



# **2014/15 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN**

**13 June 2014**

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## **SECTION 1: INTRODUCTION AND LEGISLATIVE FRAMEWORK**

### **1. INTRODUCTION**

The 2014/15 Service Delivery and Budget Implementation Plan (SDBIP) represents the 2<sup>nd</sup> year of ploughing for the implementation of Tshwane Vision 2055. This implementation plan seeks to improve the alignment between service delivery and its budget by ensuring correlation between municipal projects and key performance indicators and ultimately the City of Tshwane's IDP and Tshwane Vision 2055.

Having committed to service delivery excellence, the report may be read together with the City of Tshwane's departmental business plans and the City of Tshwane Performance Framework.

### **2. LEGISLATIVE FRAMEWORK**

In terms of chapter 1(i) of the Municipal Finance Management Act (MFMA), the SDBIP is a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's planned service delivery and its annual budget and must indicate:

- (a) projections for each month of-*
  - (i) revenue to be collected by source; and*
  - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter; and*
- (c) any other matters that may be prescribed."*

MFMA Circular 13 also states that the SDBIP provides the vital link between an executive mayor, a council and an administration, and facilitates the process for holding management accountable for their performance. Furthermore, it states that the goals and objectives set by the municipality must be quantifiable outcomes that can be implemented by the administration over the next twelve months.

MFMA Circular 48 provides further guidance for municipalities and municipal entities in preparing their budget and Medium-term Revenue and Expenditure Framework (MTREF).

In addition, in line with the new National Treasury Guidelines and Regulation, municipalities are required to ensure that their SDBIP contains the following:

- Budget implementation plan
  - Budgeted monthly revenue and expenditure
  - Budgeted monthly revenue and expenditure by municipal vote
  - Budgeted monthly revenue and expenditure by standard classification
  - Budgeted monthly capital expenditure by municipal vote
  - Budgeted monthly capital expenditure by standard classification
  - Consolidated budgeted monthly cash flow

- Service delivery breakdown
- Measurable performance indicators

## SECTION 2: BUDGET IMPLEMENTATION PLAN 2014/15

### 3. CAPITAL BUDGET

Budget guidelines on the compilation of the 2014/15 capital budget were compiled in consultation with the City Planning and Development Department and IDP Office of the City of Tshwane for use by departments when doing their planning. Budget directives were issued to departments to take into consideration and they were requested to align their budget proposals with their business plans, objectives and targets.

The outcome of the Budget Steering Committee hearings was a directive to departments to prioritise capital projects and resource allocations within the context of affordability, taking into account, inter alia, contractual obligations, ongoing infrastructure maintenance and executive commitments.

The compilation of the capital budget in terms of internal capacity (municipal funds) is based on the application of sound financial management principles in order to ensure that a funded budget is tabled. Taking this into consideration, the funding capacity for the 2014/15, 2015/16 and 2016/17 financial years amounts to R4,168 billion, R4,085 billion and R4,315 billion respectively.

The capital budget is funded from the following sources:

- Internally generated revenue (including public contributions and donations and CRR): R123,5 million
- Borrowings: R1,5 billion
- Grant funding: R2,5 billion

All new projects were prioritised in line with set affordability allocations and in terms of urgency, value for money and benefit to the City.

The following table indicates the 2014/15 medium-term capital budget per funding source:

**Table 3-12: 2014/15 MTREF funding sources**

Funding Source Description	Budget 2014/15
Council Funding	-
PTIS - Public Transport Infrastructure System Grant	867 571 000
NDPG - Neighbourhood Development Partnership Grant	150 000 000
USDG - Urban Settlements Development Grant	1 469 450 000
INEP - Integrated National Electrification Programme	32 000 000
CRR - Capital Replacement Reserve	43 486 756
EEDSM - Energy Efficiency Demand Side Management	10 000 000
FMG - Financial Management Grant	250 000
CLS - Community Library Services	3 129 000
Borrowings	1 500 000 000
Public Contributions and Donations	80 100 000

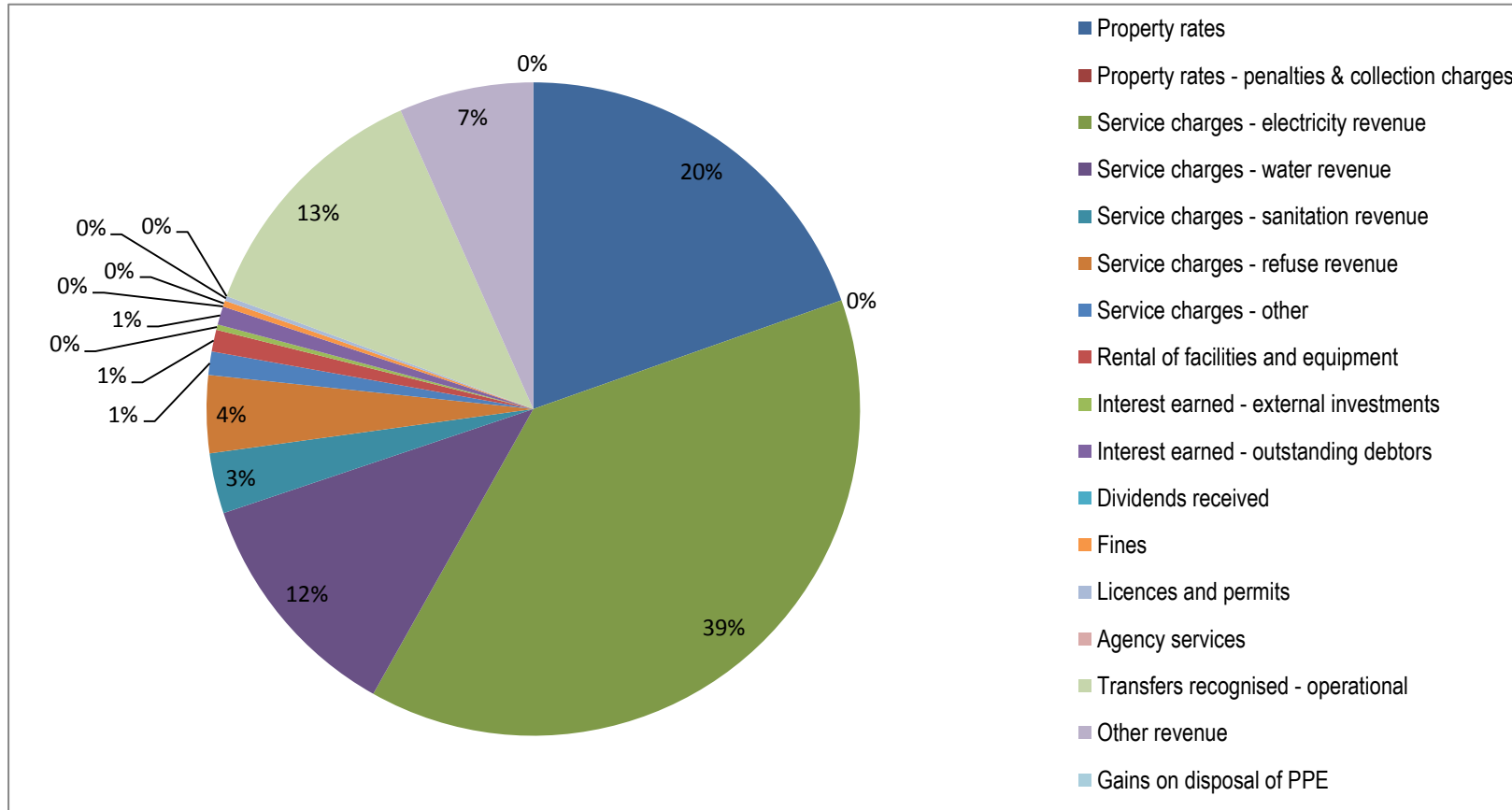
<b>Funding Source Description</b>	<b>Budget</b>	<b>2014/15</b>
Gautrans Grant		12 000 000
<b>Grand Total</b>	<b>4</b>	<b>167 986 756</b>

#### 4. MONTHLY REVENUE PROJECTIONS PER VOTE

The anticipated 2014/15 revenue totals R24,9 billion (excluding capital grants received and internal transfers).

