	2,000,000	0	0	0	0	0	0	0	0	0	1,000,000	0	1,000,000
Transport and Roads	Hartebeest Spruit: Canal Upgrading	711265	001	10,000,000	1,500,000	1,500,000	1,500,000	1,000,000	0	0	0	0	0	1,000,000	1,500,000	2,000,000
Transport and Roads	Moreleta Spruit: Flood Structure	711267	001	3,521,000	100,000	100,000	100,000	100,000	100,000	21,000	0	0	0	0	0	3,000,000
Transport and Roads	Montana Spruit: Channel Improvements	711268	001	10,000,000	0	0	0	500,000	500,000	200,000	600,000	800,000	800,000	800,000	800,000	5,000,000
Transport and Roads	Major S/Water Drainage System: Majaneng	711273	001	1,000,000	0	0	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000
Transport and Roads	Major S/Water Drainage System: Majaneng	711273	005	9,000,000	0	0	0	0	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Transport and Roads	Major S/Water Drainage Channels: Ga-Rankuwa	711284	001	8,000,000	0	0	500,000	500,000	1,000,000	800,000	300,000	600,000	800,000	1,000,000	1,000,000	1,500,000
Transport and Roads	Major S/Water Drainage Channels: Ga-Rankuwa	711284	005	8,000,000	0	0	250,000	500,000	1,000,000	800,000	700,000	800,000	800,000	800,000	850,000	1,500,000
Transport and Roads	Stormwater Drainage Systems in	711285	001	1,500,000	0	0	0	0	0	0	0	0	0	0	700,000	800,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	Ga-Rankuwa View															
Transport and Roads	Stormwater Drainage Systems in Ga-Rankuwa View	711285	005	14,000,000	0	150,000	600,000	800,000	1,200,000	800,000	700,000	1,400,000	1,800,000	2,000,000	2,200,000	2,350,000
Transport and Roads	Internal Roads: Northern Areas	711863	001	62,140,000	700,000	1,500,000	2,500,000	3,500,000	5,500,000	1,500,000	2,500,000	8,000,000	9,000,000	9,000,000	8,440,000	10,000,000
Transport and Roads	Internal Roads: Northern Areas	711863	005	46,466,000	0	500,000	800,000	1,000,000	1,200,000	600,000	2,000,000	5,366,000	6,000,000	9,000,000	10,000,000	10,000,000
Transport and Roads	Centurion Lake and Kaal Spruit	712217	001	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Transport and Roads	Flooding Backlogs: Stinkwater & New Eersterust Area	712219	005	8,000,000	0	0	0	700,000	500,000	500,000	1,000,000	600,000	500,000	500,000	1,500,000	2,200,000
Transport and Roads	Flooding Backlogs: Sosh & Winterveldt Area	712220	005	2,000,000	0	0	0	0	0	0	0	100,000	400,000	500,000	500,000	500,000
Transport and Roads	Flooding Backlogs: Mabopane Area	712221	001	9,800,000	0	0	0	500,000	800,000	500,000	700,000	700,000	1,500,000	1,600,000	1,700,000	1,800,000
Transport and Roads	Flooding Backlogs: Mabopane Area	712221	005	5,200,000	0	0	0	500,000	500,000	500,000	500,000	1,500,000	1,700,000			
Transport and Roads	Flooding Backlogs: Mamelodi, Eersterust & Pta Eastern	712223	001	4,000,000	0	0	0	0	200,000	300,000	300,000	600,000	700,000	700,000	700,000	500,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	Area															
Transport and Roads	Formalize and Align New Access to Odenburg Gardens	712253	001	2,200,000	0	0	0	0	0	0	0	200,000	1,000,000	1,000,000	0	0
Transport and Roads	Traffic Flow and Safety on Corridors	712501	001	2,000,000	0	100,000	300,000	300,000	300,000	50,000	50,000	200,000	300,000	200,000	200,000	0
Transport and Roads	Traffic Flow and Safety on Corridors	712501	003	500,000	0	0	0	0	0	0	0	100,000	150,000	0	0	250,000
Transport and Roads	Traffic Flow Improvement at Intersections	712502	001	1,000,000	0	0	0	0	0	0	0	200,000	200,000	200,000	200,000	200,000
Transport and Roads	Flooding Backlog: Network 3, Kudube Unit 12	712503	001	5,000,000	0	0	0	0	0	0	200,000	800,000	800,000	800,000	800,000	1,600,000
Transport and Roads	Flooding Backlog: Network 2F, Kudube Unit 7	712504	001	7,600,000	0	0	0	0	900,000	0	700,000	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000
Transport and Roads	Flooding Backlog: Network 2F, Kudube Unit 7	712504	003	2,785,667										785,667	1,000,000	1,000,000
Transport and Roads	Flooding backlog: Network 5A, Matanteng	712506	001	100,000	0	0	0	0	0	0	0	0	0	0	0	100,000
Transport and Roads	Flooding backlog: Network 5A, Matanteng	712506	005	4,000,000	0	0	0	0	200,000	500,000	200,000	500,000	1,000,000	1,000,000	500,000	100,000
Transport and Roads	Flooding Backlog:	712507	001	2,000,000	0	0	250,000	250,000	500,000	500,000	500,000	0	0	0	0	0

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	Network 2H, Kudube Unit 7															
Transport and Roads	Flooding Backlog: Network C5, C6, C11 & C13, Atteridgeville	712511	001	5,000,000	0	0	250,000	250,000	500,000	500,000	500,000	600,000	600,000	600,000	600,000	600,000
Transport and Roads	Flooding Backlog: Network 5D, Mandela Village Unit 12	712512	001	15,000,000	0	500,000	1,000,000	1,000,000	1,000,000	0	500,000	2,000,000	2,000,000	2,000,000	2,000,000	3,000,000
Transport and Roads	Flooding Backlogs: Soshanguve South & Akasia Area	712513	001	5,000,000	0	0	0	0	200,000	300,000	500,000	800,000	800,000	800,000	800,000	800,000
Transport and Roads	Flooding Backlog: Network 2B, Ramotse	712515	001	2,000,000	0	0	0	0	0	0	0	0	0	500,000	500,000	1,000,000
Transport and Roads	Flooding Backlog: Network 2D, New Eersterust x 3	712516	001	3,000,000	0	0	0	0	0	0	0	500,000	500,000	500,000	500,000	1,000,000
Transport and Roads	Flooding Backlog: Network 2D, New Eersterust x 3	712516	005	6,000,000	0	0	0	500,000	500,000	300,000	300,000	800,000	800,000	800,000	1,000,000	1,000,000
Transport and Roads	Flooding Backlog: Drainage Canals along Hans Strydom Dr, Mamelodi x	712518	005	4,000,000	0	0	0	0	300,000	200,000	200,000	600,000	600,000	600,000	700,000	800,000

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projection July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	4 and 6															
Transport and Roads	Flooding Backlog: Network 1A, 1C & 1F, Ramotse	712520	001	19,000,000	0	0	0	0	0	0	0	0	2,000,000	6,000,000	6,000,000	5,000,000
Transport and Roads	Flooding Backlog: Network 1A, 1C & 1F, Ramotse	712520	005	23,000,000	0	0	1,000,000	4,000,000	5,000,000	0	4,000,000	5,000,000	4,000,000	0	0	0
Transport and Roads	Collector Road Backlogs: Mamelodi	712521	001	10,000,000	0	0	0	0	0	0	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Transport and Roads	Collector Road Backlogs: Mamelodi	712521	005	7,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	500,000	500,000	1,000,000	0	0	0	0
Transport and Roads	Collector Road Backlogs: Atteridgeville	712522	001	15,000,000	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Transport and Roads	Collector Road Backlogs: Atteridgeville	712522	005	1,000,000	500,000	500,000	0	0	0	0	0	0	0	0	0	0
Transport and Roads	Flooding Backlog: Network 3A, Kudube Unit 9	712523	001	14,000,000	0	0	0	0	950,000	0	800,000	1,500,000	2,500,000	2,750,000	2,750,000	2,750,000
Transport and Roads	Upgrading of Mabopane Roads dealing with Red Soils	712611	001	10,000,000	0	0	500,000	500,000	1,000,000	800,000	300,000	600,000	800,000	1,500,000	1,500,000	2,500,000
Transport and Roads	Upgrading of Mabopane Roads	712611	005	2,500,000	0	0	500,000	500,000	500,000	500,000	500,000	0	0	0	0	0

Strategic Unit	Project Name	Project Number	Funding Source	Budget 2010-11	Expenditure Projected on July 2010	Expenditure Projection August 2010	Expenditure Projection September 2010	Expenditure Projection October 2010	Expenditure Projection November 2010	Expenditure Projection December 2010	Expenditure Projection January 2011	Expenditure Projection February 2011	Expenditure Projection March 2011	Expenditure Projection April 2011	Expenditure Projection May 2011	Expenditure Projection June 2011
	dealing with Red Soils															
Transport and Roads	Capital Funded from Operating	712760	007	3,456,000	0	0	0	0	200,000	100,000	100,000	300,000	500,000	600,000	800,000	856,000
Transport and Roads	CBD and Surrounding Areas (2010SWC) HOV / BRT Lanes on Corridors to North and Hatfield	712591	002	804,180,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000	67,015,000
				3,194,974,947	126,943,240	221,462,433	250,023,058	264,498,263	279,005,713	212,711,362	177,415,844	311,374,584	320,161,815	325,500,680	368,775,817	337,102,138

C2 CAPITAL MILESTONE PROJECTIONS BY WARD

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Agriculture and Environmental Management	Capital Funded from Operating	NA	712750	007			Existing tenders	03 January 2011	28 February 2011						
Agriculture and Environmental Management	Atmospheric Pollution Monitoring Network	12	711562	001	01 July 2008	30 June 2011	01 July 2008	01 July 2008	30 June 2011		Approved report on the proposed air quality index for the City	Adjudication of service provider	14 stations on air quality monitoring network	Legal non-compliance to HR, H&S and Environmental requirements	Liaison with relevant officials to provide leadership
Agriculture and Environmental Management	Retrofit of Municipal Buildings	Tshwane wide	712807	001	01 July 2010	30 June 2011	01 July 2010	01 August 2010	30 June 2011						
Agriculture and Environmental Management	Development of the Klip-Kruisfontein cemetery	37	712808	001	01 July 2009	30 June 2013	n/a	01 July 2009	30 June 2013	Construction of new cemetery	Construction of new cemetery	Construction of new cemetery	Construction of new cemetery	Budget cuts by Finance and inclement weather conditions	
Agriculture and Environmental Management	Development of Tshwane North Cemetery	49	712809	001	01 July 2009	30 June 2015	n/a	01 July 2009	30 June 2015	Construction of new cemetery	Construction of new cemetery	Construction of new cemetery	Construction of new cemetery	Budget cuts by Finance and inclement weather conditions	
Agriculture and Environmental Management	Upgrade Ga-Mothakga Resort	7	710435	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Construction of road infrastructure				Budget cuts by Finance and inclement weather conditions Political interventions	Planning, communication with all stakeholders
Agriculture and Environmental Management	Upgrade Kwaggaspruit Recreation Resort	3	710436	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Swimming pool ablation facilities, construction of water slide				Budget cuts by Finance and inclement weather conditions Political interventions	Planning, communication with all stakeholders

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Agriculture and Environmental Management	Upgrade Derdepoort Resort	5	710437	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Construction of water slide				Budget cut backs by finance, inclement weather conditions, Political interventions	Planning, communication with all roll players
Agriculture and Environmental Management	Upgrade Rietvlei Resort (Angling Area)	47	710440	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011					Budget cut backs by finance, inclement weather conditions, Political interventions	Planning, communication with all roll players
Agriculture and Environmental Management	Upgrade Fountains Valley Resort	59	710441	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Appoint contractor and start with construction		Construction of bridge		Budget cut backs by finance, inclement weather conditions, Political interventions	Planning, communication with all roll players
Agriculture and Environmental Management	Self Catering Chalets at Rietvlei Nature Reserve	47	710445	007	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Construction of chalets	Construction of chalets			Budget cut backs by finance, inclement weather conditions, Political interventions	Planning, communication with all roll players
Agriculture and Environmental Management	Upgrade facilities Groenkloof Nature Reserve	59	710446	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Road construction	Landscape picnic site			Bad weather conditions	Planning, communication with all roll players
Agriculture and Environmental Management	Upgrade Moretele Park Resort	6	711581	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Construction of 2 lapa facilities				Budget cut backs by finance, inclement weather conditions, Political interventions	Planning, communication with all roll players
Agriculture and Environmental Management	New Soshanguve Recreation Resort (Klipkruisf	37	711582	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Complete swimming pool, entrance buildings and workers				Budget cut backs by finance, inclement weather conditions, Political interventions	Planning, communication with all roll players

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
	ontein Resort)										accommodation				
Agriculture and Environmental Management	Upgrading of Facilities Rietvlei Nature Reserve	47	712051	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Plan upgrade of roads and extra ablution facility	Construction of parking at ablution facility	Road construction		Bad weather conditions	Planning, communication with all roll players
Agriculture and Environmental Management	Fencing off Spruit Areas City Wide (Ecological Sensitive & Security Purposes)	3,7,32,3 7,41,46, 47,53,5 4,56,57, 49,63,6 4,65,66, 68	712736	001	01 July 2010	30 June 2011	Existing tenders	01 August 2010	31 January 2011	Colbyn, Doringkloof, Kaalspruit, Kwaggaspruit	Colbyn				
Agriculture and Environmental Management	Bulk Containers	Tshwane wide	712090	001	27 June 2008	26 August 2008	07 December 2008		31 December 2011						
Agriculture and Environmental Management	240 Litre Containers	Tshwane wide	712092	001	04 February 2008	19 March 2008	18 December 2008		30 November 2011						
Agriculture and Environmental Management	1000 Litre Containers	Tshwane wide	712093	001	30 September 2009				12 January 2010						
Agriculture and Environmental Management	Swivel Bins	Tshwane wide	712094	001	05 February 2007	27 March 2007	25 July 2007	01 August 2007	31 July 2010						
Agriculture and Environmental Management	Development of Parks (Backlogs and New)	Tshwane wide	710348	001	01 July 2010	30 September 2010	31 December 2010	01 August 2010	30 June 2010	Development of 15 parks	Development of 15 parks	Development of 15 parks	Development of 15 parks	Budget cuts by finance and inclement weather conditions	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Agriculture and Environmental Management	Upgrading & Extension of Office Blocks at the Market	3	712585	007	01 July 2010	30 December 2010	15 February 2011	01 March 2011	30 June 2011	Compile specifications for upgrading of floor surfaces of third floor at administration building. Obtain quotations for installation of VRV system on third floor at agent building. Compile specification for installation of new suspended ceilings at 3rd floor of office building	Complete new floor surfaces on third floor of agent building. Compile snag list on floor surfaces. Quotations close for upgrading of electrical supply. Recommendation to SCM on electrical supply item	Handover of VRV system and completion of installation of electrical supply	Contractor complete installation of new suspended ceilings and handover of site to market	Delays in SCM processes. Availability of material.	Start in advance with SCM processes. Early ordering of material.
Agriculture and Environmental Management	Establishing of outlet(s) in the North	9,12,19,20,21,22,24,25,26,27,29,33,34	712615	007	01 July 2010	30 August 2010	30 November 2010	01 December 2010	30 June 2011	Approval of report by Council. Compile specifications for appointment of a consultant for the detail design and project execution for the	Report to SCM for appointment of consultant for the detail design and project execution	Consultant commence with detail design	Tender document submitted to Bid Specification Committee for approval and commencement in the 2011/12	Approval of report by Council. Way forward re-prioritised by Council.	Re-prioritised of way forward.

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
											establishment of an outlet in the north.			financial year	
Agriculture and Environmental Management	Relocation of Pallet bank	3	712791	007	01 July 2010	30 September 2010	15 January 2011	01 February 2011	01 May 2011	Compile specifications for new office and ablution facility at PTA pallet bank	Contractor commence with walls of new offices and ablution facility	Contractor appointed and commence with northern wall and entrance gate	Project completed	Delays in SCM processes. Availability of material.	Start in advance with SCM processes. Early ordering of material.
Agriculture and Environmental Management	Capital Funded from Operating	56	712754	007	01 June 2010	30 June 2010	No tender procedure	01 August 2010	30 September 2010						
Agriculture and Environmental Management	Upgrade of the market trading system	3	712868	007	01 July 2010	30 September 2010	15 November 2010	01 December 2010	30 June 2011	Approval and accommodation of changes to servers and trip switches by management on trading system	Installation and commissioning of two servers at market. Contractor submits need to suppliers for trip switches	Project completed		Availability of material	Start in advance with SCM processes. Early ordering of material.
City Planning and Economic Development	Tsosoloso	Tshwane wide	712533	003						Physical works	Builders recess (no construction)	Physical works	Physical works	National Treasury delaying approvals of business plans for specific projects and milestones as part of the R38 million allocation. National Treasury changing the CoT's allocation mid financial year	Continuous engagement with National Treasury
City Planning and	Capital Funded	NA	712751	007						Submission of the	Receive the official	Delivery of some items	Project finalised	Continuation of cash flow interventions,	Intervention from the acting

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
Economic Development	from Operating (City Planning & Development)										motivational letter to the Office of the acting City Manager	purchase order and place the order at the service provider			resulting that it items cannot be procured; non approval by the acting City Manager to procure items	Strategic Executive Director: City Planning, Development and Regional Services to the acting City Manager to approve the procurement of the items
City Planning and Economic Development	Capital Funded from Operating (Regions)	NA	712764	007							Submission of the motivational letter to the Office of the acting City Manager	Receive the official purchase order and place the order at the service provider	Delivery of some items	Project finalised	Continuation of cash flow interventions, resulting that it items cannot be procured; non approval by the acting City Manager to procure items	Intervention from the acting Strategic Executive Director: City Planning, Development and Regional Services to the acting City Manager to approve the procurement of the items
City Planning and Economic Development	Plan Printing machine (development information Centre)	4,24	712845	001							Compile specification documents as per need; obtain approval and signatures from Executive Director, Strategic	Administrative evaluation of tenders by Procurement	Tender report to serve at Bid Evaluation Committee; tender report to serve at Bid Adjudication Committee	Delivery and installation of machines; payment of two machines	Machines cannot be delivered in time (imported from overseas)	Proper planning and management of the project

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
											Executive Director and MMC				
City Planning and Economic Development	Marketing & Trading Stalls - Ga-Rankuwa	32	712298	001	01/05/2010	30/06/2010	NA (In house services)	01/07/2010	30/06/2011	Erection of stalls	Erection of stalls	Purchase food trolleys	Project finalised	Resistance from informal traders to relocate temporarily to another area; delays with purchase orders; delays from Building Maintenance	Seek assistance from the relevant Ward Councillor and trader representatives to assist with the relocation; proper planning and monitoring of the project
City Planning and Economic Development	Marketing & Trading Stalls - Saulsville	63	712792	001	01/02/2010	26/02/2010	NA (In house services)	01/03/2010	30/06/2011	Water connections to ablution and wash troughs	Purchase food trolleys	Final inspection of the project	Project finalised	Delays with purchase orders; delays from Building Maintenance	Proper planning and monitoring of the project
City Planning and Economic Development	Upgrading and Extension of Facilities	3	710276	007	01 July 2010	30 September 2010	15 November 2010	01 December 2010	30 June 2011	Submit specifications to install new vertical cladding and construct a new client service centre to SCM.	Receive tenders from SCM. Tender evaluation. Compile tender recommendation report and submit for Financial Comments	Contractor order materials for new cladding and client service centre. Installation of new cladding on two bays in hall A. Start with wall structure for client service centre. First progress payment for vertical cladding	Equip last four bays with new cladding in Hall A. Complete snag list for service and handover. Final payment on both items.	Delays in SCM processes. Availability of material.	Start in advance with SCM processes. Early ordering of material.

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
													project		
City Planning and Economic Development	Upgrading of Existing Processing Facilities	3	710277	007	01 July 2010	30 September 2010	15 November 2010	01 December 2010	30 June 2011	Bid Specification Committee. Advertise tender	Start with main services such as sewerage & storm water. Builders holiday to start.	Finalise walls, electricity supply. Start with cooling system and interior such as Isowalls within store. Progress payment 2.	Finalise interior and finishing to external works. Complete snag lists on all disciplines. Completion certificate handout. Final payment and first 50% retention approved.	Delays in SCM processes. Availability of material.	Start in advance with SCM processes. Early ordering of material.
City Planning and Economic Development	Reparation to & Resurfacing of Roads	3	710420	007	01 July 2010	30 August 2010	30 August 2010	01 September 2010	30 January 2011	Resurface part of northern ring road	Resurface access road to banana ripening centre	Project completed	Project completed	Delays in SCM processes. Availability of material.	Start in advance with SCM processes. Early ordering of material.
City Planning and Economic Development	Upgrading of Cold rooms	3	711561	007	01 July 2010	30 October 2010	30 October 2010	01 September 2010	30 June 2011	Approval of specification by SCM. Advertisement for replacement of two valve	Installation and commissioning of valve stations.	Contractor complete lagging on ammonia supply lines. Appoint contractor	Assemble installation and commissioning additional valve	Delays in SCM processes. Availability of material.	Start in advance with SCM processes. Early ordering of material.

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
											stations.		for new cooling tower at ripening centre.		
City Planning and Economic Development	Tourism Signage	Tshwane wide	710579	001	01 July 2010	01 June 2011	30 August 2010	01 September 2010	30 June 2011	Report to serve at the Bid Evaluation Committee	Consultation and designing of brown and white Tourism signs	Installation, audit and maintenance of brown and white Tourism signs	Installation, audit and maintenance of brown and white Tourism signs	Vandalism of signs	Proper planning and management of the project
City Planning and Economic Development	Mamelodi Rondavels	6	710582	001	01 June 2010	01 September 2010	30 September 2010	01 February 2010	01 June 2011	Report to serve at the Bid Evaluation Committee	Payment of works done in the previous month	Actual building works starts-foundation and laying of bricks	Roofing, interior and exterior work and completion of the rondavels	vandalism	Proper planning and management of the project; ensuring that security guards are employed at the site when building starts
City Planning and Economic Development	Tourism Information Office	32	710586	001	01 June 2010	01 September 2010	30 September 2010	01 October 2010	30 June 2011	Payment of previous months work done	Builders recess-not target	Payment of previous months work done	Project finalised	None	NA
City Planning and Economic Development	Arts & Craft Exhibition Stalls	32	710587	001	01 June 2010	01 April 2011	30 June 2010	01 July 2010	31 May 2011	Payment of previous months work done	Builders recess no target	Construction of the sunken amphitheater in front of the main building	Project finalised	None	NA

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Community Safety	Acquisition : Fire Fighting Vehicles	3	710564	001	01 March 2010	01 May 2010	01 November 2010	15 December 2010	30 June 2011	Advertise specification	Obtain bid evaluation and adjudication approval	Capitalise asset	Capitalise asset	Interdependency with Corporate and Shared Services: Fleet Management and Supply Chain Management.	Intervention by Project Manager/ED with internal/external role players when and where required.
Community Safety	Refurbishment of Fire Fighting Vehicles	3	711454	001	01 March 2010	01 May 2010	01 November 2010	15 December 2010	30 June 2011	Advertisement of specification. Awaiting bids to be submitted. Evaluation of bids received and commence with procurement process.	Await delivery of procured service. Execute inspections.	Await delivery of procured service. Execute inspections.	Await delivery of procured service. Execute inspections. Effect payment.	Interdependency with Supply Chain Management but Strategy implemented to fast track departmental performance.	Intervention by Project Manager/ED with internal/external role players when and where required.
Community Safety	Upgrading of Community Safety Offices for North West Region (Region 3 Akasia)	2,4	711517	001						Facilitate operational evaluation of location and obtain Top Management approval.	Compilation of specifications by Corporate and Shared Services: Quantity Surveying Services	Advertisement of specification/ tender.	Obtain Bid Evaluation and Adjudication Committee approval.	Interdependency with City Planning, Corporate and Shared Services: Property Management and Supply Chain Management but Strategy implemented to fast track departmental performance.	Intervention by Project Manager/ED with internal/external role players when and where required.

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections								Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Community Safety	Upgrading of Community Safety Offices for Central West Region (Region 5)	1,3,7,55	711519	001								Compilation of specifications by City Planning Division	Submit approved specification and SCM documentation to SCMU for processing	Interdependency with Supply Chain Management but Strategy implemented to fast track departmental performance.	Intervention by Project Manager/ED with internal/external role players when and where required.
Community Safety	Purchasing of Cameras and other Speed Law Enforcement Equipment	60	711524	001								Advertisement of specification.	Obtain Bid Evaluation and Adjudication Committee approval.	Interdependency with Supply Chain Management but Strategy implemented to fast track departmental performance.	Intervention by Project Manager/ED with internal/external role players when and where required.
Community Safety	Establishment of Community Safety Offices for North West Region (Region 1)	19,20,21,22,30,33,34,35,39	712022	001	Project already in process	30 June 2011	Project already in process	Project already in process	30 June 2011	Continue with certified (CSSD) contractual payments as per project schedule in accordance with contract		Continue with certified (CSSD) contractual payments as per project schedule in accordance with contract	Continue with certified (CSSD) contractual payments as per project schedule in accordance with contract	Unexpected seasonal rainfall. Structure of illegal occupant on site.	Legal team appointed for High Court order for eviction of illegal occupant and demolishing of structure.
Community Safety	The Establishm	60	712345	001	Project already	30 June 2011	Project already in	Project already	30 June 2011	Commence with	Commence with	Commence with	Commence with	No formal tenders in place by Corporate	Obtain approval from IMD fro

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
	ent of Network Infrastructure (IT and CCTV)				in process		process	in process		procurement processes and effect payment as per contract	procurement processes and effect payment as per contract	procurement processes and effect payment as per contract	procurement processes and effect payment as per contract	IMD.	procurement of goods and services before 30 July 2010.
Community Safety	Development/Construction of Tshwane Overload Control Programme	4,32,37	712347	001	Project already in process	31 December 2010	Project already in process	Project already in process	31 December 2010	Continue with certified (consultant) contractual payments as per project schedule in accordance with contract	Project Completed	Project Completed	Project Completed	Interdependency with Supply Chain Management. Unexpected seasonal rainfall.	Stipulations of contract provides for unexpected performance delays.
Community Safety	Disaster Risk Management Tools and Equipment	56,58	712587	001	01 March 2010	01 May 2010	01 September 2010	15 October 2010	30 June 2011	Commence with procurement of product and effect payment in accordance with approved tender and normal procurement processes.	Project Completed	Project Completed	Project Completed	Interdependency with Supply Chain Management but Strategy implemented to fast track departmental performance.	Intervention by Project Manager/ED with internal/external role players when and where required.
Community Safety	Acquisition of Fully Equipped Mobile	56,58	712588	001								Advertisement of specification.	Obtain Bid Evaluation and	Interdependency with Corporate and Shared Services: Fleet Management and	Intervention by Project Manager/ED with internal/external

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
	Joint Incident Coordination Unit												Adjudication Committee approval.	Supply Chain Management.	role players when and where required.
Community Safety	Upgrading of the Departmental One-Stop Client Centre at Licensing Centres	43	712706	001	03 May 2010	30 July 2010	15 September 2010	01 October 2010	30 June 2011	Commencement with procurement of services.	Continue with renovation	Project Completed	Project Completed	Interdependency with City Planning Division, Corporate and Shared Services: Property Management as well as Supply Chain Management. Unexpected seasonal rainfall.	Amendment of project schedule in consultation with appointed service provider when and where required accommodating timeframe delays caused by unexpected rainfall.
Community Safety	Capital Funded from Operating	60	712752	007	03 May 2010	30 July 2010	15 September 2010	01 October 2010	30 June 2011	Commencement with procurement of products.	Project Completed	Project Completed	Project Completed	Interdependency with Supply Chain Management but Strategy implemented to fast track departmental performance.	Intervention by Project Manager/ED with internal/external role players when and where required.
Community Safety	Capital Funded from Operating	60	712765	007	03 May 2010	30 July 2010	16 August 2010	01 September 2010	30 June 2011	Commence with procurement of product and effect payment in accordance with approved	Effect payment in accordance with approved tender and normal procurement processes.	Effect payment in accordance with approved tender and normal procurement	Project Completed	Interdependency with Supply Chain Management but Strategy implemented to fast track departmental performance.	Intervention by Project Manager/ED with internal/external role players when and where required.