Description	Budget Year 2014/15												
	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2014/15
<b>R thousand</b>													
<b>Revenue by Source</b>													
Property rates	407 197	407 197	407 197	407 197	407 197	407 194	407 194	407 194	407 194	407 194	407 194	409 005	4 888 154
Property rates - penalties and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	838 745	893 359	904 230	783 140	770 363	550 944	804 601	761 644	764 560	758 908	835 101	947 687	9 613 283
Service charges - water revenue	207 786	215 597	303 279	256 496	250 089	235 910	238 344	239 609	242 909	241 097	236 661	248 104	2 915 881
Service charges - sanitation revenue	56 513	56 393	76 599	64 531	61 775	63 476	58 407	62 554	59 582	60 717	60 513	64 875	745 935
Service charges - refuse revenue	79 723	79 723	79 723	79 723	79 723	79 723	79 723	79 723	79 723	79 723	79 723	79 715	956 673
Service charges - other	22 027	22 083	21 592	22 804	21 978	23 574	23 670	21 320	23 670	22 887	23 670	39 793	289 070
Rental of facilities and equipment	22 179	22 191	22 200	22 343	22 353	22 449	22 560	22 477	22 478	22 516	22 516	22 621	268 884
Interest earned - external investments	5 551	5 551	5 551	5 551	5 551	5 551	5 551	5 551	5 551	5 551	5 551	5 558	66 622
Interest earned - outstanding debtors	18 948	18 948	18 948	18 948	18 948	18 948	18 948	18 948	18 948	18 948	18 948	18 948	227 379
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	75 022
Licences and permits	253	4 880	4 880	4 880	4 880	4 880	4 880	4 880	4 880	4 880	4 880	9 528	58 578
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	629 287	515 470	18 790	51 615	514 428	469 684	51 405	33 146	847 974	16 905	6 914	18 790	3 174 408
Other revenue	132 327	136 375	136 145	138 793	135 658	143 901	137 612	135 045	144 615	136 253	136 714	146 158	1 659 596
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total revenue (excluding capital transfers and contributions)</b>	<b>2 426 789</b>	<b>2 384 019</b>	<b>2 005 387</b>	<b>1 862 274</b>	<b>2 299 196</b>	<b>2 032 486</b>	<b>1 859 149</b>	<b>1 798 344</b>	<b>2 628 336</b>	<b>1 781 831</b>	<b>1 844 638</b>	<b>2 017 035</b>	<b>24 939 484</b>

The graph below summarises revenue per source for the 2014/15 financial year.





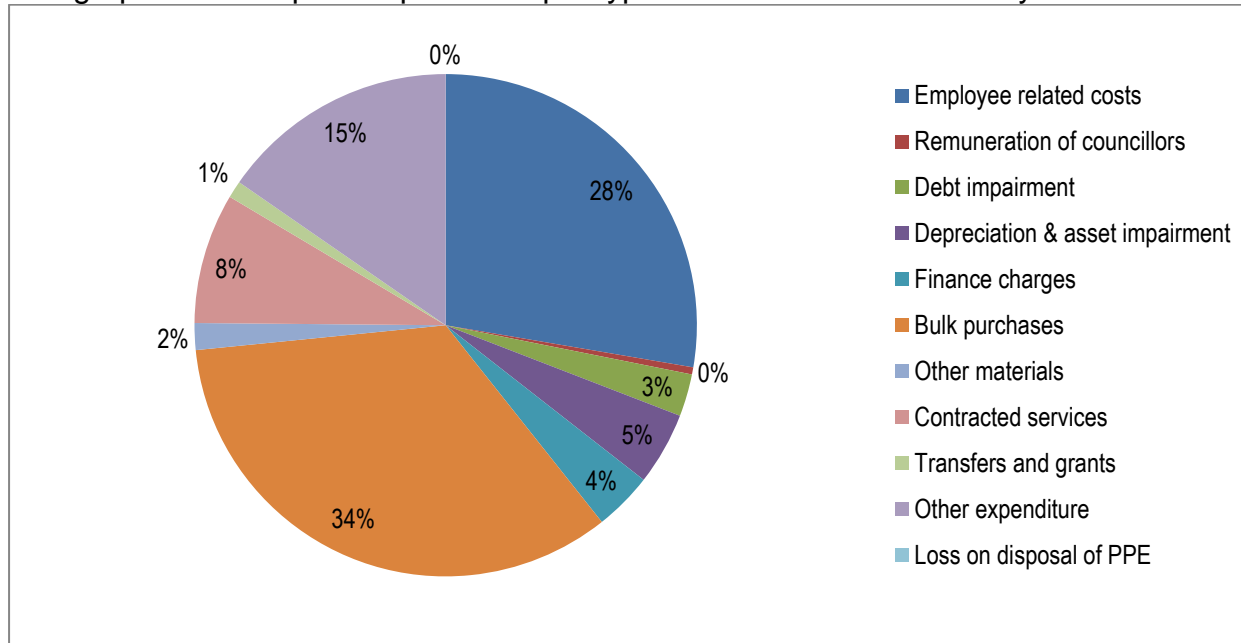
## 5. MONTHLY EXPENDITURE PROJECTIONS PER VOTE

The anticipated 2014/15 expenditure totals R23, 8 billion.

Description	Budget Year 2014/15												
	R thousand	July	August	September	October	November	December	January	February	March	April	May	June
<b>Expenditure by Vote to be appropriated</b>													
City Planning and Development	20 168	42 497	20 252	20 168	52 591	20 252	20 168	20 168	20 252	20 168	20 168	20 369	297 219
Corporate and Shared Services	121 222	121 222	121 311	121 222	136 132	121 310	121 222	121 222	121 310	121 222	121 222	121 675	1 470 291
Economic Development	21 850	34 154	21 854	21 850	31 672	21 854	21 850	31 078	21 854	21 850	21 850	21 859	293 575
Emergency Services	42 876	43 294	42 974	43 114	63 859	42 911	43 185	43 064	43 071	43 027	43 051	43 069	537 494
Environmental Management	46 484	46 930	46 516	46 484	52 903	46 516	46 484	46 484	46 516	46 484	46 484	46 628	564 911
Group Financial Services	106 860	106 880	106 864	106 874	126 631	106 873	106 921	107 006	107 000	107 029	106 996	107 348	1 303 284
Housing and Human Settlement	36 102	35 992	52 132	36 600	38 513	53 267	36 640	36 437	48 661	36 388	36 620	49 753	497 103
Group Information and Communication Technology	43 505	43 505	43 509	71 990	45 992	43 509	43 505	43 505	43 509	43 505	43 505	43 631	553 174
Metro Police Services	88 505	116 459	116 499	116 502	135 414	116 501	116 406	116 495	116 840	116 836	116 836	144 968	1 418 259
Office of the City Manager	8 998	8 998	10 207	8 998	10 511	10 207	8 998	8 998	10 207	8 998	8 998	10 240	114 359
Office of the Speaker	26 255	26 255	26 259	26 255	36 338	26 259	26 255	26 255	26 259	26 255	26 255	26 347	325 247
Service Delivery and Transformation Management	226 761	226 692	226 762	226 764	292 715	226 763	226 764	226 693	226 763	226 764	226 693	227 416	2 787 551
Service Infrastructure	1 026 602	1 431 814	917 097	740 386	1 156 458	853 933	775 564	835 935	750 398	773 606	762 352	1 201 020	11 225 166
Transport	127 837	94 849	94 365	129 727	110 314	94 521	128 744	95 153	129 891	95 785	93 982	77 410	1 272 577
Other votes <sup>1</sup>	95 497	95 523	97 845	95 513	118 327	97 845	95 553	95 511	98 345	95 511	96 083	98 195	1 179 747
<b>Total Expenditure by Vote</b>	<b>2 039 522</b>	<b>2 475 065</b>	<b>1 944 445</b>	<b>1 812 446</b>	<b>2 408 370</b>	<b>1 882 520</b>	<b>1 818 258</b>	<b>1 854 004</b>	<b>1 810 876</b>	<b>1 783 427</b>	<b>1 771 095</b>	<b>2 239 929</b>	<b>23 839 956</b>

<sup>1</sup> Other votes include the following departments: City Strategies and Performance Management, Office of the Chief Whip and Office of the Speaker.

The graph below depicts expenditure per type for the 2014/15 financial year.



## 6. MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING AND CAPITAL) AND REVENUE FOR EACH VOTE

The table below depicts the monthly expenditure and revenue projections per vote for the 2014/15 financial year.

Description	Budget Year 2014/15													
	R thousand	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2014/15
<b>Revenue by Vote</b>														
City Planning and Development	7,612	29,942	7,612	7,612	29,942	7,612	7,612	7,612	7,612	7,612	7,612	7,612	7,649	136,042
Corporate and Shared Services	60,326	60,326	60,326	60,326	60,326	60,326	60,326	60,326	60,326	60,326	60,326	60,326	60,413	724,003
Economic Development	4,218	16,522	4,218	4,218	13,446	4,218	4,218	4,218	13,446	4,218	4,218	4,218	4,218	81,375
Emergency Services	1,111	23,784	1,111	1,111	18,115	1,111	1,111	1,111	18,115	1,111	1,111	1,111	1,115	70,013
Environmental Management	97,024	97,471	97,024	97,024	97,471	97,024	97,024	97,024	97,024	97,024	97,024	97,024	97,086	1,165,247
Group Financial Services	999,054	871,975	421,172	421,172	879,678	871,973	421,169	421,169	1,215,852	421,169	421,169	421,169	423,245	7,788,796
Housing and Human Settlement	23,313	16,150	52,052	37,083	150,276	55,703	155,352	41,997	86,449	105,272	105,170	89,880	918,697	
Group Information and Communications Technology	1	1	1	1	1	1	1	1	1	1	1	1	1	17
Metro Police Services	9,933	21,064	21,064	21,064	21,064	21,251	21,064	21,064	21,064	21,064	21,064	21,064	32,467	253,225
Office of the City Manager	6,534	11,009	13,246	15,483	16,601	9,890	9,890	12,127	13,246	15,483	13,246	13,246	13,246	150,000
Office of the Speaker	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Delivery and Transformation Management	7,532	7,532	7,532	7,532	7,532	7,532	7,532	7,532	7,532	7,532	7,532	7,532	7,561	90,418
Service Infrastructure	1,201,823	1,283,995	1,392,034	1,203,872	1,180,051	948,657	1,200,412	1,159,661	1,166,515	1,159,148	1,233,000	1,380,289	14,509,457	
Transport	46,283	106,792	124,801	159,295	94,404	86,900	81,397	46,813	119,314	85,813	97,813	233,434	1,283,057	
Other Votes	32,775	22,783	22,783	32,775	22,783	22,823	32,775	22,783	22,783	32,775	22,783	22,915	313,537	
<b>Total Revenue by Vote</b>	<b>2,497,540</b>	<b>2,569,346</b>	<b>2,224,977</b>	<b>2,068,569</b>	<b>2,591,692</b>	<b>2,195,021</b>	<b>2,099,883</b>	<b>1,929,671</b>	<b>2,823,048</b>	<b>2,018,549</b>	<b>2,092,068</b>	<b>2,373,520</b>	<b>27,483,884</b>	
<b>Expenditure by Vote to be appropriated</b>														

City Planning and Development	20,168	42,497	20,252	20,168	52,591	20,252	20,168	20,168	20,252	20,168	20,168	20,369	297,219
Corporate and Shared Services	121,222	121,222	121,311	121,222	136,132	121,310	121,222	121,222	121,310	121,222	121,222	121,675	1,470,291
Economic Development	21,850	34,154	21,854	21,850	31,672	21,854	21,850	31,078	21,854	21,850	21,850	21,859	293,575
Emergency Services	42,876	43,294	42,974	43,114	63,859	42,911	43,185	43,064	43,071	43,027	43,051	43,069	537,494
Environmental Management	46,484	46,930	46,516	46,484	52,903	46,516	46,484	46,484	46,516	46,484	46,484	46,628	564,911
Group Financial Services	106,860	106,880	106,864	106,874	126,631	106,873	106,921	107,006	107,000	107,029	106,996	107,348	1,303,284
Housing and Human Settlement	36,102	35,992	52,132	36,600	38,513	53,267	36,640	36,437	48,661	36,388	36,620	49,753	497,103
Group Information and Communications Technology	43,505	43,505	43,509	71,990	45,992	43,509	43,505	43,505	43,509	43,505	43,505	43,631	553,174
Metro Police Services	88,505	116,459	116,499	116,502	135,414	116,501	116,406	116,495	116,840	116,836	116,836	144,968	1,418,259
Office of the City Manager	8,998	8,998	10,207	8,998	10,511	10,207	8,998	8,998	10,207	8,998	8,998	10,240	114,359
Office of the Speaker	26,255	26,255	26,259	26,255	36,338	26,259	26,255	26,255	26,259	26,255	26,255	26,347	325,247
Service Delivery and Transformation Management	226,761	226,692	226,762	226,764	292,715	226,763	226,764	226,693	226,763	226,764	226,693	227,416	2,787,551
Service Infrastructure	1,026,602	1,431,814	917,097	740,386	1,156,458	853,933	775,564	835,935	750,398	773,606	762,352	1,201,020	11,225,166
Transport	127,837	94,849	94,365	129,727	110,314	94,521	128,744	95,153	129,891	95,785	93,982	77,410	1,272,577
Other Votes	95,497	95,523	97,845	95,513	118,327	97,845	95,553	95,511	98,345	95,511	96,083	98,195	1,179,747
<b>Total Expenditure by Vote</b>	<b>2,039,522</b>	<b>2,475,065</b>	<b>1,944,445</b>	<b>1,812,446</b>	<b>2,408,370</b>	<b>1,882,520</b>	<b>1,818,258</b>	<b>1,854,004</b>	<b>1,810,876</b>	<b>1,783,427</b>	<b>1,771,095</b>	<b>2,239,929</b>	<b>23,839,956</b>
<b>Surplus/(Deficit)</b>	<b>458,018</b>	<b>94,281</b>	<b>280,533</b>	<b>256,123</b>	<b>183,322</b>	<b>312,502</b>	<b>281,625</b>	<b>75,668</b>	<b>1,012,172</b>	<b>235,121</b>	<b>320,973</b>	<b>133,592</b>	<b>3,643,928</b>
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/(deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>458,018</b>	<b>94,281</b>	<b>280,533</b>	<b>256,123</b>	<b>183,322</b>	<b>312,502</b>	<b>281,625</b>	<b>75,668</b>	<b>1,012,172</b>	<b>235,121</b>	<b>320,973</b>	<b>133,592</b>	<b>3,643,928</b>

## 7. BUDGETED MONTHLY CAPITAL EXPENDITURE (MUNICIPAL VOTE)

The table below depicts the budgeted monthly capital expenditure per vote.

Description	Budget Year 2014/15													
	R thousand	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2014/15
<b>Multi-year expenditure to be appropriated</b>														
City Planning and Development	–	–	70	80	–	50	–	70	–	80	90	60	500	
Corporate and Shared Services	–	–	200	–	–	500	–	–	300	–	–	–	1,000	
Economic Development	–	–	400	–	–	1,000	150	–	600	50	–	300	2,500	
Emergency Services	3,000	3,000	3,500	3,600	3,800	2,900	2,800	437	–	–	–	–	23,037	
Environmental Management	–	1,310	955	1,635	841	5,179	155	1,655	1,655	55	60	–	13,500	
Group Financial Services	125	–	–	125	–	–	–	125	–	–	125	250	750	
Housing and Human Settlement	19,527	15,429	39,455	34,123	152,656	34,956	156,704	41,010	66,489	104,145	109,833	76,978	851,305	
Group Information and Communications Technology	1,458	4,958	12,958	18,458	6,108	8,958	3,458	7,108	10,958	3,458	12,458	1,458	91,800	
Metro Police Services	1,083	1,083	1,083	1,083	1,083	1,083	417	417	417	417	417	417	9,000	
Office of the City Manager	13,593	18,067	20,304	22,541	23,660	16,948	13,615	15,852	16,971	19,208	16,971	16,971	214,700	
Office of the Speaker	42	42	42	42	42	42	42	42	42	42	42	42	500	
Service Delivery and Transformation Management	8,183	8,183	18,683	12,000	13,400	33,500	10,100	12,500	11,500	9,500	9,500	39,300	186,350	
Service Infrastructure	92,565	112,865	102,851	92,665	92,615	92,030	91,303	91,803	92,203	92,503	91,953	95,889	1,141,246	
Transport	–	106,286	122,812	133,312	135,601	146,101	63,144	63,654	132,248	132,714	146,721	378,877	1,561,470	
Other Votes	4,344	4,844	6,354	5,734	5,834	6,354	2,627	3,807	3,527	3,287	3,487	3,627	53,829	
<b>Capital multi-year expenditure subtotal</b>	<b>143,921</b>	<b>276,068</b>	<b>329,668</b>	<b>325,398</b>	<b>435,640</b>	<b>349,602</b>	<b>344,515</b>	<b>238,480</b>	<b>336,910</b>	<b>365,459</b>	<b>391,657</b>	<b>614,169</b>	<b>4,151,487</b>	
<b>Single-year expenditure to be appropriated</b>														

Description	Budget Year 2014/15													
	R thousand	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2014/15
City Planning and Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate and Shared Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental Management	-	-	500	2,700	2,800	300	500	2,600	2,800	2,800	-	-	-	15,000
Group Financial Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing and Human Settlement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Group Information and Communications Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Metro Police Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the City Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Speaker	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Delivery and Transformation Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Votes	250	250	250	250	250	250	-	-	-	-	-	-	-	1,500
<b>Capital single-year expenditure subtotal</b>	<b>250</b>	<b>250</b>	<b>750</b>	<b>2,950</b>	<b>3,050</b>	<b>550</b>	<b>500</b>	<b>2,600</b>	<b>2,800</b>	<b>2,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,500</b>
<b>Total Capital Expenditure</b>	<b>144,171</b>	<b>276,318</b>	<b>330,418</b>	<b>328,348</b>	<b>438,690</b>	<b>350,152</b>	<b>345,015</b>	<b>241,080</b>	<b>339,710</b>	<b>368,259</b>	<b>391,657</b>	<b>614,169</b>	<b>4,167,987</b>	

## 8. BUDGETED MONTHLY CASH FLOW

MONTHLY CASH FLOWS	Budget Year 2014/15												Medium-term Revenue and Expenditure Framework			
	R thousand	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b><u>Cash Receipts by Source</u></b>																
Property rates	386,837	386,837	386,837	386,837	386,837	386,834	386,834	386,834	386,834	386,834	386,834	388,555	4,643,746	5,014,830	5,415,559	
Property rates - penalties and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - electricity revenue	796,808	848,691	859,018	743,983	731,845	523,397	764,371	723,562	726,332	720,963	793,346	900,303	9,132,619	9,864,842	10,655,799	
Service charges - water revenue	196,762	204,182	287,025	243,036	236,494	223,480	225,792	225,626	230,129	227,952	224,193	234,608	2,759,280	3,014,601	3,286,840	
Service charges - sanitation revenue	53,515	53,402	72,474	61,132	58,390	60,130	55,315	58,883	56,431	57,385	57,315	61,335	705,707	764,296	826,469	
Service charges - refuse revenue	75,737	75,737	75,737	75,737	75,737	75,737	75,737	75,737	75,737	75,737	75,737	75,729	908,839	999,723	1,079,260	
Service charges - other	20,326	20,379	20,537	21,064	20,904	21,795	21,887	21,529	21,887	21,767	21,887	37,828	271,787	289,184	306,530	
Rental of facilities and equipment	20,942	20,953	20,962	21,018	21,027	21,118	21,167	21,088	21,089	21,104	21,104	21,180	252,755	267,305	282,641	
Interest earned - external investments	5,551	5,551	5,551	5,551	5,551	5,551	5,551	5,551	5,551	5,551	5,551	5,558	66,622	81,472	106,175	
Interest earned - outstanding debtors	10,772	10,772	10,690	10,772	10,690	10,772	10,772	10,526	10,772	10,690	10,772	10,690	128,690	137,961	148,492	
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines	6,252	6,252	6,252	6,252	6,252	6,252	6,252	6,252	6,252	6,252	6,252	6,252	75,022	79,074	83,344	
Licences and permits	253	4,880	4,880	4,880	4,880	4,880	4,880	4,880	4,880	4,880	4,880	9,528	58,578	61,579	64,742	
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfer receipts - operational	630,512	513,630	24,950	51,866	512,588	467,844	50,477	31,306	846,134	15,168	5,074	16,950	3,166,498	3,434,372	3,754,506	
Other revenue	125,650	136,369	136,438	136,864	135,704	135,657	136,862	135,612	136,868	136,448	136,883	151,526	1,640,882	1,188,668	1,292,177	
<b>Cash Receipts by Source</b>	<b>2,329,918</b>	<b>2,287,635</b>	<b>1,911,351</b>	<b>1,768,993</b>	<b>2,206,901</b>	<b>1,943,447</b>	<b>1,765,897</b>	<b>1,707,387</b>	<b>2,528,895</b>	<b>1,690,731</b>	<b>1,749,828</b>	<b>1,920,044</b>	<b>23,811,026</b>	<b>25,197,906</b>	<b>27,302,535</b>	