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
										tender and normal procurement processes.		processes.			
Corporate & Shared Services	ASD Regional Offices	74,51,38,9,20,31	712603	001	01.07.2010	Continuous	31.05.2011	16.08.2010	30.06.2011	Complete work as requested by RED's	Complete work as requested by RED's	Complete work as requested by RED's	Complete work as requested by RED's	Communication / request changes with RED's.	Better communication
Corporate & Shared Services	Replacement/Modernization of all the Lifts within various Council Buildings	Tshwane wide-all regions	712743	001	01.07.2010	01.08.2009	11.10.2010	14.10.2010	30.06.2011						
Corporate & Shared Services	Upgrade of It Infrastructure	Tshwane wide	710200	001	1-Jul-2010	30-Jun-2011	Subject to tender approval - CB212/2007 by BAC	Subject to tender approval - CB212/2007 by BAC	Subject to tender approval - CB212/2007 by BAC	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Non availability of Tender	
Corporate & Shared Services	One Integrated Transaction Processing System	Tshwane wide	710213	001	1-Jul-2010	30-Jun-2011	1-Jul-2010	1-Jul-2010	1-Jul-2010	Implement solutions as per Business requirement	Implement solutions as per Business requirement	Implement solutions as per Business requirement	Implement solutions as per Business requirement		

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
													nt		
Corporate & Shared Services	Computer Equipment Deployment (Printers)	Tshwane wide	710268	001	1-Jul-2010	30-Jun-2011	User needs based - dependant on the needs received from the users	User needs based - dependant on the needs received from the users	User needs based - dependant on the needs received from the users	Buy-Out report compiled and submitted. Equipment bought as the need arise	Buy-Out report compiled and submitted. Equipment bought as the need arise	Buy-Out report compiled and submitted. Equipment bought as the need arise	Buy-Out report compiled and submitted. Equipment bought as the need arise	Non availability of Tender	
Corporate & Shared Services	Integration Telecommunication Equipment	Tshwane wide	710341	001	1-Jul-2010	30-Jun-2011	Subject to tender approval - CB212/2007 by BAC	Subject to tender approval - CB212/2007 by BAC	Subject to tender approval - CB212/2007 by BAC	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Approval of Tender CB212/2007 or any other tender for the deployment of Voice and Data Equipment	Non availability of Tender	
Corporate & Shared Services	Implementation of Storage Area Network	Tshwane wide	710344	001	1-Jul-2010	30-Jun-2011	1-Jul-2010	1-Jul-2010	1-Jul-2010	Current tender being applied and equipment bought	Current tender being applied and equipment bought	Current tender being applied and equipment bought		None	
Corporate & Shared Services	GIS	Tshwane wide	712446	001	1-Jul-2010	30-Jun-2011	1-Jul-2010	1-Jul-2010	1-Jul-2010	Implement solutions as per Business requirement	Implement solutions as per Business requirement	Implement solutions as per Business requirement	Implement solutions as per Business requirement		

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
													nt		
Corporate & Shared Services	Contact Centre in the North	8	712484	001							Tender process Builder	Building phase	Building phase	Building phase	Project overlap to new FY
Corporate & Shared Services	E-Initiatives supporting the Smart City	Tshwane wide	712554	001	1-Jul-2010	30-Jun-2011	1-Jul-2010	1-Jul-2010	1-Jul-2010	Implement upgraded Website and EPM solution	Implement upgraded Website and EPM solution	Completed	Completed		
Corporate & Shared Services	Enterprise Project Management	Tshwane wide	712739	001	1-Jul-2010	30-Jun-2011	1-Jul-2010	1-Jul-2010	1-Jul-2010						
Corporate & Shared Services	UPS and Generators for Critical ICT Systems	Tshwane wide	712741	001	1-Jul-2010	30-Jun-2011	Subject to the approval of the new tender in this regard	Subject to the approval of the new tender in this regard	Subject to the approval of the new tender in this regard	Implement solutions as per Business requirement					
Corporate & Shared Services	Development of a Transaction based E-Commerce Portal for CoT	Tshwane wide	712742	001	1-Jul-2010	30-Jun-2011	1-Jul-2010	1-Jul-2010	1-Jul-2010						
Corporate & Shared Services	Capital Funded from Operating	Tshwane wide	712753	007	1-Jul-2010	30-Jun-2011	1-Jul-2010	1-Jul-2010	1-Jul-2010	Work in progress: Blesbok-, Bosbok-, Stalshoogte-Flats. Complete	Work in progress: Blesbok-, Bosbok-, Stalshoogte-Flats / Tender process Sammy Marks, Ou	Work in progress: Blesbok-, Bosbok-Flats.	Final fault list completion on mentioned completed lists.	Tender process / delivery periods.	More follow-ups / expediting procedures.

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
										Princess Park	Raadsaal, Pilditch				
Corporate & Shared Services	Vehicles	Tshwane wide	710869	001	01.07.2010	30.09.2010	31.03.2011	01.04.2011	30.06.2011	Submission of specification to BID Specification committee	Submit draft report to ED and SED for signatures	Place purchase orders to acquire vehicles	Commissioning and payment	Delay in the procurement process/late inputs from Corporate Fleet Management/ Signatures from relevant Directors	Continuous follow up and reminders/Expediting inputs
Financial Services	Insurance Replacements (CTMM Contribution)		712449	001						Replacement of capital assets damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Replacement of capital assets damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Replacement of capital assets damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Replacement of capital assets damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Depletion of budget: Availability of additional funding on Adjustment Budget. Delay in the reinstatement of capital assets stolen or damaged beyond economical repair. Delay in the awarding of tenders for the reinstatement of capital assets stolen or damaged beyond economical repair.	Relevant department must proceed with the procurement process after the Approval Letter was received in the same financial year in which the WBS number was allocated. Reinstatement is regarded as emergency repair and/or replacements. Relevant department proceed with the procurement process in the financial year in which the claim was settled.

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
													affected.		
Financial Services	Insurance Replacements (AFR)	All as required	712450	001						Replacement of vehicles damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Replacement of vehicles damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Replacement of vehicles damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Replacement of vehicles damaged beyond repair or stolen of which the claims were settled and must be reinstated to ensure that service delivery to the City of Tshwane and community is not affected.	Depletion of budget. Availability of additional funding on Adjustment Budget. Delay in the reinstatement of capital vehicles stolen or damaged beyond economical repair in the same financial year. Delay in the awarding of tenders for the reinstatement of capital vehicles stolen or damaged beyond economical repair in the same financial year.	Reinstatement is regarded as emergency replacements. Corporate and Shared Services Department must proceed with the procurement process after the BIDCO report was approved.
Financial Services	Buildings and Equipment	4,5,8,9,11,12,13,14,19,20,21,22,24,25,26,27,30,31,32,33,34,35,36,37	712444	001						Upgrading & repair of security fences at various stores, upgrading of lighting in various	Paving at S071 & S070	Upgrading at various stores	Finalisation of all outstanding works & Small repairs	Business processes due to documentation that gets lost. Rain & other natural causes. Strikes. Underperforming suppliers	Continuous management of processes

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
											stores. Upgrading of buildings at Soshanguve & Bosmanstreet					
Financial Services	Capital Funded from Operating	NA	712755	007							Obtain quotations/advertising	none	none	none	Cash Flow	Cash flow initiatives and strategy
Health and Social Development	Extension of Stanza Bopape Clinic	17	710201	001	01 July 2007	30 June 2011	07 July 2009	24 August 2009	31 October 2010	Ext works,tiling,ironmongery,shelving, fittings, electrical, +ac				None		
Health and Social Development	Extension of Lotus Gardens Clinic	7	710203	001	01 July 2007	30 June 2011	31 August 2009	06 November 2009	31 October 2010	Plastering, metalworks, electrical, sewer	Floor covering shelving, electrical, ac	Painting, external work, final finishing etc		Cash flow from contractor	Arrange for frequent payments	
Health and Social Development	Upgrading of Clinic Dispensaries	45	712278	001						Do bill of quantities	Adjudication committee	Roof, plastering, electrical, metalwork, etc	Painting, external work, final finishing	Service providers not appointed in time	Ensure on time appointments	
Health and Social Development	Capital Funded from Operating	All	712756	007	n/a	n/a	n/a	July 2010	30 November 2010	Requisition & Po	Deliver bulk vaccine storage refrigerators			No registered vendor for vaccine storage refrigerators	Ensure vendors do register	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Housing and Sustainable Human Settlements	Sewerage - Low Cost Housing	19,21,16,40,30	710864	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Provision of water and sewer services	Provision of water and sewer services	Provision of water and sewer services	Provision of water and sewer services		
Housing and Sustainable Human Settlements	Township Establishment - Low Cost Housing	19,21,16,40,30	710862	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011						
Housing and Sustainable Human Settlements	Project Linked - Housing facility	16	710860	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Snagging and completion of the works					
Housing and Sustainable Human Settlements	Project Linked - Housing facility	16	710860	004	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Snagging and completion of the works					
Housing and Sustainable Human Settlements	Township Establishment Acquisition of land Low cost Housing	48,51,62,63,68,72,71	710868	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Procurement process	Procurement of land				
Housing and Sustainable Human Settlements	Water - Low Cost Housing	19,21,16,40,30	710898	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Provision of water and sewer services		Provision of water and sewer services	Provision of water and sewer services		
Housing and Sustainable Human Settlements	Winterveldt Land Management Plan	9,12,22,24	711489	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Provision of water and sewer services	Provision of water and sewer services	Provision of water and sewer services			
Housing and Sustainable	Saulsville Hostels	63	711712							Construction of New	Construction of New	Construction of New	Construction of New		

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
Human Settlements											Community Residential Units and the demolition of the old dilapidated hostels	Community Residential Units and the demolition of the old dilapidated hostels	Community Residential Units and the demolition of the old dilapidated hostels	Community Residential Units and the demolition of the old dilapidated hostels (104)		
Housing and Sustainable Human Settlements	Mamelodi Hostel	38,67	711713	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Construction of CRUs	Construction of CRUs	Construction of CRUs	Construction of CRUs (56)			
Housing and Sustainable Human Settlements	Township Development (Electricity)	19,21,16,40,30	711719	001	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011	Provision of Electricity to the recently completed low cost houses in Nellmapius and Soshanguve Ext 13	Provision of Electricity to the recently completed low cost houses in Nellmapius and Soshanguve Ext 13					
Housing and Sustainable Human Settlements	Capital Funded from Operating	Tshwane wide	712757	007	01 July 2010	30 June 2011	31 May 2010	01 July 2010	30 June 2011							
Office of the Executive Mayor, Chief Whip, Speaker and City Manager	Capital Funded from Operating	NA	712758	007	July	August	September	September	April							

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Public Works and Infrastructure Development	Upgrading /Strengthening of Existing Network Schemes	Tshwane wide	710005	001	NA	NA	NA	01 July 2010	30 June 2011	Receive 30 payments and complete all 30 instructions to install the network	Receive 20 payments and complete all 20 instructions to install the network	Receive 60 payments and complete all 60 instructions to install the network	Receive 90 payments and complete all 90 instructions to install the network	1. The spending on this project is TOTALLY APPLICATION DRIVEN. 2. Work not completed by relevant Works Depot due to the lack of material at stores to complete the connections and work depots not doing the actual expenditure on SAP. 3. New township development applications are not approved due to the lack of bulk infrastructure.	1. None. Application driven. Applications are lodge at City planning. 2. Procurement to have the necessary tenders approved in time. Depots must be trained to do actual expenditure on SAP. 3. The necessary budgeted must be allocated to upgrade bulk infrastructure
Public Works and Infrastructure Development	Payments to Townships for Reticulated Towns	Tshwane wide	710006	001	NA	NA	NA	01 July 2010	30 June 2011	Receive 0 applications and complete 0 payments to developers	Receive 0 applications and complete 0 payments to developers	Receive 3 applications and complete 3 payments to developers	Receive 1 application and complete 1 payment to developer	1. This project makes provision for the Council to reimburse a town developer for services installed on behalf of the Council for his/her development. The spending on this project is TOTALLY APPLICATION DRIVEN. 2. New township development applications are not approved due to the	1. None. Application driven. 2. The necessary budgeted must be allocated to upgrade bulk infrastructure

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														lack of bulk infrastructure.	
Public Works and Infrastructure Development	Hatherley/Mamelodi Substations & Lines	40	710153	001	01 July 2010	30 June 2011	31 May 2010	01 August 2010	30 May 2013	Design & Manufacturing	Design & Manufacturing	Manufacturing & Construction	Manufacturing & Construction	Theft, Rain, Strikes, Switching constraints, Late delivery of equipment	Adopt/change project plan
Public Works and Infrastructure Development	Sub Transmission Equipment Refurbishment	60	710163	001	01/08/2010	30/05/2011	Tender Approved	01/08/2010	01/06/2011	MANUFACTURING	MANUFACTURING	275 KV Circuit breakers		POSSIBLE DELAY IN SHIPMENT	
Public Works and Infrastructure Development	11kV Panel Extension in Substations	7,42	710164	001	02 July 2010	01 July 2011	Tender Approved	01 July 2010	30 May 2011	Design	Design & Manufacturing	Manufacturing	Installation	Theft, Rain, Strikes, Switching constraints, Late delivery of equipment	Adopt/change project plan
Public Works and Infrastructure Development	Replacement of obsolete and dangerous switchgear	56	710176	001	01/07/2010	29/06/2011	N/A	01/07/2010	29/06/2011	replacement of 3 units		replacement of 3 units	Capitalization of project	Tender not in place, and delay in deliveries	Procurement of materials in advance
Public Works and Infrastructure Development	Low Voltage within Networks	56	710177	001	01/07/2010	29/06/2011	N/A	01/07/2010	29/06/2011	replacement of 3 units		replacement of 3 units	Capitalization of project	Tender not in place, and delay in deliveries	Procurement of materials in advance
Public Works and Infrastructure Development	Electricity for All	24,9,25,11,2,6,27,29,19,33,34,35,36,67,38,28,23,18,17,15,16,10,63,68,	710178	001	01 July 2010	31 August 2010	31 August 2009	01 September 2010	30 June 2011	Application of way leave and stakeholder consultation.	Planting of 600 poles	Laying of MV, LV, stringing of LV conductors and providing electricity access to 500	Laying of MV, LV, stringing of LV conductors and providing electricity	(1)Late allocation of owners into RDP houses by Housing. (2)Awarding of cable contract. (3) Cable theft. (4) Late delivery of material	(1) Continuous consultation with Housing. (2) Continuous consultation with Procurement. (3) Hiring of security on site. (4)