MONTHLY CASH FLOWS	Budget Year 2014/15												Medium-term Revenue and Expenditure Framework			
	R thousand	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Other Cash Flows by Source</b>																
Transfer receipts - capital	70,751	160,327	193,590	181,295	304,897	187,536	253,234	131,426	194,712	238,717	271,430	356,485	2,544,400	2,447,100	2,559,676	
Contributions recognised - capital and contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Short-term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowing long term/refinancing	-	-	-	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	1,200,000	1,200,000	
Increase (decrease) in consumer deposits	1,934	1,934	1,933	1,934	1,933	1,934	1,934	1,932	1,934	1,933	1,934	1,933	23,200	24,350	25,557	
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Decrease (increase) in other non-current receivables	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	4,046	48,553	-	-	
Decrease (increase) in non-current investments	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(100,000)	(80,000)	(80,000)	
<b>Total Cash Receipts by Source</b>	<b>2,398,315</b>	<b>2,445,608</b>	<b>2,102,587</b>	<b>1,947,934</b>	<b>2,509,443</b>	<b>2,128,629</b>	<b>2,266,777</b>	<b>2,086,457</b>	<b>2,971,254</b>	<b>2,177,094</b>	<b>2,268,905</b>	<b>2,524,175</b>	<b>27,827,179</b>	<b>28,789,356</b>	<b>31,007,768</b>	
<b>Cash Payments by Type</b>																
Employee-related costs	524,704	524,717	524,619	524,718	764,917	525,160	524,721	523,872	524,735	524,447	524,743	538,969	6,550,323	6,934,515	7,352,085	
Remuneration of councillors	9,036	9,036	9,067	9,036	9,034	9,116	9,037	9,031	9,038	9,035	9,039	9,614	109,119	118,962	130,449	
Finance charges	74,826	74,825	74,824	74,825	74,823	74,824	74,824	74,820	74,823	74,822	74,822	75,134	898,191	992,145	1,058,334	
Bulk purchases - electricity	617,882	943,711	528,401	383,628	696,625	476,011	411,633	464,490	390,430	411,413	401,143	731,782	6,457,148	6,974,158	7,532,577	
Bulk purchases - water and sewer	159,768	236,781	138,176	104,400	177,937	126,236	111,019	122,184	106,008	110,524	108,540	186,247	1,687,819	1,843,293	2,011,401	
Other materials	33,052	33,965	33,865	33,828	33,768	33,670	34,021	33,804	33,804	33,827	33,731	34,825	406,160	430,752	462,444	
Contracted services	128,320	154,988	157,505	155,574	155,600	156,532	155,540	155,850	158,766	156,306	155,614	207,457	1,898,053	1,928,612	2,293,850	
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and grants - other	19,722	19,722	19,722	19,722	19,722	19,722	19,722	19,722	19,722	19,722	19,722	19,731	236,673	236,673	236,673	



MONTHLY CASH FLOWS	Budget Year 2014/15												Medium-term Revenue and Expenditure Framework		
	R thousand	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16
Other expenditure	310,186	316,323	293,265	346,301	311,746	296,426	316,147	288,163	332,562	280,753	280,808	287,536	3,660,216	3,758,467	4,163,449
Cash Payments by Type	1,877,495	2,314,068	1,779,442	1,652,032	2,244,172	1,717,697	1,656,663	1,691,937	1,649,888	1,620,849	1,608,161	2,091,296	21,903,700	23,217,577	25,241,262
Other Cash Flows/Payments by Type															
Capital assets	111,561	252,326	308,604	285,300	479,682	299,720	398,504	206,860	306,399	375,595	427,264	560,794	4,012,608	3,935,619	4,154,775
Repayment of borrowing	52,858	52,858	52,858	52,858	52,858	52,858	52,858	52,858	52,858	52,858	52,858	52,858	634,301	753,100	871,857
Other cash flows/payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Payments by Type	2,041,914	2,619,253	2,140,905	1,990,190	2,776,712	2,070,275	2,108,025	1,951,656	2,009,146	2,049,303	2,088,283	2,704,948	26,550,610	27,906,296	30,267,895
NET INCREASE/(DECREASE) IN CASH HELD	356,401	(173,644)	(38,318)	(42,256)	(267,269)	58,354	158,752	134,802	962,108	127,791	180,622	(180,773)	1,276,569	883,060	739,873
Cash/cash equivalents at the month/year beginning:	1,416,667	1,773,068	1,599,424	1,561,106	1,518,850	1,251,581	1,309,934	1,468,687	1,603,488	2,565,596	2,693,388	2,874,009	1,416,667	2,693,236	3,576,296
Cash/cash equivalents at the month/year end:	1,773,068	1,599,424	1,561,106	1,518,850	1,251,581	1,309,934	1,468,687	1,603,488	2,565,596	2,693,388	2,874,009	2,693,236	2,693,236	3,576,296	4,316,170

## 9. CONSOLIDATED BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)

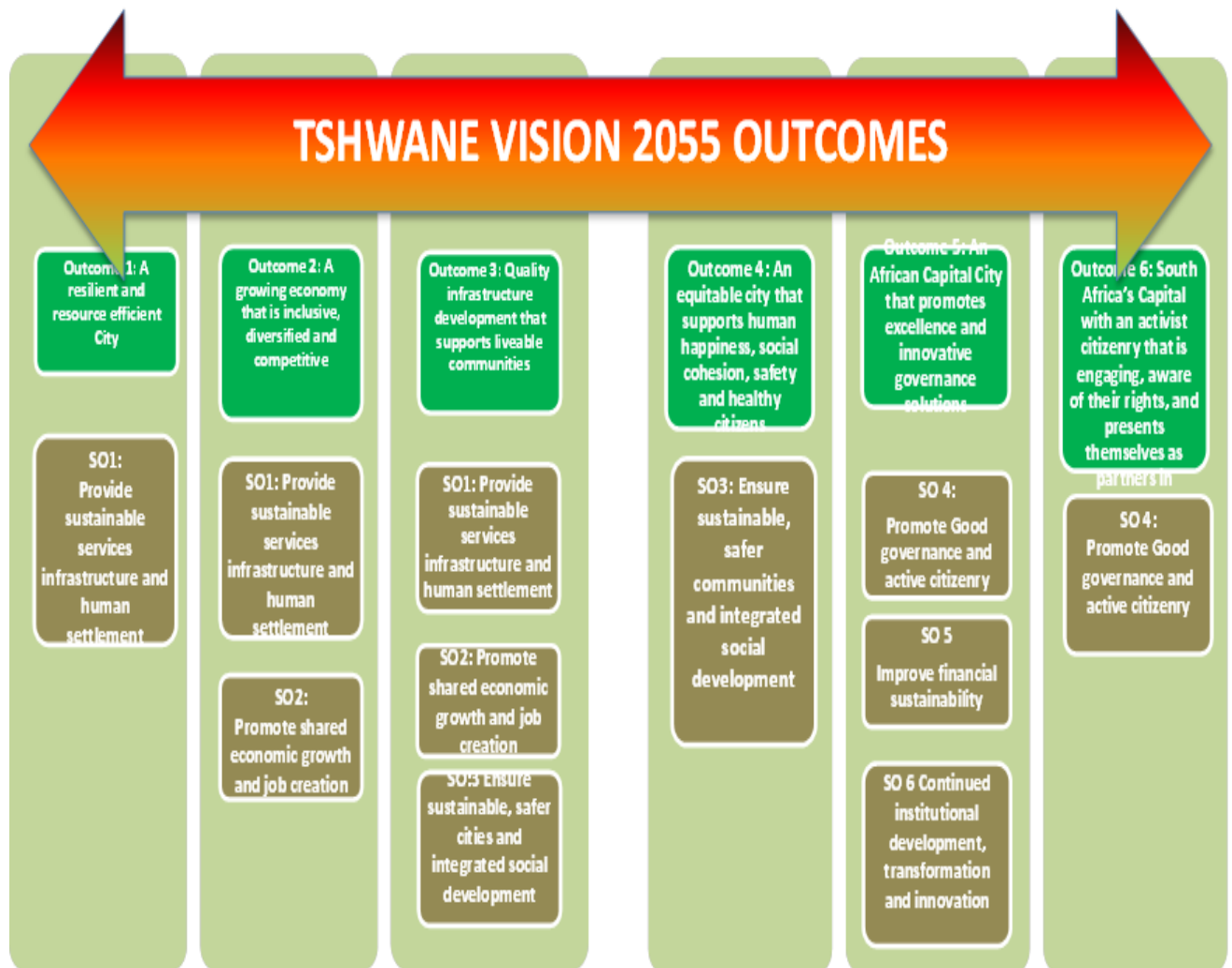
The table below depicts monthly revenue and expenditure as per the standard classification.

Description	Budget Year 2014/15												Budget Year 2014/15
	July	August	September	October	November	December	January	February	March	April	May	June	
<b>Revenue - standard</b>													
<b>Governance and administration</b>	<b>1 081 594</b>	<b>958 990</b>	<b>510 424</b>	<b>512 661</b>	<b>972 285</b>	<b>957 869</b>	<b>507 065</b>	<b>509 302</b>	<b>1 305 104</b>	<b>512 657</b>	<b>510 420</b>	<b>512 657</b>	<b>8 851 027</b>
Executive and council	6 806	11 281	13 518	15 755	16 873	10 162	10 162	12 399	13 518	15 755	13 518	13 768	153 513
Budget and treasury office	993 465	866 387	415 584	415 584	874 090	866 384	415 580	415 580	1 210 264	415 580	415 580	417 400	7 721 480
Corporate services	81 322	81 322	81 322	81 322	81 322	81 322	81 322	81 322	81 322	81 322	81 322	81 490	976 034
<b>Community and public safety</b>	<b>53 237</b>	<b>59 202</b>	<b>71 984</b>	<b>67 006</b>	<b>187 659</b>	<b>75 862</b>	<b>185 275</b>	<b>78 933</b>	<b>106 381</b>	<b>135 195</b>	<b>125 101</b>	<b>110 101</b>	<b>1 255 937</b>
Community and social services	4 147	4 147	4 147	4 147	4 147	4 147	4 147	4 147	4 147	4 147	4 147	4 154	49 769
Sport and recreation	2 094	2 540	2 094	2 094	2 540	2 094	2 094	2 094	2 094	2 094	2 094	2 103	26 029
Public safety	10 101	10 101	10 101	10 101	10 101	10 328	10 101	10 101	10 101	10 101	10 101	10 360	121 694
Housing	25 239	18 076	53 978	39 009	152 202	57 628	157 277	43 922	88 375	107 198	107 095	91 815	941 814
Health	11 657	24 338	1 665	11 657	18 670	1 665	11 657	18 670	1 665	11 657	1 665	1 669	116 632
<b>Economic and environmental services</b>	<b>56 940</b>	<b>163 214</b>	<b>146 589</b>	<b>181 083</b>	<b>147 750</b>	<b>108 689</b>	<b>103 185</b>	<b>77 829</b>	<b>141 102</b>	<b>107 602</b>	<b>119 602</b>	<b>266 437</b>	<b>1 620 022</b>
Planning and development	15 299	49 933	15 299	15 299	46 857	15 299	15 299	24 527	15 299	15 299	15 299	15 353	259 065
Road transport	41 595	113 234	131 243	165 738	100 847	93 343	87 839	53 255	125 756	92 256	104 256	251 038	1 360 400
Environmental protection	46	46	46	46	46	46	46	46	46	46	46	46	557
<b>Trading services</b>	<b>1 288 232</b>	<b>1 370 404</b>	<b>1 478 443</b>	<b>1 290 281</b>	<b>1 266 460</b>	<b>1 035 066</b>	<b>1 286 821</b>	<b>1 246 070</b>	<b>1 252 924</b>	<b>1 245 557</b>	<b>1 319 409</b>	<b>1 466 704</b>	<b>15 546 372</b>
Electricity	888 349	942 963	953 834	832 745	819 968	600 548	854 206	811 249	814 165	808 513	884 706	997 378	10 208 624
Water	239 738	247 613	334 457	289 652	281 653	269 385	272 059	269 316	276 629	273 477	270 391	297 615	3 321 984
Waste water management	73 804	93 487	103 811	81 544	78 498	78 791	74 215	79 164	75 789	77 226	77 971	85 369	979 669
Waste management	86 341	86 341	86 341	86 341	86 341	86 341	86 341	86 341	86 341	86 341	86 341	86 343	1 036 095
<b>Other</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 537</b>	<b>17 621</b>	<b>210 526</b>
<b>Total revenue - standard</b>	<b>2 497 540</b>	<b>2 569 346</b>	<b>2 224 977</b>	<b>2 068 569</b>	<b>2 591 692</b>	<b>2 195 021</b>	<b>2 099 883</b>	<b>1 929 671</b>	<b>2 823 048</b>	<b>2 018 549</b>	<b>2 092 068</b>	<b>2 373 520</b>	<b>27 483 884</b>
<b>Expenditure - standard</b>													

Description	Budget Year 2014/15												Budget Year 2014/15
	R thousand	July	August	September	October	November	December	January	February	March	April	May	
<b>Governance and administration</b>	<b>417 713</b>	<b>417 733</b>	<b>420 366</b>	<b>446 211</b>	<b>482 389</b>	<b>420 377</b>	<b>417 774</b>	<b>417 722</b>	<b>420 366</b>	<b>417 746</b>	<b>417 713</b>	<b>421 632</b>	<b>5 117 742</b>
Executive and council	113 525	113 525	116 113	113 525	138 782	116 125	113 572	113 534	116 113	113 539	113 525	116 392	1 398 270
Budget and treasury office	52 362	52 362	52 362	52 362	53 612	52 362	52 362	52 362	52 362	52 362	52 362	52 551	629 788
Corporate services	251 825	251 845	251 890	280 324	289 995	251 890	251 840	251 825	251 890	251 844	251 825	252 688	3 089 684
<b>Community and public safety</b>	<b>251 467</b>	<b>280 072</b>	<b>295 490</b>	<b>280 155</b>	<b>350 706</b>	<b>296 562</b>	<b>280 169</b>	<b>280 001</b>	<b>292 593</b>	<b>280 326</b>	<b>280 512</b>	<b>322 068</b>	<b>3 490 120</b>
Community and social services	46 727	46 681	46 685	46 739	58 966	46 685	46 739	46 805	46 821	46 875	46 805	46 896	573 424
Sport and recreation	50 872	51 318	50 872	50 872	60 349	50 872	50 872	50 872	50 872	50 872	50 872	50 973	620 487
Public safety	73 907	102 121	101 920	102 044	131 123	101 857	101 965	102 028	102 316	102 332	102 334	130 429	1 254 375
Housing	44 257	44 146	60 286	44 755	47 570	61 421	44 794	44 591	56 816	44 542	44 775	57 929	595 882
Health	35 705	35 805	35 727	35 746	52 698	35 727	35 799	35 705	35 768	35 705	35 727	35 841	445 953
<b>Economic and environmental services</b>	<b>198 699</b>	<b>200 403</b>	<b>166 162</b>	<b>200 649</b>	<b>243 707</b>	<b>166 317</b>	<b>199 706</b>	<b>175 301</b>	<b>202 188</b>	<b>166 705</b>	<b>165 474</b>	<b>149 454</b>	<b>2 234 764</b>
Planning and development	46 096	80 731	47 228	46 100	91 597	47 228	46 140	55 326	47 728	46 098	46 670	47 371	648 312
Road transport	147 954	115 022	114 252	149 900	145 459	114 408	148 917	115 326	149 778	115 958	114 155	97 384	1 528 513
Environmental protection	4 649	4 649	4 682	4 649	6 651	4 682	4 649	4 649	4 682	4 649	4 649	4 698	57 939
<b>Trading services</b>	<b>1 154 298</b>	<b>1 559 512</b>	<b>1 044 795</b>	<b>868 085</b>	<b>1 310 675</b>	<b>981 632</b>	<b>903 264</b>	<b>963 635</b>	<b>878 097</b>	<b>901 306</b>	<b>890 052</b>	<b>1 329 079</b>	<b>12 784 430</b>
Electricity	831 380	1 217 932	702 562	509 254	930 952	638 137	573 679	638 104	573 711	573 679	573 679	960 891	8 723 960
Water	220 592	239 071	239 419	256 401	261 798	240 953	226 794	223 086	201 721	225 043	213 844	264 888	2 813 610
Waste water management	49 988	50 171	50 476	50 092	54 714	50 204	50 453	50 106	50 327	50 246	50 190	50 836	607 803
Waste management	52 338	52 338	52 338	52 338	63 211	52 338	52 338	52 338	52 338	52 338	52 338	52 464	639 057
<b>Other</b>	<b>17 345</b>	<b>17 345</b>	<b>17 631</b>	<b>17 345</b>	<b>20 893</b>	<b>17 631</b>	<b>17 345</b>	<b>17 345</b>	<b>17 631</b>	<b>17 345</b>	<b>17 345</b>	<b>17 697</b>	<b>212 900</b>
<b>Total expenditure - standard</b>	<b>2 039 522</b>	<b>2 475 065</b>	<b>1 944 445</b>	<b>1 812 446</b>	<b>2 408 370</b>	<b>1 882 520</b>	<b>1 818 258</b>	<b>1 854 004</b>	<b>1 810 876</b>	<b>1 783 427</b>	<b>1 771 095</b>	<b>2 239 929</b>	<b>23 839 956</b>
<b>Surplus/(Deficit)</b>	<b>458 018</b>	<b>94 281</b>	<b>280 533</b>	<b>256 123</b>	<b>183 322</b>	<b>312 502</b>	<b>281 625</b>	<b>75 668</b>	<b>1 012 172</b>	<b>235 121</b>	<b>320 973</b>	<b>133 592</b>	<b>3 643 928</b>
Share of surplus/ (deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>458 018</b>	<b>94 281</b>	<b>280 533</b>	<b>256 123</b>	<b>183 322</b>	<b>312 502</b>	<b>281 625</b>	<b>75 668</b>	<b>1 012 172</b>	<b>235 121</b>	<b>320 973</b>	<b>133 592</b>	<b>3 643 928</b>

## SECTION 3: SDBIP SCORECARD

This section covers the SDBIP of the City as will be measured in the quarterly performance report to ensure that the indicators contained here are assisting to achieve the objectives captured in the 2014/15 approved IDP. The indicators are aligned to the Vision 2055 outcomes and the strategic objectives as per the diagram below.