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections								Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
		62,51,7 1,72,48											customers	access to 250 customers	Follow-up delivery with suppliers
Public Works and Infrastructure Development	Electricity for All	24,9,25, 11,2,6,2 7,29,19, 33,34,3 5,36,67, 38,28,2 3,18,17, 15,16,1 0,63,68, 62,51,7 1,72,48	710178	006	01 July 2010	31 August 2010	31 August 2009	01 September 2010	30 June 2011						
Public Works and Infrastructure Development	Electricity for All	24,9,25, 11,2,6,2 7,29,19, 33,34,3 5,36,67, 38,28,2 3,18,17, 15,16,1 0,63,68, 62,51,7 1,72,48	710178	003	01 July 2010	31 August 2010	31 August 2009	01 September 2010	30 June 2011	Application of way leave and stakeholder consultation.	Planting of 600 poles	Laying of MV, LV, stringing of LV conductors and providing electricity access to 500 customers	Laying of MV, LV, stringing of LV conductors and providing electricity access to 250 customers	(1)Late allocation of owners into RDP houses. (2)Awarding of cable contract. (3) Cable theft. (4) Late delivery of material	(1) Continuous consultation with Housing. (2) Continuous consultation with Procurement. (3) Hiring of security on site. (4) Follow-up delivery with suppliers
Public Works and Infrastructure Development	Communication Upgrade	4,3,2,1, 6,63,62, 8,72,71, 48,32,3 7,70,64, 56,23,4 3,5,38,4 9,60,42	710325	001	01 July 2010	30 August 2010	31 August 2010	01 September 2010	30 June 2010	Installation of 5Km fibre cable	Installation of 10Km fibre cable	Installation of 6Km fibre cable	Installation of 5Km fibre cable	Awarding of tender	Go out on quotation
Public Works and Infrastructure	Strengthening of 11kv Cable Network	56	710480	001	01/07/2010	29/06/2011	N/A	01/07/2010	29/06/2011	Project planning, design and		implementation of project	Capitalization of	Tender not in place, and delay in deliveries	Procurement of materials in

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
Development											procurement of material		(2 km cable)	project		advance
Public Works and Infrastructure Development	Strengthening of 11kv Overhead Network	56	710481	001	01/07/2010	29/06/2011	N/A	01/07/2010	29/06/2011	Project planning, design and procurement of material		implementation of project (2 km overheads)	Capitalization of project	Tender not in place, and delay in deliveries	Procurement of materials in advance	
Public Works and Infrastructure Development	Substations	56	710484	001	01/07/2010	29/06/2011	N/A	01/07/2010	29/06/2011	Project planning, design and prepare tender documents for building		building of new substations and upgrade existing	Capitalization of project	Tender not in place, and delay in deliveries	Procurement of materials in advance	
Public Works and Infrastructure Development	Tshwane public lighting Programme	4-76	710556	001	01 July 2010	30 November 2010	31 August 2009	01 September 2010	30 June 2011	Installation of 60 new street lights and 2 new high masts.	Installation of 120 new street lights and 5 new high masts.	Installation of 120 new street lights and 2 new high masts.	Installation of 120 new street lights.	(1)Street lights luminaire tender late awarding. (2)Street lights covers and cable theft	(1) Continuous follow-up on street lights luminaire tender awarding. Installation of street lights ABC overhead conductor on high theft areas.	
Public Works and Infrastructure Development	Network Control System Extension	Tshwane wide	711706	001	01 February 2010	01 May 2010	01 August 2010	01 September 2010	01 June 2011	50% of the work completed			30% of the work completed	SCM process	continuous follow-up with SCM	
Public Works and Infrastructure	Pre paid Electricity	Tshwane wide	711862	001	n/a	n/a	n/a	01 July 2010	30 June 2011	2500	2500	2500	2500	Late deliveries of pre-paid meters	We have asked for delivery	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Development															schedules
Public Works and Infrastructure Development	Replacement of Obsolete and Non Functional Protection Equipment	1-72	712006	001	01.07.2010	30.07.2010	Completed	01.05.2010	30.06.2011	Site deliveries and installation	Scada Testing;	close up/Handover/Manuals and schematics		Not enough Money/time Delay due to World cup	Apply for more fund or transfer in due time
Public Works and Infrastructure Development	New Bulk Electricity Infrastructure	2,4,7,50,57	712279	001	01 July 2010	30 June 2011	31 May 2010	01 August 2010	30 May 2013	Design & Manufacturing	Design & Manufacturing	Manufacturing & Construction	Manufacturing & Construction	Theft, Rain, Strikes, Switching constraints, Late delivery of equipment	Adopt/change project plan
Public Works and Infrastructure Development	New Connections	3	712483	001	NA	NA	NA	01 July 2010	30 June 2011	137 res & 8 business	104 res & 55 business	136 res & 8 business	192 res & 9 business	The project is application driven & also the cost of each installation drastically varies.	Using spending patterns necessary adjustments must be done when fund transfers are requested.
Public Works and Infrastructure Development	Electrification of Winterveldt	24,9,12,22	712492	001	01 July 2010	31 August 2010	31 August 2009	01 September 2010	30 June 2011	Application of way leave and stakeholder consultation.	Planting of 300 poles	Stringing of LV conductors and providing electricity access to 200 customers	Stringing of LV conductors and providing electricity access to 200 customers	(1)Late allocation of owners into RDP houses (Winterveldt X3). (2)Awarding of cable contract. (3) Cable theft. (4) Late delivery of material	(1) Continuous consultation with Housing. (2) Continuous consultation with Procurement. (3) Hiring of security on site. (4) Follow-up delivery with suppliers
Public Works and Infrastructure	New Depot (Soshanguv	26	712493	001	n/a	n/a	01 April 2010	01 July 2010	01 June 2011	Tender process	Construction work				

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
e Development	e)														
Public Works and Infrastructure Development	Standby Quarters	4	712601	001	01 April 2010	30 June 2010	31 January 2011	01 February 2011	30 September 2011	Tender for the appointment of consulting quantity surveyor, electrical, mechanical and electronic engineers; health and safety agent and project manager.	Tender evaluation, adjudication and awarding.	Construction of the wall	Roofing, painting and finalisation	Delays in awarding of the contracts, insufficient budget to complete the project, labour unrest and poor workmanship by the contractor	Frequent engagements with supply chain management division, engage with other project managers and finance department for funds transfer and additional funds(budget adjustment), ensure that employees are kept motivated and receiving their payments in time and regular project and progress evaluations
Public Works and Infrastructure Development	Replacement of Obsolete Protection and Testing Instruments	Office	712861	001	01.07.2010	30.07.2010	30.10.2010	01.11.2010	30.06.2011	Ordering of equipments	Closure	Closure	Closure	Procurement processes. We may request extra funding if more instruments are needed due to failure of existing ones.	Transfer money into budget should we request additional funds
Public Works and Infrastructure	Rooiwal Power Station Refurbish	49	712862	001	01 July 2010	31 August 2010	31 August 2009	01 September 2010	30 June 2011	Awarding of tender (Unit transformer	Implementation of Unit transformer	The installation of		Delays in delivery; Delays in awarding of	Expediting of internal processes

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Development	ment										repair) to successful bidder	repairs	mechanical, electrical and electronic equipment for a weighbridge. 2. The dismantling and removal of the existing tanks	tenders	
Public Works and Infrastructure Development	Solar Water Geysers	Tshwane wide	712688	006	01 July 2010	31 August 2010	01 September 2010	01 July 2010	30 June 2011	240	80	150	150	Delays in delivery if parts are imported.	We are advertising tender during this financial year to address delay.
Public Works and Infrastructure Development	Capital Funded from Operating	Tshwane wide	712759	007	01 July 2010	30 June 2011	n/a	01 July 2010	31 May 2011						
Public Works and Infrastructure Development	Automated Meter Reading	Tshwane wide	712863	001	n/a	n/a	n/a	01 July 2010	30 June 2011	Install 100 AMR meters	Install 100 AMR meters	Install 100 AMR meters	Install 100 AMR meters	cancellation of the tender	internal project pending legal advise
Public Works and Infrastructure Development	Upgrading of Sewers in Tshwane Area	1,3,4,7,37,49,50,52,53,54,55,58,59,65	710010	001	01/07/2010	3/06/2011	n/a	01/07/2010	30/6/2011	Tender awarded	Upgrade 200m of bulk sewer pipelines 30 jobs	Upgrade 100m of bulk sewer pipelines 30 jobs	0	Possibility of demonstration against construction works if community and councillors are not happy with immediate monetary benefits to be filtered down to them	Regular community involvement via Project Steering Committee.

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
															Delays in construction. Under expenditure. Delays in implementation of use of service	
Public Works and Infrastructure Development	Upgrading of Sewers in Tshwane Area	63,68,72	710010	005	07/01/2010	30/06/2011	n/a	01/07/2010	30/06/2011	Upgrade 850 sewer connections 30 jobs	Upgrade 200 sewer connections 15 jobs	Upgrade 1,100 sewer connections 30 jobs	Upgrade 950 sewer connections 30 jobs Tender awarded	Possibility of demonstration against construction works if community and councillors are not happy with immediate monetary benefits to be filtered down to them Delays in construction. Under expenditure. Delays in implementation of use of service	Regular community involvement via Project Steering Committee.	
Public Works and Infrastructure Development	Township Water Services Dev: Tshwane Contributions	Tshwane wide	710022	001	07/01/2000	30/06/2013	n/a	n/a	30/06/2013	16% expenditure	0% expenditure	0% expenditure	33% expenditure	Developers may not complete projects on time Service construction may lag behind the need for the capacity of the service in question	Risk is placed on the developers: if services not completed, no Section 82 or 101 certificates issued, no repayments, guarantees held.	
Public Works and Infrastructure	Lengthening of Network	7,27,36,42,48,59,65,66,	710023	001	01/11/2010	30/05/2011	01/05/2010	01/11/2010	30/05/2011			Replacement of 900m of internal	Replacement of 700m of internal	Shortage of skilled staff in City of Tshwane	Motivate employment of skilled staff.	

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
e Development	and Supply Pipelines	101										water network pipes 25 jobs	water network pipes 25 jobs	Shortage of funds on CoT budget. Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees. Land owners object or prices too high.	Employ temporary personnel Apply for funds in advance. Motivate fund transfers Plan for possible rejections by Bid Committees Instruct consultants to start timely with expropriations
Public Works and Infrastructure Development	Upgrading of Networks where Difficulties Exist	2,3,7,41,46,52,55,56,59,66,101	710024	001	07/01/2010	30/06/2011	Departmental Work	01/07/2010	30/06/2011	8 connections & disconnections	5 connections & disconnections	8 connections & disconnections	6 connections & disconnections	Shortage of skilled staff in City of Tshwane Shortage of funds on CoT budget. Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees Abnormal rainfall and inclement weather conditions Soil and rock formations are not	Motivate employment of skilled staff. Employ temporary personnel Apply for funds in advance. Motivate fund transfers Plan for possible rejections by Bid Committees Have cost and time contingencies

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														<p>consistent with investigation results</p> <p>Abnormal price escalation due to shortages in steel, PVC and other materials</p>	Investigate alternative materials and market conditions
Public Works and Infrastructure Development	Water Supply to Agricultural Holdings	7,49,55,101	710025	001	01/08/2010	30/11/2010	01/05/2010	01/08/2010	30/11/2010	Installation of 500m of new internal water network pipes 25 jobs	0	0	0	<p>Shortage of skilled staff in City of Tshwane</p> <p>Shortage of funds on CoT budget.</p> <p>Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees</p> <p>Abnormal rainfall and inclement weather conditions</p> <p>Soil and rock formations are not consistent with investigation results</p> <p>Abnormal price escalation due to shortages in steel, PVC</p>	<p>Motivate employment of skilled staff.</p> <p>Employ temporary personnel</p> <p>Apply for funds in advance.</p> <p>Motivate fund transfers</p> <p>Plan for possible rejections by Bid Committees</p> <p>Have cost and time contingencies</p> <p>Investigate</p>

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														and other materials	alternative materials and market conditions
Public Works and Infrastructure Development	Replacement of Worn Out Network Pipes	1,3,5,6,7,34,36,40,41,42,45,46,49,52,55,56,57,59,60,68,102	710026	001	01/07/2010	30/06/2011	01/05/2010	01/07/2010	30/06/2011	Replacement of 2,500m of internal water network pipes 70 jobs	Replacement of 1,000m of internal water network pipes 70 jobs	Replacement of 2,500m of internal water network pipes 70 jobs	Replacement of 2,500m of internal water network pipes 70 jobs	<p>Shortage of skilled staff in City of Tshwane</p> <p>Shortage of funds on CoT budget.</p> <p>Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees</p> <p>Abnormal rainfall and inclement weather conditions</p> <p>Soil and rock formations are not consistent with investigation results</p> <p>Abnormal price escalation due to shortages in steel, PVC and other materials</p>	<p>Motivate employment of skilled staff.</p> <p>Employ temporary personnel</p> <p>Apply for funds in advance.</p> <p>Motivate fund transfers</p> <p>Plan for possible rejections by Bid Committees</p> <p>Have cost and time contingencies</p> <p>Investigate alternative materials and market conditions</p>
Public Works and Infrastructure	Garankuwa water networks		710392							Upgrade 7,000m of internal		Upgrade 10,000m of internal		Opposition factions in area of construction don't accept the	Proper community participation with

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
e Development	refurbishment									water network pipes Install 400 new water meters 80 jobs		water network pipes Install 250 new water meters 50 jobs		appointed Project Steering Committee. Tribal Authorities. Shortage of skilled staff in City of Tshwane Shortage of funds on CoT budget. Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees Abnormal rainfall and inclement weather conditions Soil and rock formations are not consistent with investigation results Abnormal price escalation due to shortages in steel, PVC and other materials	appointment of Project steering Committees Motivate employment of skilled staff. Employ temporary personnel Apply for funds in advance. Motivate fund transfers Plan for possible rejections by Bid Committees Have cost and time contingencies Investigate alternative materials and market conditions

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
Public Works and Infrastructure Development	Garsfontein Pipe reinforcement	44	711345								Replacement of 100m of bulk water pipelines.	Replacement of 50m of bulk water pipelines.	Replacement of 150m of bulk water pipelines.	Replacement of 150m of bulk water pipelines.	<p>Shortage of skilled staff in City of Tshwane</p> <p>Shortage of funds on CoT budget.</p> <p>Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees</p> <p>Abnormal rainfall and inclement weather conditions</p>	<p>Motivate employment of skilled staff.</p> <p>Employ temporary personnel</p> <p>Apply for funds in advance.</p> <p>Motivate fund transfers</p> <p>Plan for possible rejections by Bid Committees</p> <p>Have cost and time contingencies</p>
Public Works and Infrastructure Development	Replacement, Upgrade, Construct Wwtw Facilities	3,6,22,37,49,70,74,75,37	710411	001	n/a	n/a	Ongoing Project	Ongoing Project	n/a	5 WWTW Plant Upgrades	5 WWTW Plant Upgrades	5 WWTW Plant Upgrades	5 WWTW Plant Upgrades	<p>Project costs exceeding the current estimated project costs: The confidence in the project estimate costs depends on the level of detail of design and documentation. The current project cost has been estimated by the consultants based on a preliminary design level of design. The volatility in construction industry has an impact on the</p>	<p>Price volatility is impossible to predict, correct estimations will depend of experience and detail of estimation done by the consultants.</p>	

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														confidence level of the estimate over the past years. Price volatility with regards to diesel, steel and copper has caused under estimation of project costs in projects of this nature. This project is also sensitive to foreign exchange variations.	
Public Works and Infrastructure Development	Replacement, Upgrade, Construct Wwtw Facilities	3,6,22,37,49,70,74,75,37	710411	005	n/a	n/a	Ongoing Project	Ongoing Project	n/a	5 WWTW Plant Upgrades	5 WWTW Plant Upgrades	5 WWTW Plant Upgrades	5 WWTW Plant Upgrades	Project costs exceeding the current estimated project costs: The confidence in the project estimate costs depends on the level of detail of design and documentation. The current project cost has been estimated by the consultants based on a preliminary design level of design. The volatility in construction industry has an impact on the confidence level of the estimate over the past years. Price volatility with regards to diesel, steel and copper has caused under estimation of project costs in projects of this	Price volatility is impossible to predict, correct estimations will depend of experience and detail of estimation done by the consultants.

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														nature. This project is also sensitive to foreign exchange variations.	
Public Works and Infrastructure Development	Refurbishing of Water Networks and Backlog Eradication	8,13,14,73,74,75,76	710878	001	07/01/2006	30/06/2012			30/06/2012						
Public Works and Infrastructure Development	Refurbishing of Water Networks and Backlog Eradication	8,13,14,73,74,75,76	710878	005	07/01/2006	30/06/2012			30/06/2012					<p>While the formalisation of the area is still in progress, a greater number of individuals may settle in the area. The initially estimated number of stands to be accommodated may increase beyond expectation and current financial provisions.</p> <p>Opposition factions in area of construction don't accept the appointed Project Steering Committee. Tribal Authorities.</p> <p>Shortage of skilled staff in City of Tshwane</p> <p>Shortage of funds on CoT budget.</p>	<p>The process of formalisation must happen quickly in order to have a formalised township.</p> <p>Proper community participation with appointment of Project steering Committees</p> <p>Motivate</p>

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														<p>Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees</p> <p>Abnormal rainfall and inclement weather conditions</p> <p>Soil and rock formations are not consistent with investigation results</p> <p>Abnormal price escalation due to shortages in steel, PVC and other materials</p>	<p>employment of skilled staff. Employ temporary personnel</p> <p>Apply for funds in advance. Motivate fund transfers</p> <p>Plan for possible rejections by Bid Committees Have cost and time contingencies</p> <p>Investigate alternative materials and market conditions</p>
Public Works and Infrastructure Development	Pipe reinforcement Klippgat, Mabopane & Winterveld Reservoir	9,12	711331	001	01/06/2004	29/10/2010	18/02/2009	03/03/2009	29/10/2010	183 M Bulk Pipeline to be installed Creating 30 JOBS	0	0	0	Rand Water has previously delayed payments to service providers for services rendered.	The Project Manager (Rand Water) must track the submitted invoices and ensure they are processed for payment before

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
															30 days.
Public Works and Infrastructure Development	Klip/Klipkruisfontein Phase 3 Bulk Water Supply Reservoir	32	711332	001	21/02/2005	30/06/2010	23/06/2008	03/11/2008	30/04/2010	Construction Of Reservoir 50% 30 Jobs Created	0	0	0	Delay of the construction of the reservoir: The land on which the reservoir is to be build was entrusted to the South African Development Trust of which permission must be attained from their custodian before construction commences.	Reposition the reservoir onto land that belongs to the CoT which has eradicated the risk
Public Works and Infrastructure Development	Replacement and upgrading of deficient bulk pipeline	41,45,46,47,53,54,58,59,60,65,69	711335	001	Various	Various	Various	Various	Various	300m of Bulk Pipeline to be installed	350m of Bulk Pipeline to be installed	200m of Bulk Pipeline to be installed	200m of Bulk Pipeline to be installed 200m Cathodic Protection	Shortage of skilled staff in City of Tshwane Shortage of funds on CoT budget. Tender evaluations not acceptable to Bid Evaluation or Bid Adjudication Committees Abnormal rainfall and inclement weather conditions Soil and rock formations are not consistent with	Motivate employment of skilled staff. Employ temporary personnel Apply for funds in advance. Motivate fund transfers Plan for possible rejections by Bid Committees Have cost and time contingencies

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														investigation results Abnormal price escalation due to shortages in steel, PVC and other materials	Investigate alternative materials and market conditions
Public Works and Infrastructure Development	Garsfontein Pipe Reinforcement	44	711345	001	05/01/2007	30/09/2010	27/10/2008	21/11/2008	30/09/2010						
Public Works and Infrastructure Development	Replacement of Sewers	11,25,26,27,29,33,34,35,36,37,48,57,61,64,65,66,69,70	711404	001	n/a	n/a	02/11/2009	23/11/2009	23/11/2012	Upgrade of 1,260m of internal sewer network pipes 12 jobs	Upgrade of 620m of internal sewer network pipes 12 jobs	Upgrade of 1,580m of internal sewer network pipes 12 jobs	Upgrade of 2,000m of internal sewer network pipes 12 jobs	Procurement process delays project. For instance Spec. Committee/ Evaluation and Adjudication Committee meetings are delayed biased, delays in comments/ approval of evaluation reports can delay onset of construction of CB284/2009	Cannot influence Committee meeting decisions but can chase report comments etc and monitor comment times etc.
Public Works and Infrastructure Development	Bulk Sewer In Klip/Kruisfontein Phase 3B	39	711534	001	01/07/2004	31/08/2009	n/a	n/a	31/08/2009	0	0	0	0	Disputed or additional claims by owners Land owners may dispute the value of the land as determined by CoT Valuers or make additional claims if delays are	Swift decision procedure and avoidance of unnecessary delays by Mayoral Committee

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
														experienced with approval of claims by Mayoral Committee	
Public Works and Infrastructure Development	Reduction Water Losses: Water Networks	Tshwane wide	711542	001	n/a	n/a	04/05/2009	01/06/2009	31/05/2012	0	0	0	0	Communities where interventions are to be executed sabotaging the construction processes: Communities attack construction companies appointed for project execution demanding either work or firing of workers in order to create opportunities for locals.	Proceed with good community communication, ward level, councillor level, CLO. If unsuccessful, move intervention to safer areas.
Public Works and Infrastructure Development	Purification Plant Upgrades (Roodeplaat)	2,5,8,42,45,46,47,49,50,73,74,75,76,100	711921	001	01/07/2006	30/08/2012			30/08/2012	Upgrading of Rietvlei Purification Plant.30% Jobs Created :18 Upgrading of Roodeplaat Purification Plant.5%	Upgrading of Roodeplaat Purification Plant.5%	Upgrading of Roodeplaat Purification Plant.5%	Upgrading of Roodeplaat Purification Plant 10%	Possibility of demonstration against construction works if community and councillors are not happy with immediate monetary benefits to be filtered down to them Delays in construction. Under expenditure. Delays in implementation of use of service	Regular community involvement via Project Steering Committee.

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections								Risk Management			
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
Public Works and Infrastructure Development	Moreletas pruit: Outfall Sewer	41,42,43,44,45,46,47,52	712121	001							192m new bulk sewer pipes 55 jobs	0	324m new bulk sewer pipes 50 jobs	274m new bulk sewer pipes 50 jobs	For instance Spec. Committee/ Evaluation and Adjudication Committee meetings are delayed one sidedly, delays in comments / approval of evaluation reports can delay onset of construction of Phase 2.	Cannot influence delays in committee meetings. Can chase comments on reports and monitor progress.
Public Works and Infrastructure Development	Moreletas pruit: Outfall Sewer	41,42,43,44,45,46,47,52	712121	003							0	0	0	0	For instance Spec. Committee/ Evaluation and Adjudication Committee meetings are delayed one sidedly, delays in comments / approval of evaluation reports can delay onset of construction of Phase 2.	Cannot influence delays in committee meetings. Can chase comments on reports and monitor progress.
Public Works and Infrastructure Development	Blk + Reservoir - Babelagi	73,75	712142	001	01/07/2007	30/06/2012	01/06/2010	01/07/2010	30/06/2012	Installation of 50m new bulk water pipelines 10 jobs	Installation of 50m new bulk water pipelines 10 jobs	Installation of 150m new bulk water pipelines 10 jobs	Installation of 150m new bulk water pipelines 10 jobs	Community unrest: Service Delivery unrest interfering in construction of project.	Timeous and regular discussion and involvement of community leaders and councillors to ensure satisfaction of all stakeholders.	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Public Works and Infrastructure Development	Pierre Van Ryneveld Reservoir/ Pipes	47	712150	001	10/12/2007	31/07/2011	31/05/2009	01/06/2009	31/07/2011	0	0	Construction Of Reservoir : 5%	Construction Of Reservoir : 10% Reservoir Capacity 15ML AS Bults Submission	Dolomite area. Issues with land owners and properties registered in section 21 names.	
Public Works and Infrastructure Development	Reservoir Extensions	38,40,4 1,43,44, 45,46,4 7,50,65, 67	712534	001	01/07/2007	30/06/2014			30/06/2014	0	0	Construction of Reservoir 5%	Construction of Reservoir 5% Land Acquisition for New Carina Street Reservoir	Labour unrest: Labourers are not satisfied with working conditions or remuneration Weather conditions: Abnormal rainfall and inclement weather conditions	Appoint competent Labour Desk Officer/ Community Liaison Officer Have cost and time contingencies
Sport, Recreation, Arts and Culture	Stanza Bopape Community Library (710102 - not on list)	16	710102	001	01 July 2009	30 June 2011	30 July 2010	01 September 2010	30 June 2011	Closing of tender and commence with adjudication.	Construction commences - clearing of site and start with foundations. (Builder's holiday)	Construction - columns and brickwork to window height.	Construction - columns and brickwork to roof height.	Rain delays, cost escalation, job opportunities to be created.	Include escalation clause in tender and EPWP requirements on job creation.
Sport, Recreation, Arts and Culture	Mabopane Community Library (710104 - not on list)	21	710104	001	01 July 2009	30 June 2011	30 July 2010	01 September 2010	30 June 2011	Closing of tender and commence with adjudication.	Construction commences - clearing of site and start with foundations. (Builder's	Construction - columns and brickwork to window	Construction - columns and brickwork to roof	Rain delays, cost escalation, job opportunities to be created.	Include escalation clause in tender and EPWP requirements on job creation.

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
												holiday)	height.	height.		
Sport, Recreation, Arts and Culture	Olievenhoutbosch Multi-Purpose Sport	48	711432	001	01 January 2010	01 June 2011	31 August 2010	01 September 2010	30 June 2011	Design for clubhouse, ablutions & change rooms. Closing of tender for fencing.	Completion of fencing and irrigation. (Builder's holiday). Adjudication of building tender.	Complete grassing of fields. Construction of buildings - foundations.	Completion of buildings - handover.	Rain delays, cost escalation, job opportunities to be created.	Include escalation clause in tender and EPWP requirements on job creation.	
Sport, Recreation, Arts and Culture	Solomon Mahlangu Freedom Square - Cultural Centre	38	711439	001	01 January 2009	31 July 2011	01 September 2010	01 October 2010	30 June 2011	Evaluation of tender for consultants and Evaluation Comm & Bid Comm approval.	Demolition work of existing structures at Solomon Mahlangu Square.	Fencing of site commences. Demolition continues.	Fencing of site	Rain delays, cost escalation, job opportunities to be created.	Include escalation clause in tender and EPWP requirements on job creation.	
Sport, Recreation, Arts and Culture	Lotus Gardens Multi-Purpose Sport Facility	7	712260	001	01 January 2010	01 June 2011	31 August 2010	01 September 2010	30 June 2011	Design for clubhouse, ablutions & change rooms. Closing of tender for fencing.	Completion of fencing and irrigation. (Builder's holiday). Adjudication of building tender.	Complete grassing of fields. Construction of buildings - foundations.	Completion of buildings - handover.	Rain delays, cost escalation, job opportunities to be created.	Include escalation clause in tender and EPWP requirements on job creation.	
Sport, Recreation, Arts and Culture	Hamman kraal Cultural Centre	73	712397	001	01 January 2009	31 July 2011	01 September 2010	01 October 2010	30 June 2011	Evaluation Committee approval and final Bid Comm approval.	Feasibility Study - stage 1.	Feasibility Study - stage 3. Ground works.	Handover of Feasibility Study. Ground works and	Implementation of project dependent on outcome of feasibility study.	Possible transfer of funds to other projects if project is found to be not viable for implementation.	