The following alignment table has been included for reference.

**Table 0-1 IDP and SDBIP Alignment**

<b>Strategic Objective 1: Provide Sustainable Service Infrastructure and Human Settlement Management</b>		
<b>Outcome</b>	<b>IDP Indicator</b>	<b>SDBIP Indicator</b>
Improved access to basic services re: water, sanitation, electricity and waste removal	% of households with access to water	No of households provided with a full-serviced, water-metered connection (backlog eradication in formalised areas)
	% of households with access to solid waste removal services in formalised areas	No of households with access to weekly kerbside removal (240 ℓ and 85 ℓ)
	% of households with access to sanitation	No of households provided with a sanitation service
	% of households with access to electricity	No of electricity connections provided in formalised areas (including ESKOM areas) No of completed houses electrified to eradicate backlogs (EFA), including ESKOM areas (formal infill and informal)
Reduced demand for services relying on natural resources	% non-revenue water (NRW)	% reduction in non-revenue water (NRW)
	% non-revenue energy (NRE)	% reduction in unaccounted for electricity (annual target)
Improved mobility through provision of roads, storm water and public transport	% completed TRT bus lanes constructed	% completed TRT bus lanes constructed
	No of trunk stations provided	No of trunk stations provided
	No of TRT depots or layovers provided	No of TRT depots or layovers provided
	No of feeder stops provided	No of feeder stops provided
	Km of NMT facilities provided	Km of NMT facilities provided
	% of required municipal storm water drainage network provided	Total length of storm water drainage system in the proclaimed areas provided to the full level of service (km)
	% of roads provided to the required standard (km)	Km of roads developed to the required standard
Upgrading of informal settlements	% of households in informal settlements with access to basic services	No of households in informal settlements receiving any of the basic rudimentary services (water, sanitation and waste removal)
		No of informal settlements formalised
Incremental approach towards sustainable settlements	% of informal households that benefitted from formalisation	No of informal households that benefitted from formalisation
Diversification of City-facilitated housing typologies	No of community residential units developed	No of community residential units developed

<b>Strategic Objective 2: Promote Shared Economic Growth and Job Creation</b>		
<b>Outcome</b>	<b>IDP Indicator</b>	<b>SDBIP Indicator</b>
Facilitate economic growth that is labour absorptive	No of new income-earning opportunities facilitated by the City	No of new income-earning opportunities facilitated by the City
	Rand value of investment facilitated by the City	Rand value of investment facilitated by the City
	No of SMMEs and entrepreneurs supported by the City	No of SMMEs and entrepreneurs supported by the City
		Support through mentorship/training to the Tshepo 10 000 co-operatives in 105 wards

<b>Strategic Objective 3: Ensure Sustainable Safer City and Integrated Social Development</b>		
<b>Outcome</b>	<b>IDP Indicator</b>	<b>SDBIP Indicator</b>
To improve health and education outcomes	% of preschool children supported through the ECD programme	No of preschool pupils receiving ECD support
	% achievement on the Child Health Index	% achievement on immunisation coverage for children under one year
		% PHC fixed clinics implementing PMTCT programme
		% pregnant women testing for HIV
To reduce household deprivation through the City's facilitated interventions	No of new indigent households receiving support through the City's social packages	No of qualified indigent households registered
		No of indigent households exited from the indigent register
To increase access to social facilities and amenities	% reduction in backlog on recreational facilities and amenities	No of new libraries constructed
		No of new recreational facilities constructed
To increase access to recreational facilities - parks	No of parks developed in line with the two parks per ward drive	No of parks developed in line with the two parks per ward drive
To promote a safer city	% reduction in safety incidents	Reduction in number of fire incidents
		% reduction in disaster incidents
		Reduction in number of rescue incidents
		Reduction in number of specialised humanitarian incidents
	% increase in interventions to root out crime and related incidents	No of road policing operations/ interventions executed in order to comply with the road safety plan (road policing)
		No of crime intervention operations executed to contribute to a decrease in crime throughout Tshwane (including all 105 wards)
	No of regional multidisciplinary by-law policing operations executed to contribute to a reduction in by-law transgressions	

<b>Strategic Objective 4: Promote Good Governance and an Active Citizenry</b>		
<b>Outcome</b>	<b>IDP Indicator</b>	<b>SDBIP Indicator</b>
Functioning ward committee system	% of functional ward committees	% of ward committee members trained on core skills in the seven regions
		% planned ward committee meetings held
Improve corporate governance through performance and financial and risk management	Audit opinion	No of annual AG issues resolved (based on the AG's final management letter)

<b>Strategic Objective 5: Improved Financial Sustainability</b>		
<b>Outcome</b>	<b>IDP Indicator</b>	<b>SDBIP Indicator</b>
To improve financial sustainability of the City	% financial targets met (regulated targets = cost coverage, debt coverage and % service debtors to revenue)	Cost coverage of 1,0
		15% debt coverage
		25% service debtors to revenue

<b>Strategic Objective 6: Continued Organisational Development, Transformation and Innovation</b>		
<b>Outcome</b>	<b>IDP Indicator</b>	<b>SDBIP Indicator</b>
Integrated ICT	100% of broadband infrastructure rolled out	Km of broadband rolled out

## 10.2014/15 SDBIP SCORECARD

Note:

- Targets contained in the IDP scorecard are all cumulative.
- The projected baseline for 2013/14 is calculated as follows: Baseline of the 2012/13 IDP as determined by using Census 2011 data and actual delivery on the indicator as reported in the 2012/13 annual report plus the projected annual target for the 2013/14 financial year as reflected in the adjusted SDBIP item dated 2014-01-30.

**Table 10-1 2014/15 SDBIP SCORECARD**

STRATEGIC OBJECTIVE 1: PROVIDE SUSTAINABLE SERVICES INFRASTRUCTURE AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
Basic service provision	Improved access to basic services re: water	No of households provided with a full-serviced, water-metered connection	6 905	3 000	750	750	750	750
		No of households in informal settlements with access to rudimentary <sup>2</sup> water services	58 147	58 147	58 147	58 147	58 147	58 147
	Improved access to basic services re: sanitation	No of households provided with a sanitation service (flush toilets)	3 607	0	0	0	0	0
		No of households in informal settlements with access to rudimentary sanitation (chemical toilets)	27 926	27 926	27 926	27 926	27 926	27 926
	Improved access to basic services re: electricity	No of street lights installed	2 500	4 000	500	750	1 250	1 500
		No of high-mast lights installed	45	45	5	10	10	20
		No of electricity connections provided in formalised areas (including ESKOM areas)	3 420	3200	550	680	910	1 060
		No of completed houses electrified to eradicate backlogs (EFA), including ESKOM areas (formal infill and informal)	9 000	16 200	1 000	2 500	5 200	7 500

<sup>2</sup> Rudimentary services refer to the minimum service that can be provided. Concerning water, this refers to water provided through JoJo tanks and water tankers.



STRATEGIC OBJECTIVE 1: PROVIDE SUSTAINABLE SERVICES INFRASTRUCTURE AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
		No of households approved by the Health and Social Development Department for receiving free 100 kWh per month as per the approved applicable electricity tariff	66 000 3	78 000	67 200	69 600	73 200	78 000
	Improved access to basic services re: waste removal	No of informal settlements provided with a weekly minimal waste removal service <sup>4</sup>	150	149	149	149	149	149
		No of households with access to weekly kerbside removal (240 ℓ and 85 ℓ)	691 612	712 919	712 919	712 919	712 919	712 919
Provision of bulk infrastructure	Improved reliability of supply and services re: basic services	Length (m) of new water pipelines installed (bulk and network)	113 962	14 000	3 000	4000	2 500	4 500
		Length (m) of new water pipelines upgraded (bulk and network)	61 833	28 238	4 100	8 800	7 602	7 736
		Length (m) of new sewer pipelines installed (bulk and network)	21 630	7000 (m)	0	0	2000 (m)	5000 (m)
		Length (m) of sewer pipelines upgraded (bulk and network)	2 022	14 236	2 245	1 756	3 688	6 547
		No of reservoirs constructed	New	1 reservoir	0	0	0	1 reservoir
		Km new water infrastructure (bulk and network) annually developed	4,46 km	4,6km	0	0	0	4.6 km
		Km new sewer infrastructure (bulk and network) annually	3,50 km	3,5 km	0	0	0	3,5 km
Provide sustainable service	Reduced demand for the services relying on natural resources	% reduction in non-revenue water from 24,05% to 23,55% (0,5%)	24,05%	23,55%	23,8%	23,7%	23,6%	23,55%
		No of City buildings retrofitted with energy-efficient lighting	335	30	6	7	8	9

<sup>3</sup>The SDBIP adjustment for 2013/14 predicted that by the end of the financial year, 66 000 households in the indigent register would be receiving 100 kWh in terms of the City's FBS.