Strategic Unit	Project Details				Milestone Projections									Risk Management	
	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
													fencing.		
Transport and Roads	Cashier Facilities Upgrade, Church Square, Jan Niemand Park, Pretoria North	2	712795	001	01 June 2010	30 June 2010	No tender procedure	01 July 2010	31 August 2010						
Transport and Roads	Security Camera Upgrade C de Wet, Church Square, Jan Niemand Park, Pretoria North	43,60,2	712796	001	01 October 2009	31 December 2009	No tender procedure	01 August 2010	31 October 2010						
Transport and Roads	Oil Separator and Disposal Pit, Jan Niemand Park	43	712798	001	01 May 2010	30 June 2010	No tender procedure	01 August 2010	31 August 2010						
Transport and Roads	Boundary Walls, Replace, C De Wet, Pretoria North, Jan Niemand Park	43,60,2	712799	001	01 October 2009	31 December 2009	No tender procedure	01 July 2010	31 August 2010						
Transport and Roads	Personnel Access Control	43,60,2	712800	001	01 January 2010	30 June 2010	No tender procedure	01 August 2010	31 October 2010						

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
	System C de Wet, Church Square, Jan Niemand Park, Pretoria North														
Transport and Roads	Facilities Management Program, C de Wet, Church Square, Jan Niemand Park, Pretoria North	43,60,2	712801	001	01 January 2010	30 June 2010	No tender procedure	01 July 2010	30 June 2011						
Transport and Roads	Resurfacing of road surfaces for, C de Wet, Jan Niemand Park, and Pretoria North Depot	43,60,2	712802	001	01 January 2010	30 June 2010	No tender procedure	01 July 2010	31 August 2010						
Transport and Roads	Essential/ Unforeseen Stormwater Drainage Problems	5	710116	001	Internal design & construction		Internal design & construction	01 July 2010	30 June 2011			Open 0.1km	Open 0.2km	Rain	Program adjustment
Transport and Roads	Apies River: Canal Upgrading,	58	710117	001	28 June 1996	18 August 1996	10 October 1996	19 April 1997	On-going	Repairing 0.1km canal floors and			Repairing 0.1km canal	No risks	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
	Pretoria Central										walls			floors and walls		
Transport and Roads	Concrete Canal: Sam Malema Road, Wintervel dt	9	710128	001	15 May 2008		20 May 2010	01 July 2010	30 June 2011				1 Structure	2 structures	Rain	Program adjustment
Transport and Roads	Major Stormwater System, Mamelodi X 8	17	710129	001	01 June 2009	31 November 2010	30 May 2011	01 July 2011	30 January 2012	30% of the final designs	80% of the final designs	Approval of the final designs	-	EIA Approval for the stormwater system	To hold various meetings with the Environmental Department and GDARD	
Transport and Roads	Stormwater System in Eersterust X 2	43	710139	001	01 July 2006	30 June 2007	Departmental Construction	01 July 2007	30 June 2015	0.12 km Closed S/W System	0.05 km Closed S/W System	0.1 km Closed S/W System	0.13 km Closed S/W System	Rain & Labour availability	CoT must ensure labour contracts are in place	
Transport and Roads	Major Stormwater Systems: Klip/Kruisfontein	37,39,49	710143	001	05 February 2009	31 December 2010	Internal Construction team	01 January 2011	30 June 2013	Detail designs for Soshanguve A and East to be 55% complete. Anticipate feedback on WULA for Soshanguve Block XX North and South by 30 October 2010.	Services identification and earthworks: Soshanguve Block XX North and South. Detail designs for Soshanguve A and East to be completed. Anticipate feedback on EIA approval for Soshanguve A and East by 10	Earth works and layer works: Soshanguve Block XX North and South. Detail designs for Soshanguve A and East completed. Construction for Soshanguve A and East to commence	0.3km base for Soshanguve Block XX North and South. Detail designs for Soshanguve A and East completed. Construction for Soshanguve	WULA delays	Engage with DWAF to speedup WULA approval	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
												December 2010.	on 15 August 2011.	e A and East to commence on 15 August 2011.		
Transport and Roads	Major Stormwater Systems: Klip/Kruisfontein	37,39,49	710143	005	05 February 2009	31 December 2010	Internal Construction team	01 January 2011	30 June 2013	Detail designs for Soshanguve A and East to be 55% complete. Anticipate feedback on WULA for Soshanguve Block XX North and South by 30 October 2010.	Services identification and earthworks: Soshanguve Block XX North and South. Detail designs for Soshanguve A and East to be completed. Anticipate feedback on EIA approval for Soshanguve A and East by 10 December 2010.	Earth works and layer works: Soshanguve Block XX North and South. Detail designs for Soshanguve A and East completed. Construction for Soshanguve A and East to commence on 15 August 2011.		WULA delays	Engage with DWAF to speedup WULA approval	
Transport and Roads	Rehabilitation of Stormwater Systems	42,14	710220	001	Internal design & construction		Internal design & construction	01 July 2010	30 June 2011			Closed 0.3km	Closed 0.4km	Rain	Program adjustment	
Transport and Roads	Replacement of Traffic Signs	1,18,23,28,51,53,56,58,54,60,62	710221	001	Internal design	Internal design	15 September 2009	01 June 2010	30 June 2011	300 Traffic Signs		600 Traffic Signs	600 Traffic Signs	Material shortage	Program adjustment	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Transport and Roads	Rehabilitation of Bridges	58,56	710223	001	Internal design & construction	Internal design & construction	Internal design & construction	01 June 2010	30 June 2011				1 Structure	Rain	Program adjustment
Transport and Roads	Essential/Unforeseen Stormwater Drainage Problems	1-76	710226	001	On-going project	On-going project	Departmental Construction	On-going project	On-going project	6 Measures	6 Measures	7 Measures	6 Measures	Labour availability	CoT must ensure labour contracts are in place
Transport and Roads	Parking Bays at Schools	1-76	710227	001	On-going project	On-going project	Departmental Construction	On-going project	On-going project	2 Measures	1 Measure	3 Measures	0	Labour availability	CoT must ensure labour contracts are in place
Transport and Roads	Cycle and Pedestrian Paths for Tshwane	1-76	710228	001	On-going project	On-going project	Departmental Construction	On-going project	On-going project	0.25 km Paving	0.2 km Paving	0.3 km Paving	0.33 km Paving	Labour availability	CoT must ensure labour contracts are in place
Transport and Roads	Traffic Calming and Pedestrian safety for Tshwane	1-76	710229	001	On-going project	On-going project	Departmental Construction	On-going project	On-going project	12 Measures	12 Measures	10 Measures	7 Measures	Labour availability	CoT must ensure labour contracts are in place
Transport and Roads	Establish Road Reserves for Main Routes		710257	001	01 July 2010	30 November 2010	Master Plan	Only Master Plan	On-going project						
Transport and Roads	Traffic Lights/Traffic Signal System	7,44	710395	001	Internal design & construction	Internal design & construction	Internal design & construction	01 June 2010	30 June 2011				1 Robot	Material shortage	Program adjustment
Transport and Roads	Traffic Signals to Meet Legal Requirements	57,40,46	710398	001	Internal design & construction	Internal design & construction	Internal design & construction	01 June 2010	30 June 2011				2 Robots	Material shortage	Program adjustment

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Transport and Roads	Extension of Atcon Traffic Control System	1,5,50,4 2,56	710399	001	Internal design & construction	Internal design & construction	Internal design & construction	01 June 2010	30 June 2011				2 Corridors	Material shortage	Program adjustment
Transport and Roads	Matenteng Main Transport Route, Stinkwater	14	710597	001	01 March 2006	01 June 2011	Internal construction team	01 March 2011	01 June 2011				0.5 km road and 3.0 km walkways	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Shova Kalula Bicycle Project	Tshwane wide	710609	001	01 September 2010	15 December 2010	31 January 2011	01 February 2011	30 June 2011	40% of the Construction designs	95% of the Construction designs	1500m of Cycle Path	-		
Transport and Roads	Rehabilitation Of Roads	56,58,5 9,60	710902	001	15 July 2009	15 September 2009	05 November 2009	01 July 2010	30 June 2011	6km		6km	9km	Material shortage	Program adjustment
Transport and Roads	Rehabilitation Of Roads	15,18,2 3,28,38, 67,51,6 2,63,68	710902	005	01 July 2004	31 June 2006	30 November 2006	01 February 2007	30 June 2009					Material shortage	Program adjustment
Transport and Roads	Real Rover Road to Serapeng Road	18	710936	001	15 August 2010	30 November 2010	15 February 2012	01 April 2012	30 June 2013						
Transport and Roads	Block W - Stormwater Drainage	25	711164	001	01 April 2009	15 August 2010	01/07/2010	01/08/2012	30 June 2015	30% of the final designs	80% of the final designs	Approval of the final designs	Development of Tender Document	EIA Approval the stormwater system	To hold various meetings with the Environmental Department and GDARD
Transport and Roads	Magriet Monamodi Stormwater System	73,74	711262	001	01 June 2009	31 September 2010	15 December 2010	01 January 2011	30 April 2012	Water Use Licence Application to complete	Contractor Appointment	35% construction of the bridge crossing	75% construction of the bridge	Water Use Licence Approval, Wayleave Approval from Transnet and Gautrans, Contractor	To hold various meetings with DWARF, Transnet, Gautrans and the Procurement

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
											final Designs			crossing	Procurement	Department
Transport and Roads	Magriet Monamodi Stormwater System	73,74	711262	005	01 June 2009	31 September 2010	15 December 2010	01 January 2011	30 April 2012	Water Use Licence Application to complete final Designs	Contractor Appointment	35% construction of the bridge crossing	75% construction of the bridge crossing	Water Use Licence Approval, Wayleave Approval from Transnet and Gautrans, Contractor Procurement	To hold various meetings with DWARF, Transnet, Gautrans and the Procurement Department	
Transport and Roads	Major S/ Water Drainage System: Matenteng	14	711264	001	01 July 2004	30 June 2005	01 July 2007	01 July 2007	30 June 2012	0	0	0	Legal Fees	Lengthy legal process	Strategic analysis of all possible legal outcomes once process is known	
Transport and Roads	Hartbees Spruit: Canal Upgrading	42	711265	001	01 July 2006	30 June 2007	01 July 2009	01 July 2009	30 June 2012	0.1 km Open S/W Channel	0	0	0.12 km Open S/W Channel	Unexpected rain	Management plan and measures to minimize damage to properties	
Transport and Roads	Moreleta Spruit: Flood Structure	45	711267	001	15 August 2006	15 July 2007	20 August 2007	01 October 2007	30 August 2010				Expropriation of land	Approval of report from legal - delay.	Program	
Transport and Roads	Montana Spruit: Channel Improvements	47	711268	001	26 April 2007	31 December 2010	Internal Construction team	01 October 2010	30 June 2014	Site Establishment for Construction of Phase 2	Construction of 0.37km of closed stormwater system	Construction of 0.4km of open stormwater system	Construction of 1.63km of open stormwater system	EIA, Water Licence	To engage GDARD and Water Affairs	
Transport and Roads	Major S/Water Drainage System: Majaneng	76	711273	001	01 June 2009	31 September 2010	15 December 2010	01 January 2011	30 June 2011	40% of the Construction designs	95% of the Construction designs	Construction Supervision	Construction Supervision	EIA Approval, Water Use Licence Approval, Contractor Procurement	To hold various meetings with DWARF, GDARD and the Procurement	

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
															Department
Transport and Roads	Major S/Water Drainage System: Majaneng	76	711273	005	01 June 2009	31 September 2010	15 December 2010	01 January 2011	30 June 2011	Water Use Licence Application to complete final Designs	Water Use Licence Application to complete final Designs	500m of Stormwater Construction	500m of Stormwater Construction	EIA Approval, Water Use Licence Approval, Contractor Procurement	To hold various meetings with DWARF, GDARD and the Procurement Department
Transport and Roads	Major S/Water Drainage Channels: Ga-Rankuwa	31,32	711284	001	29 July 2003	30 June 2011	Internal Construction team	20 February 2004	30 June 2013	Detailed designs & tender processes	Construction of 0.24Km or Roads & stormwater	Construction of 0.24Km or Roads & stormwater	Construction of 0.24Km or Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Major S/Water Drainage Channels: Ga-Rankuwa	31,33	711284	005	29 July 2003	30 June 2011	Internal Construction team	20 February 2004	30 June 2013	Detailed designs & tender processes	Construction of 0.24Km or Roads & stormwater	Construction of 0.24Km or Roads & stormwater	Construction of 0.24Km or Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Stormwater Drainage Systems in Ga-Rankuwa View	30	711285	001	29 July 2003	30 June 2011	Internal Construction team	15 March 2004	30 June 2013	Detailed designs & tender processes			Construction of 0.05Km or Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Stormwater Drainage Systems in Ga-Rankuwa View	30	711285	005	29 July 2003	30 June 2011	Internal Construction team	15 March 2004	30 June 2013	Detailed designs & tender processes	Construction of 0.43Km or Roads & stormwater	Construction of 0.43Km or Roads & stormwater	Construction of 0.43Km or Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Transport and Roads	Internal Roads: Northern Areas	19,20,21,22,30,31,32	711863	001	29 July 2008	31 July 2011	30 November 2010	15 January 2011	30 June 2013	Detailed designs & tender processes	Detailed designs & tender processes. Construction of 0,189 km of Roads & stormwater	Construction of 0,189 km of Roads & stormwater	Construction of 0,189 km of Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Internal Roads: Northern Areas	19,20,21,22,30,31,32	711863	005	30 July 2008	32 July 2011	31 November 2010	16 January 2011	31 June 2013	Detailed designs & tender processes	Detailed designs & tender processes. Construction of 0,189 km of Roads & stormwater	Construction of 0,189 km of Roads & stormwater	Construction of 0,189 km of Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Centurion Lake and Kaal Spruit	57	712217	001	15 March 2005	Still busy	None yet	Still to start	Still to start	Detailed designs & tender processes				Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Flooding Backlogs: Stinkwater & New Eersterust Area	13	712219	005	01 July 2009	30 June 2010	30 June 2010	01 July 2010	30 June 2011	• Construction of an estimate 0.2 km of open and closed stormwater system.	• Construction of an estimate 0.2 km of open and closed stormwater system.	• Construction of an estimate 0.2 km of open and closed stormwater system.	• Construction of an estimate 0.5 km of open and closed stormwater system and 1 km	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
													of Roads. Construction of a Junction Boxes, Field inlets and manholes.		
Transport and Roads	Flooding Backlogs: Sosh & Winterveldt Area	9,11,12, 22,24,25,26,27, 29,33,34,35,36, 49	712220	005	05 February 2009	31 January 2011	Internal Construction team	01 February 2011	30 June 2013	Detail designs for Soshanguve Problem 155 and 157 completed. Detail designs for Soshanguve Problem 150 to be 55% complete. RoD for Problem 157 approved. RoD for Problem 155 to be approved by GDARD by 30 September 2010.	Detail designs for Soshanguve Problem 155 and 157 completed. Detail designs for Soshanguve Problem 150 to be 90% complete. RoD for Problem 157 approved. RoD for Problem 155 expected to be approved by GDARD.	Services identification and earthworks	Earth works		
Transport and Roads	Flooding Backlogs: Mabopane Area	20,21	712221	001	29 July 2006	30 June 2011	Internal Construction team	15 March 2007	30 June 2013	Detailed designs & tender	Construction of 0.30Km or Roads &	Construction of 0.30Km or Roads &	Construction of 0.30Km or Roads &	Rain, Strike and appointment of Labour by Internal	Going out to tender on new projects, and utilising as and

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
										processes	stormwater	stormwater	stormwater	Departmental Teams.	when contractors
Transport and Roads	Flooding Backlogs: Mabopane Area	19,20,21,22	712221	005	29 July 2006	30 June 2011	Internal Construction team	15 March 2007	30 June 2013	Detailed designs & tender processes	Construction of 0.16Km or Roads & stormwater	Construction of 0.16Km or Roads & stormwater		Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Flooding Backlogs: Mamelodi, Eersterust & Pta Eastern Area	15,16,18,23,28,38,40,41,67	712223	001	05 February 2009	31 October 2010	Internal Construction team	01 November 2010	30 June 2013	Tender documentation for Frank Street. BAR for Tsomo/Siban de expected to be submitted to GDARD by 15 December 2010. Servitude registration underway.	Services identification and excavation for pipes and culverts	Bedding	Backfilling for pipes and culverts	Delay in the appointment of contractor	Engage Procurement
Transport and Roads	Formalize and Align New Access to Odenburg Gardens		712253	001	29 July 2008	30/04/2011	Internal Construction team	01/02/2011	30/04/2011						
Transport and Roads	Traffic Flow and Safety on Corridors	1-76	712501	001	On-going project	On-going project	Departmental Construction	On-going project	On-going project	0.3 km Paving	0.05 km Paving	0.3 km Paving	0	Labour availability	CoT must ensure labour contracts are in place

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Transport and Roads	Traffic Flow and Safety on Corridors	48	712501	003	01 July 2008	30 June 2011	30 November 2011	01 February 2012	30 June 2012	Design	0	0.25 km concrete paving	0.25 km concrete paving	Procurement process might delay implementation	Proper planning to eliminate possible delays
Transport and Roads	Traffic Flow Improvement at Intersections	48,44,42,7	712502	001	Internal design & construction	Internal design & construction	Internal design & construction	01 June 2010	30 June 2011			1 Intersection	1 Intersection	Rain	Program adjustment
Transport and Roads	Flooding Backlog: Network 3, Kudube Unit 12	75	712503	001	11 January 2009	31 January 2011	30 November 2010	01 January 2011	30 June 2013	Tendering Process	Tendering Process	Construction of 0.4km of open stormwater system	Construction of 0.4km of open stormwater system	EIA, Water pipes	Engage GDARD and Magalies
Transport and Roads	Flooding Backlog: Network 2F, Kudube Unit 7	75	712504	001	11 January 2009	31 January 2011	30 November 2010	01 January 2012	30 June 2015	Tendering Process	Tendering Process	Construction of 0.34km of open stormwater system	Construction of 0.38km of open stormwater system	EIA, Water Licence, Water pipes	To engage GDARD, Water Affairs and Magalies
Transport and Roads	Flooding Backlog: Network 2F, Kudube Unit 7	75	712504	003	11 January 2009	31 January 2011	30 November 2010	01 January 2012	30 June 2015				•Cleaning of road Reserve	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Flooding backlog: Network 5A, Matanteng	75	712506	001	01 July 2009	30 June 2010	30 June 2010	01 July 2010	30 June 2011	• Construction of an estimate 0.05 km of open and	• Construction of an estimate 0.05 km of open and closed stormwater	•Construction of 0.15 km of road.	•Construction of 0.15 km of road.	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management		
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation	
											closed stormwater system.	system.				
Transport and Roads	Flooding Backlog: Network 2H, Kudube Unit 7	8	712507	001	01 July 2007	30 June 2009	Internal Construction team	01 September 2010	15 December 2010	0,05km of Road	0,1km of Road	N/A	N/A	Water pipes and Rain	Engage Magalies	
Transport and Roads	Flooding Backlog: Network C5, C6, C11 & C13, Atteridgeville	62	712511	001	01 April 2009	30 June 2010	As and when contractors	01 September 2010	30 June 2010	Detailed designs & tender processes	Detailed designs & tender processes	Construction of 0.24Km or Roads & stormwater	Construction of 0.24Km or Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors	
Transport and Roads	Flooding Backlog: Network 5D, Mandela Village Unit 12	73	712512	001	15 May 2007	30 June 2009	15 September 2009	15 August 2010	30 January 2013			Open SW 0.2km	Open SW 0.2km	Rain	Program adjustment	
Transport and Roads	Flooding Backlogs: Soshanguve South & Akasia Area	20,36,39	712513	001	05 February 2009	31 October 2010	Internal Construction team	01 November 2010	30 June 2013	Detail designs for Soshanguve Block UU and WW to be 80% complete.	Services identification and earthworks	Lay stormwater pipes and earthworks	Side drains and prime	Services	Engage various Divisions and Utilities	
Transport and Roads	Flooding Backlog: Network 2B, Ramotse	73	712515	001	15 June 2007	30 June 2010	31 May 2012	01 July 2012	30 June 2014							

Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone Projections									Risk Management	
					Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Transport and Roads	Flooding Backlog: Network 2D, New Eersterust x 3	13	712516	001	01 July 2009	30 June 2010	30 June 2010	01 July 2010	30 June 2011			<ul style="list-style-type: none"> Construction of an estimate 0.1 km of open and closed stormwater system. 	<ul style="list-style-type: none"> Construction of an estimate 0.2 km of open and closed stormwater system. 	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Flooding Backlog: Network 2D, New Eersterust x 3	13	712516	005	01 July 2009	30 June 2010	30 June 2010	01 July 2010	30 June 2011	Approval of Final Designs	<ul style="list-style-type: none"> Construction of an estimate 0.2 km of open and closed stormwater system. 	<ul style="list-style-type: none"> Construction of an estimate 0.2 km of open and closed stormwater system. 	<ul style="list-style-type: none"> Construction of an estimate 0.2 km of open and closed stormwater system. 	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Flooding Backlog: Drainage Canals along Hans Strydom Dr, Mamelodi x 4 and 6	15,16	712518	005	19 March 2009	30 September 2010	Internal Construction team	01 November 2010	30 June 2013	Tender documentation for Frank Street. BAR for Tsomo/Siban de expected to be submitted to GDARD by 15 December 2010. Servitude registration underway.	Services identification and excavation for pipes and culverts	Bedding	Backfilling for pipes and culverts	Delay in the appointment of contractor	Engage Procurement

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Transport and Roads	Flooding Backlog: Network 1A, 1C & 1F, Ramotse	73	712520	001	06 April 2007	15 March 2009	15 April 2009	05 August 2010	30 August 2012				Open SW 0.2km	Rain	Program adjustment
Transport and Roads	Flooding Backlog: Network 1A, 1C & 1F, Ramotse	73	712520	005	06 April 2007	15 March 2009	15 April 2009	05 August 2010	30 August 2012			Open SW 0.2km		Rain	Program adjustment
Transport and Roads	Collector Road Backlogs: Mamelodi	40	712521	001	29 September 2007	30 September 2007	02 June 2010	02 July 2010	02 June 2010		0.14km Road Construction	0.1 km Bridge Construction	0.1 km Bridge Construction	Procuring of construction firm	
Transport and Roads	Collector Road Backlogs: Mamelodi	40	712521	005	29 September 2007	30 September 2007	02 June 2010	02 July 2010	02 June 2010	0.14km Road Construction					
Transport and Roads	Collector Road Backlogs: Atteridgeville	7	712522	001	29 September 2007	30 September 2007	02 June 2010	02 July 2010	02 June 2010	0.12km Road Construction	0.12km Road Construction	0.12km Road Construction	0.5km Bridge Construction	Procuring of construction firm	
Transport and Roads	Collector Road Backlogs: Atteridgeville	7	712522	005	29 September 2007	30 September 2007	02 June 2010	02 July 2010	02 June 2010						
Transport and Roads	Flooding Backlog: Network 3A, Kudube Unit 9	73,74	712523	001	05 February 2009	31 January 2011	30 November 2011	01 February 2011	30 June 2013	Relocation of residents	Tendering Process	Construction of 0.26km of open stormwater system	Construction of 0.33km of closed stormwater system	Rain, Relocation of residents	To engage residents

					Milestone Projections									Risk Management	
Strategic Unit	Project Name	Ward	Project Number	Funding Source	Milestone: Consultation start date	Milestone: Consultation end date	Milestone: Final tender approval (end)date	Milestone: Physical works start date	Milestone: Physical works end date	Q1 Outputs	Q2 Outputs	Q3 Outputs	Q4 Outputs	Expected Risks	Risk Mitigation
Transport and Roads	Upgrading of Mabopane Roads dealing with Red Soils	33	712611	001	29 July 2006	30 June 2011	Internal Construction team	15 March 2007	30 June 2013	Detailed designs & tender processes	Construction of 0.3 Km or Roads & stormwater	Construction of 0.3 Km or Roads & stormwater	Construction of 0.3 Km or Roads & stormwater	Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Upgrading of Mabopane Roads dealing with Red Soils	34	712611	005	29 July 2006	30 June 2011	Internal Construction team	15 March 2007	30 June 2013	Detailed designs & tender processes	Construction of 0.08Km or Roads & stormwater			Rain, Strike and appointment of Labour by Internal Departmental Teams.	Going out to tender on new projects, and utilising as and when contractors
Transport and Roads	Capital Funded from Operating	35	712760	007	15 February 2010	15 June 2010	30 August 2010	Start delivery Nov 2010	Last deliveries June 2011						
Transport and Roads	CBD and Surrounding Areas (2010SWC) HOV / BRT Lanes on Corridors to North and Hatfield	Tshwane wide	712591	002											

D STRATEGIC INITIATIVES TO ENHANCE SERVICE DELIVERY

PROGRAMME	CRITICAL STRATEGIC PROJECT	PROJECT NAME	DEPARTMENT	OPERATIONAL BUDGET (Rands)	OUTPUT	PLANNED START DATE	PLANNED COMPLETION DATE	QUARTER 1:			QUARTER 2:			QUARTER 3: (QUARTER 4:		
								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Customer Relations Management (corporate and shared services)	Stakeholder Value proposition Index				Submit report to Mayco for consideration							Submit draft report to SED for comment							
Customer Relations Management (corporate and shared services)	Development of Regional Ward committee forums				All regional ward committees forums functioning				Workshop conducted with regions										
Customer Relations Management (Economic Development)	Stakeholder Value proposition Index	City Developer/Stakeholder Forum including Outdoor advertising	City Planning, Development and Regional Services	R 30,000	Successful hosting of Forum to inspire land development, applications, clarifying processes, policies and information sharing	2011/02/01	2011/02/01							Conduct City Developer forum, invite stakeholders (internal and external)					
Customer Relations Management (Economic Development)	Development of Regional Ward committee forums	Regional Ward and service delivery meetings (quarterly or as required); offices of Regional Executive	City Planning, Development and Regional Services	R 100,000	All regional service delivery meetings including ward councillor forums (City	Quarterly/bi annually	Quarterly/bi annually			Quarterly/bi annual regional forum and councillor meeting			Quarterly/bi annual regional forum and councillor meeting			Quarterly/bi annual regional forum and councillor meeting			Quarterly/bi annual internal regional forum and councillor meeting

PROGRAMME	CRITICAL STRATEGIC PROJECT	PROJECT NAME	DEPARTMENT	OPERATIONAL BUDGET (Rands)	OUTPUT	PLANNED START DATE	PLANNED COMPLETION DATE	QUARTER 1:			QUARTER 2:			QUARTER 3: (QUARTER 4:		
								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
		Directors			Planning and Regions portion, not speaker office operations)														
Customer Relations Management	Izimbizo Implementation system				% of resolutions tabled at Council, implemented					Submit quarterly report on progress to-date									
Customer centricity and enhancement	Customer Satisfaction Survey	Customer satisfaction survey 2011	Corporate and Shared Services	R3 million	Survey completed and improvement plan developed and submitted to Mayco for consideration	Initial planning Aug 2010	Mar-11		Initial planning and update of process plan Revise specifications Draw up specifications for BID specifications committee Initial planning and update of process plan Revise specifications	BID SPECIFICATION COMMITTEE MEETING; Update questionnaires Advertising of tender	Site meeting with tenderers Closure of incoming tenders, evaluation of tenders and drawing up of tender report EVALUATION COMMITTEE MEETING	BID ADJUDICATION COMMITTEE		Approval of tender and appointment of tender by Procurement	Determine date for first meeting with successful tender Meeting with tender Questionnaire finalisation Meeting with tender Final administrative arrangements Communications with ICMIS	Commence with survey fieldwork	Results report Presentation to CRM management	Final survey results report	Presentation of survey results to Corporate and Shared Services top management and Council top management Results report for Council approval Communication in cooperation with ICMIS Follow-up and monitoring