<sup>4</sup> Refuse removal in informal settlements is measured by means of plastic bags/85 ℓ bins/communal skips. In the case of communal skips, removal occurs once the skip is filled, which is determined on inspection.

<sup>5</sup> The baseline has been derived from the 2013/14 projects.

STRATEGIC OBJECTIVE 1: PROVIDE SUSTAINABLE SERVICES INFRASTRUCTURE AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
		% average annual non-revenue energy of total energy distributed	≤10%	≤10%	0	0	0	≤10%
		No of water conservation campaigns conducted in all regions of the City <sup>6</sup>	243 campaigns	270	60	60	90	60
		No of sustainability projects conceptualised and piloted <sup>7</sup>	2	10	4	2	0	4
		Number of waste facilities that are fenced, have functional weigh bridges (in the case of landfill sites), functional information management systems and access control	New	5	0	0	0	5
Improve mobility through provision of roads, storm water systems and public transport	Improve public transport infrastructure and services	Km of Tshwane Rapid Transit bus lanes constructed	30,5 km	11,1 km	2,5 km	2,5 km	2,3 km	3,8 km
		No of trunk stations provided	4	12	6	0	6	0
		No of feeder stops provided	25	41	11	10	10	10
		Total length of roads in the proclaimed areas provided to the full level of service (km)	10 km	43,5 km	0	0	0	10 km
		Total length of storm water drainage system in the proclaimed areas provided to the full level of service (km)	39,75 km	37, 6 km	7,8 km	8,8 km	12 km	9 km
		Km of new roads and storm water drainage provided to townships that are being formalised	22,0 km	58, 7km	7,65 km	9,65 km	18 km	23,4 km
Upgrade and develop informal settlements	Upgrading of informal settlements	No of informal households that benefitted from formalisation	10 692	15 000	2 000	3 000	5 000	5 000
		% of households in informal settlements with access to basic services (through rudimentary chemical toilets and JoJo tanks)	100% 145 247 hh <sup>8</sup>	100% 145 247 hh	100% 145 247 hh	100% 145 247 hh	100% 145 247 hh	100% 145 247 hh

<sup>6</sup> These campaigns are aimed at educating the consumer how to save water and why.

<sup>7</sup> These projects are facilitated by the Office of the Executive Mayor through sustainability initiatives and include his pronouncements on the greening of Zithobeni.

<sup>8</sup> This target has been derived from Census 2011 figures on households in informal settlements.

STRATEGIC OBJECTIVE 1: PROVIDE SUSTAINABLE SERVICES INFRASTRUCTURE AND IMPROVED QUALITY OF HOUSEHOLD LIFE								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
		No of informal settlements formalised (serviced plus unserviced stands)	14	15	2	3	5	5
		No of title deeds issued as a percentage of title deeds received	80%	80%	80%	80%	80%	80%
			780	7 464	Planning and submission of designs	Approval of designs/ commencement of the project	Digging of trenches and laying of pipes	7 464
		No of stands in formalised settlements provided with sewer connections	777	7 464	Planning and submission of designs	Approval of designs/ commencement of the projects	Digging of trenches and laying of pipes	7 464
Provide housing	Facilitate provision of different housing typologies	No of new housing units (top structures) constructed	938	278	0	78	90	110
		No of community residential units (CRUs) developed	86	28	Preparation of designs and approvals	Site handover, establishment and commencement of foundations	Construction of brickwork and roofing	Completion of units, inspections, snagging and issuing of occupation certificates

STRATEGIC OBJECTIVE 2: PROMOTE SHARED ECONOMIC GROWTH AND JOB CREATION								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
Job-intensive economic growth	Increase number of investors in Tshwane	Rand value of investment facilitated by the City	R2,5 billion	R1,8 billion	0	0	0	R1,8 billion
	Increase number of tourists in Tshwane	% increase in number of business tourists visiting Tshwane	597 829	10% increase from the baseline	Annual measurement	Annual measurement	Annual measurement	10% increase (657 612)
		% increase in number of leisure tourists visiting Tshwane	2 305 823	6,5% increase from the baseline	Annual measurement	Annual measurement	Annual measurement	6,5% increase (to 2 455 823)
	Improve employment levels	Nr of new income-earning opportunities facilitated by the City	30 000	41 500	0	17 000	0	24 500

		No of new income-earning opportunities facilitated by TEDA	1 000	250	60	60	65	65
	Provide support to SMMEs	Support through mentorship/training to the Tshepo10 000 cooperatives in 105 wards	0	264	40	48	88	88
		No of SMMEs and entrepreneurs supported by TEDA	500	300	75	75	75	75
		No of SMMEs and entrepreneurs supported by the City	3 500	3 800	750	750	1 150	1 150

STRATEGIC OBJECTIVE 3: ENSURE A SUSTAINABLE, SAFER CITY AND INTEGRATED SOCIAL DEVELOPMENT									
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4	
Health and education	Improvement of education and health outcomes	No of preschoolers benefitting from the City's ECD programme annually	10 000	4 200	0	0	0	4 200	
		No of healthy living initiatives implemented as per programme plan	8	4	1	1	1	1	
	Achievement of the Child Health Index standards	% achievement on immunisation coverage for children under 1 year	85%	85%	85%	85%	85%	85%	
		% of PHC fixed clinics implementing PMTCT programme	100%	100%	100%	100%	100%	100%	
		% pregnant women testing for HIV	91%	91%	91%	91%	91%	91%	
	Reduction of household deprivation throughout the City'	No of qualified indigent households registered	12 000	8 000	2 000	2 000	2 000	2 000	
		No of indigent households exited from the indigent register	2 000	2 000	500	500	500	500	
Social cohesion	Increased access to social facilities and amenities	No of new recreational facilities constructed	3	2	0	0	0	2	
		No of new libraries constructed	1	1	0	0	0	1	
		No of parks developed annually in line with the two parks per ward programme	15	12	0	0	0	12	
Promotion of a safer city	Improved safety levels in Tshwane city	Reduction in number of fire incidents	4 929	Reduce to 4 683	1 672	670	670	1 271	
		Reduction in number of rescue incidents	6 530	Reduce 6 203	1 550	1 551	1 551	1 551	
		Reduction in number of specialised humanitarian and disaster incidents	2 500	Reduce 2 375	593	594	594	594	

STRATEGIC OBJECTIVE 3: ENSURE A SUSTAINABLE, SAFER CITY AND INTEGRATED SOCIAL DEVELOPMENT								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
		No of regional multidisciplinary by-law policing operations executed to contribute to a reduction in by-law transgressions	456 interventions	456	114	114	114	114
		No of crime intervention operations executed to contribute to a reduction in crime throughout Tshwane (in all 105 wards)	1 480 interventions	1 480	370	370	370	370
		No of road policing operations/interventions executed in order to comply with the road safety plan (road policing)	728 interventions	728	182	182	182	182
		% cases on the court roll prosecuted successfully (by-laws)	87%	87%	87%	87%	87%	87%
	Improved support of marginalised groups	No of GEYODI programmes implemented by the City	10	7	2	2	3	0

STRATEGIC OBJECTIVE 4: PROMOTE GOVERNANCE AND AN ACTIVE CITIZENRY								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
Stakeholder management	Supporting Executive Mayor's Programme	No of stakeholder engagements held	10	15	3	3	5	4
Intergovernmental relations		No of IGR engagements held/attended	12	12	3	3	3	3
Strategic international relations		No of strategic international relations engagements convened to promote investment in the city	4	6	1	2	1	2
Council interaction	Inter-Council communication	No of Caucus Bulletins published to improve access to information by Councillors	New	4	1	1	1	1
Participatory democracy	Functioning ward committee system	% of ward committees trained on identified core skills	80%	80%	80%	80%	80%	80%
		% planned ward committee meetings scheduled in accordance with the approved programme	80%	80%	80%	80%	80%	80%
Internal audit and risk management	Improve corporate governance through performance and financial and risk management	% of strategic risks mitigated into the approved Strategic Risk Register	100%	100%	100%	100%	100%	100%
		No of annual AG issues resolved based on the AG final management letter	94 issues raised in 2012/13 audit letter	94 issues raised by the AG resolved	-	-	0 issues raised by the AG in 2012/13 appearing in the 2013/14 audit letter	-
		Unqualified audit achieved	Unqualified audit opinion	Annual	Annual	Annual	Unqualified audit opinion for 2013/14	-

STRATEGIC OBJECTIVE 5: IMPROVE FINANCIAL SUSTAINABILITY								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
Financial management	To improve financial sustainability of the City of Tshwane	% service debtors to revenue	27,40	25%	27%	26,25%	25,5%	25%
		% debt coverage	12,80%	15%	3,75%	7,50%	11,25%	15%
		% cost coverage ratio	1,0	1,0	0,25	0,50	0,75	1,0

STRATEGIC OBJECTIVE 6: CONTINUED ORGANISATIONAL DEVELOPMENT, TRANSFORMATION AND INNOVATION								
Key Performance Areas	Objective	SDBIP Indicators	Baseline	2014/15 Annual Target	Q1	Q2	Q3	Q4
Continued organisational development, transformation and innovation	Improve organisational efficiency and employee certification	% of remuneration budget spent on paying the skills levy as per the skills act (annual target)	1%	1%	0	0	0	1%
		% of employees from previously disadvantaged groups appointed as per the approved EE plan	100% adherence to approved EE plan (annual)	100% adherence to approved EE plan (annual)				100% adherence to approved EE plan (annual)
		% compliance with OHS requirements (audit indicators)	New	100%	100%	100%	100%	100%
Deploy smart city systems and infrastructure	Integrated ICT	Km of broadband infrastructure rolled out	100 km	400 km	100 km	100 km	100 km	100 km
		No of e-services implemented <sup>9</sup>	2 processes	4 e-services	1	0	0	3 e-services implemented
		No of new WiFi sites identified and deployed	New	200 sites	50	50	50	50

<sup>9</sup> These e-services include all the initiatives of the City aimed at moving the City from manual to automated systems.