PROGRAMME	CRITICAL STRATEGIC PROJECT	PROJECT NAME	DEPARTMENT	OPERATIONAL BUDGET (Rands)	OUTPUT	PLANNED START DATE	PLANNED COMPLETION DATE	QUARTER 1:			QUARTER 2:			QUARTER 3: (QUARTER 4:		
								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
									Draw up specifications for BID specifications committee										
Customer centricity and enhancement	Telephone Interpreting Service South Africa (TISSA)	Telephone Interpreting Service for Tshwane	Office of the EM/CM	R2 601 100	A report was approved by the CM for the implementation of the project but no funds were available.				Submit report to Mayco for approval.		Phase 1: Appointment of service provider and training of interpreters.		Phase 2: Set up Call Centre.	Launch and Marketing of the project.			Full implementation of Project.		
Community capacity building	Multi-sectoral AIDS management units	Multi-sectoral AIDS management	HSD	No Money allocated except for the R5m budget for Personnel	Reduced Number of HIV incidences	01-Jul-10	ongoing	Implementation of Internal and external projects for high risk and vulnerable groups to HIV and AIDS			Outreach project (Door to Door Campaign)	World AIDS Day Campaign (coordination of multisectoral response projects)		Implementation of Internal and external projects for high risk and vulnerable groups to HIV and AIDS			Candle lighting memorials		
Community capacity building	Health for all through food security																		
Budget Review	Long Term Financial	Compilation of LTFM.	Financial Services	Cost Centre 7065	Inform the Medium	Aug-10	May-11		Preparation for the	Preparation of LTFM for	Modelling of the		Modelling of the LTFM for				Final modelling of the		

PROGRAMME	CRITICAL STRATEGIC PROJECT	PROJECT NAME	DEPARTMENT	OPERATIONAL BUDGET (Rands)	OUTPUT	PLANNED START DATE	PLANNED COMPLETION DATE	QUARTER 1:			QUARTER 2:			QUARTER 3: (QUARTER 4:		
								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
	Modelling			GL's various	term Revenue and Expenditure Framework. Ensure sustainability over the medium to long term.				modelling of the LTFM for 2010/11 Adjustments Budget and 2011/12 MTREF	2010/11 Adjustments Budget and 2011/12 MTREF		LTFM with 2010/11 Adjustments Budget movements as well as the modelling of the 2011/12 MTREF aligned to the Adjustments Budget		the draft 2011/12 MTREF for pre-community consultation			LTFM for the 2011/12 MTREF		
Budget Review	Performance Based Budgeting (unit costs)	Compilation of the MTREF	Financial Services	Cost Centre 7065 GL's various		Aug-10	May-11		Preparation for the compilation 2011/12 MTREF	Preparation for the compilation 2011/12 MTREF		Budget capturing of the 2011/12 MTREF		Departmental budget hearings.	Consideration and approval of the draft 2011/12 MTREF for pre-community consultation	Community Consultation	Preparation of the final 2011/12 MTREF inclusive of community consultation inputs	Approval of 2011/12 MTREF	Advertising and printing of the Council approved IDP and MTREF. Submission to National Treasury and Gauteng Provincial Government.

PROGRAMME	CRITICAL STRATEGIC PROJECT	PROJECT NAME	DEPARTMENT	OPERATIONAL BUDGET (Rands)	OUTPUT	PLANNED START DATE	PLANNED COMPLETION DATE	QUARTER 1:			QUARTER 2:			QUARTER 3:			QUARTER 4:		
								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Budget Review	Standard Financial development Budget Policies	Budget Policy development	Financial Services	Cost Centre 7065 GL's various	Ensure participation, strategic vision, effectiveness and efficiency, responsiveness, transparency and accountability.	Ongoing	Ongoing					Amendments to the budget policy if necessary		Approval of changes to budget policy			Amendments to the budget policy if necessary	Approval of changes to budget policy	
Revenue enhancement	Tariff modelling	Tariff modelling.	Financial Services	Cost Centre 7065 GL's various	Ensure affordability and sustainability within the consumers ability to pay for services rendered	Aug-10	May-11		Preparation for tariff modelling	Preparation for tariff modelling	Preparation for tariff modelling	Preparation for tariff modelling		Finalisation of tariffs for community consultation	Consideration and approval of the draft 2011/12 MTREF for pre-community consultation	Community Consultation	Finalisation of tariffs incorporating final ESKOM and Rand Water increases	Approval of 2011/12 MTREF	Publication of tariffs
Expenditure	Budget management	Corporate Financial sustainability management.	Financial Services	Cost Centre 7065 GL's various	Ensure effective and efficient management monitoring and reporting, responsiveness, sustainability, transparency and accountability.	Jul-10	Jun-11	Monthly budget and performance reporting.	Monthly budget and performance reporting.	2009/10 Deviation report. Monthly budget and performance reporting.	First quarter budget and performance reporting.	Monthly budget and performance reporting.	Monthly budget and performance reporting.	Midyear budget and performance reporting.	Monthly budget and performance reporting.	Monthly budget and performance reporting.	Third quarter budget and performance reporting.	Monthly budget and performance reporting.	Monthly budget and performance reporting.

PROGRAMME	CRITICAL STRATEGIC PROJECT	PROJECT NAME	DEPARTMENT	OPERATIONAL BUDGET (Rands)	OUTPUT	PLANNED START DATE	PLANNED COMPLETION DATE	QUARTER 1:			QUARTER 2:			QUARTER 3: (QUARTER 4:		
								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Promote City of Excellence	Establishment of Skills Development Centres. Mabopane and Temba, Rosslyn, Hamman skraal	Skills Development	Economic Development		Nr of Beneficiaries of Skills Development			Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date	Submit monthly report on progress to date
Promote City of Excellence	Implementation of Business Retention, Expansion and attraction strategy	Industrial Support Programme	Economic Development		Number of interventions that lead to investment as a proportion of total interventions aimed at facilitating investment					Draft implementation plan completed			Submit quarterly report on progress to date			Submit quarterly report on progress to date			Submit quarterly report on progress to date
Promote City of Excellence	Investigation into service delivery mechanisms of the market	Tender for the appointment of a consultant to review the service delivery mechanism of the Tshwane fresh produce market in accordance with Chapter	Agriculture and Environmental Management	R1 000 000	Recommended Service Delivery Model approved by CoT	01-Jul-10	30-Jun-11	Compile TAR and specifications. Approval by Market management.	TAR & specifications to SED: Agriculture and MMC for approval.	Submit approved TAR & specification to Supply Chain Management.	Specifications approved by Bid Specification Committee. Start with advertisement	Tenders to close on 30 November 2010.	Tender evaluation. Draft tender recommendation report to ED: Fresh produce Market and SED: Agriculture for approval.	SED: Agriculture approve report. Approved report to SCM for Bid Evaluation Committee.	Approved by Bid Evaluation committee. Appointment of consultant.	Consultant start with investigation.	Investigation into a suitable service delivery mechanism for the Fresh produce Market.	Investigation into a suitable service delivery mechanism for the Fresh produce Market.	Report form consultant to market for inputs. Discuss report and recommendations with SED: Agriculture.

PROGRAMME	CRITICAL STRATEGIC PROJECT	PROJECT NAME	DEPARTMENT	OPERATIONAL BUDGET (Rands)	OUTPUT	PLANNED START DATE	PLANNED COMPLETION DATE	QUARTER 1:			QUARTER 2:			QUARTER 3: (QUARTER 4:		
								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
		8 of the Municipal Systems Act.																	
Promote City of Excellence	Tourism Market Promotion Strategy	Tourism Fair Indaba 2010 World Travel Market (London) ITB - International Tourism Bourse (Exchange) (Berlin); 9 to 11 March 2011 Meetings Africa 2010 South African Association for the Conference Industry (SAACI) Conference IMEX (Worldwide Exhibition for Incentive Travel, Meetings and Events); 24 to 26 May 2011 IT&ME - Incentives Travel Meetings Executives Exhibitions (USA - 12 to 14 October)	Economic Development	Cost Centre: 6882; GL: 412206 (R400 000); 412204 (R1 000 000); 412121 (R500 000)	4 International and 4 Local exhibitions/Events	01-Aug-10	30-Jun-11	1 local (SAACI)	Booking of flights, accommodation and development of promotional material	1 International exhibition (IT&ME (USA - Oct) and 1 local event (Tourism Lekgotla)	Booking of flights, accommodation and development of promotional material	1 International exhibition (WTM) & 1 Local event (Tourism Awards)	Confirmation of CoT participation at exhibition and appointment of stand builders	Development of promotional material	1 local exhibition (Meetings Africa)	1 international exhibition (ITB)	Booking of flights, accommodation and development of promotional material	1 Local exhibition (Indaba)	

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								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
		Tourism Lekgotla Tourism Awards																	
Promote City of Excellence	Accessible Tourism Visitor Information Centres	Establishment of tourism information centres	Economic Development	R 1,000,000	Visitors Information Centre (VIC) which comprises of a reception desk, bookings office, touch screen and back office	Jul-10	May-11	Finalisation of the appointment of the contractor	Installation of water pipes (plumbing), electrical wires, tiling of the floors and ceiling	Payment of previous month's work done	Painting of the building interior and exterior, installation of doors and window panes	Payment of previous month's work done	Builders' recess (no target)	Builders' recess (no target)	Fitting the information counter, electronic information board and lighting	Payment of previous month's work done	Project finalised	Project finalised	Project finalised
Housing	Review Proclamation Process	Formalisation and upgrading of informal settlements	Housing		Formalised settlements	01-Jul-10	30-Jun-11												
Housing	Registration of Properties	Transfer of low cost housing	Housing	Funded by Gauteng province		01-Jul-10	01-Jun-11	6.60%	6.60%	6.60%	6.60%	6.60%	6.60%	6.60%	6.60%	6.60%	6.60%	6.60%	6.60%
Housing	Consumer Education	Community training workshop	Housing	R 708 866.00		01-Jul-10	01-Jun-11	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%

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								Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Housing	Eradication of informal settlements project	Formalisation and upgrading of informal settlements	Housing	R?	Formalised settlements	01-Jul-10	30-Jun-11	Procurement of service providers for planning and services design	Procurement of service providers for planning and services design	Procurement of service providers for planning and services design	Procurement of service providers for planning and services design	Appointment of services providers to start with township establishment process	Township establishment and service design	Township establishment and service design	Township establishment and service design	Township establishment and service design	Township establishment and service design	Township establishment and service design	Township establishment and service design
Housing	Housing Demand Database co-ordination project	Responsibility of Gauteng Dept. of Local Government and Housing																	
Housing	Implementation of the National Housing Code	Can be deleted as it forms part of day to day operations																	
Housing	Cleaning of Kingsley HOSTEL	Kingsley hostel	Housing and Sustainable Development Department	149,680.00	CLEAN BUILDING	1.7.2010	30.6.2011	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning	daily cleaning

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Housing	Maintenance of rental units	Cost Centre 83 group - self sufficient elderly, loose standing houses Cost Centre 84 group - High rise buildings Cost Centre 86 group- Hostels and converted family units Cost Centre 89 group - East Riverside, Nantes	Housing and Sustainable Development Department	CC 83 : R991770 CC 84: R1075009 CC 86: R1084295 CC 89: R931654	well maintained rental properties	1.7.2010	30.6.2011	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance	ad hoc maintenance
Electricity	Review Electricity Infrastructure Master Plan	This project is being addressed through capex																	
Potable water services	Status quo/Master Planning /Water Service Development Plan and Backlog Study	IMQS Technical Design & Information System	PW&IP	R7,924,999	On-line MIS System	2010/01/07	Ongoing		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional

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Water Tanker Services	Households provided with basic clean drinking water in informal settlement	Water tankers services	Housing	R15,6 million pa	Provision of rudimentary services. Healthy Communities	01-Jul-10	30-Jun-10	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access	Provide basic water to communities without access
Sanitation services	Status quo/Master Planning /Water Service Development Plan and Backlog Study	IMQS Technical Design & Information System	PW&IP	R7,924,999	On-line MIS System	2010/01/07	Ongoing		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional		Bi-Monthly IMQS Technical meetings functional
Chemical Toilet Service	Households provided with chemical toilets in informal settlements	Sanitation chemical toilets	Housing	R3,9 million pa	Healthy Communities	01-Jul-10	30-Jun-10	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.	Supply chemical toilets to communities without facilities.
Roads and Storm water	Pavement management system	Maintaining the Pavement Management System (PMS) and updating it annually	Transport and Roads	R2 695 869.00	Road lengths,, Road surface and structure conditions , replacement values	Jul-10	Mar-11									100% Completed			

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Roads and Storm water	R&SW Sector Geographical Information System	Updating and maintaining the GIS for all R&SW infrastructure	Transport and Roads		All R&SW infrastructure related data, e.g. length of stormwater pipes, channels, canals, number kerb inlets, etc	Continuous	Continuous													
Relocation of Households	Relocation of households into completed houses and service stands from informal settlements	Relocations	Housing	R1,1 million pa	Sustainable Human Settlement	01-Jul-10	30-Jun-10	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands	Moving families onto serviced stands
Public Transport	BRT	CBD and Surrounding Areas (2010SWC) HOV / BRT Lanes on Corridors to North and Hatfield	Transport and Roads	R 38197 718	Trunk line designs completed for line 1 (Mabopane CBD -)	Jul-10	Jun-11	30%	45%	60%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Inner City Regeneration	Refurbishment of Blesbok,	Blesbok, Bosbok, Nuwe Stalshoogte, Ou	Housing and Sustainable Development	Funded by Gauteng Department	REFURBISHED HIGH-RISE BUILDING	Aug-09	Jul-10	r	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process	Refurbishment in process

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	Bosbok, Nuwe Stalshoogte, Ou Stalshoogte, Riverside, Kruger Park	Stalshoogte, Riverside,	Department	ment of Housing	S														
Inner City Regeneration	Refurbishment of Kruger park flats	Refurbishment of Kruger park flats	Housing and Sustainable Development Department			Oct-09							Building cleaned	Building cleaned	Building cleaned				
Establishment of a fraud and corruption hotline	Fraud and corruption, prevention, deterrence and detection	Fraud and corruption hotline awareness program	Internal Audit		Submit report to Top Management, Audit and Performance Committee, Mayco and PAC	Jul-10	Jun-11												