## SECTION 4: SERVICE DELIVERY BREAKDOWN

This section covers the service delivery breakdown for the City's departments. The scorecards contained hereunder are divided into –

- the regional scorecard which captures consolidated the work of regions in relation to their reactive maintenance and norms and standards;
- capital projects per region;
- multi-regional projects; and
- Tshwane-wide projects.

### 11. REGIONAL SCORECARD<sup>10</sup>

#	Regional function	Outcome indicator	Indicator	Baseline as at Q2 2013/14	Targets	Quarterly targets			
					2014/15	Q1	Q2	Q3	Q4
1	Waste management	Upgrading of informal settlements	Number of informal settlements provided with weekly minimal waste removal services <sup>11</sup>	149	149	149	149	149	149
2	Waste management	Improved access to basic services: Waste removal	Number of households with weekly kerb-side waste removal <sup>12</sup>	691 612	701 852	701 852	701 852	701 852	701 852
3	Waste management	Improved access to basic services: Waste removal	% of illegal dumping incidents reported that are resolved	New indicator	90%	90%	90%	90%	90%
4	By-law enforcement	Promote a safer city	% of complaints received/reported incidents for the illegal use of land and illegal advertising responded to	New indicator	90%	90%	90%	90%	90%
5	Cemeteries	Increased access to cemeteries	% of maintenance as per the OM plan of cemeteries	New indicator	100%	100%	100%	100%	100%

<sup>10</sup> Some of the indicators in the regional scorecards are directly adopted from the corporate SDBIP.

<sup>11</sup> Refuse removal in informal settlements is measured by means of plastic bags/85ℓ bins/communal skips. In the case of communal skips, removal occurs once the skip is filled, which is determined on inspection.

<sup>12</sup> The number of formal households will be verified via a physical verification process during the 14/15 FY as the 2012 merger has changed the number of households currently being serviced.



#	Regional function	Outcome indicator	Indicator	Baseline as at Q2 2013/14	Targets	Quarterly targets			
					2014/15	Q1	Q2	Q3	Q4
6	Council facilities, resorts, etc	Increased access to facilities and participation Improve public safety and liveability	% of maintained facilities as per OM plan, developed and semi-developed parks, Council facilities, resorts, swimming pools and traffic islands, road reserves and public open spaces zoned as undeveloped parks and spruit areas	New indicator	100%	100%	100%	100%	100%
7	Urban Management: Cemeteries	Increased access to cemeteries	% of customer complaints or queries regarding cemeteries resolved	81%	85%	85%	85%	85%	85%
8	Urban Management: Parks and Horticulture	Increased access to recreational facilities	% of horticulture complaints/incidents resolved	New indicator	95%	95%	95%	95%	95%
9	SRAC	Increased access to libraries	Number of region-specific library development programmes implemented	214	269	68	65	68	68
10	SRAC	Increase in access to sport, heritage and cultural facilities for targeted communities	% of maintenance programmes as per OM plan of all SRAC facilities, eg libraries, arts and culture/sport and recreation	New indicator	100%	100%	100%	100%	100%
11	SRAC	% of increase in access to library services	Number of new memberships	26 400	52 480	12 295	13 295	12 945	13 945
12	Customer care	Customers who have indicated they have received a quality service	% of customer interactions resolved within seven working days	85%	85%	85%	85%	85%	85%
13	Customer care	Customers who have indicated they have received a quality service	% of compliance to the Batho Pele Blueprint per quarter	100%	100%	100%	100%	100%	100%
14	Energy and Electricity	Improved access to basic services: Electricity	% of adherence to the planned maintenance schedule (SAP PM)	61,7%	100%	25%	50%	75%	100%
15	Transport Services	Roads and storm water provision	% of km gravel roads bladed (reactive maintenance – N&S)	New indicator	80%	80%	80%	80%	80%
16	Transport Services	Roads and storm water provision	% of roads re-gravelled as per routine maintenance plan	New indicator	80%	80%	80%	80%	80%

#	Regional function	Outcome indicator	Indicator	Baseline as at Q2 2013/14	Targets	Quarterly targets			
					2014/15	Q1	Q2	Q3	Q4
17	Transport Services	Roads and storm water provision	% of complaints reacted to <2 days for dangerous road user situations	62,4%	100%	100%	100%	100%	100%
18	Stinkwater Sustainable Agricultural Village	Sustainable economy	% of primary production infrastructure developed (layer houses and livestock handling facility)	100% of milestone	100% of milestone	100% of milestone	100% of milestone	100% of milestone	100% of milestone
19	Kleinzonderhout Sustainable Agricultural Village	Sustainable economy	% of primary production infrastructure, developed and operational	100% of milestone	100% of milestone	100% of milestone	100% of milestone	100% of milestone	100% of milestone
20	Agriculture and Rural Development	Sustainable economy	Number of beneficiaries of training and capacity building	New indicator	60	20	10	0	30
21	Agriculture and Rural Development	Sustainable economy	Number of hectares cultivated	New indicator	1 000	20	780	200	0

## 12. REGIONAL IMPLEMENTATION PLAN

### 12.1 REGION 1 CAPITAL PROJECTS

The tables below summarise Region 1's approved budgets with the draft outer year's budgets, wards, suburbs and townships. Region 1 has a total of 28 wards. It can be noted from the table below that the capital budget allocated to the region will be R807, 432,918. Projects that will be implemented in this financial year are related to Health and Social Development, Housing and Human Settlement, Service Infrastructure and Transport.

**Table 10-2: Region 1 ward, suburbs and townships**

Ward	Suburb, townships	Councillor
2	Florauna, Ninapark, Pretoria North	Daniel Gabriel Wannenburg
4	Amandasig, Chantelle, Karenpark, Rosslyn, The Orchards	Masindi GR Morudu
9	Winterveld AH X1 (South)	Sophie Thembi Sithole
11	Soshanguve HH, Soshanguve LP, Soshanguve PP	Nontobeko Joyce Komani
12	Soshanguve E, Soshanguve N, Winterveld (Central)	Pearl Lucy Majeng
19	Winterveld (South)	Lenda Hunadi Kwenda
20	Kopanong (Mabopane), Mabopane Block U	Resemate William Baloyi
21	Mabopane Central	Joel Malebogo Sindane
22	Mabopane Blocks M, R, T, Odinburg Gardens	Refloe Hellen Motsepe
24	Winterveld AH, AH X1 (North)	Amos Matome Mampheko
25	Soshanguve Block V, Soshanguve Block W	Phumzile Brian Hlatshwayo
26	Soshanguve Blocks BB, KK, R, S	Martha Senwelo Mareme
27	Soshanguve Blocks X, Y	Seretse Lazarus Mashabela
29	Mabopane BB, CV, EE, IA, NN	Fikile Emily Nkosi
30	Ga-Rankuwa Units 15, 16, 17, 20, 23, 24, 25, 4, 5 (North)	Jabulani Paulus Rammushi
31	Ga-Rankuwa Units 1, 2, 3	Audrey Winifred Morakane
32	Ga-Rankuwa Units 10, 21, 22, 5, 6, 7, 8, 9, Ga-Rankuwa X15,16, 17, 18, 19 and 20	Magate Daniel Sekonya
33	Soshanguve Blocks AA, CC and G	Dolly Caroline Ledwaba
34	Soshanguve Blocks F, H X1, L X1	Marubini Rosemary Ngobeni
35	Soshanguve Blocks M and K	Poppy Letty Maseko
36	Soshanguve Blocks K, L and X1	Elsie Shibe Tshabalala
37	Soshanguve South X10, 12, 14, 19, 20, 22, 23, 31, 32, 33, 35, 36, 37, 38, 40, 41, 42 and 43	Sephiwe Phillip Montlha
39	Hebron, Soshanguve South X11, 2, 1, 13, 18, 2, 21, 24, 25, 26, 29, 3, 4, 8 and 9	Naome Salphina Katake
88	Soshanguve Blocks AA, DD, P, SS, Ext 5 and 8	Tsakane Margaret Khoza
89	Soshanguve Blocks TT, UU, WW, Ext 3	Lucas Martins Ngobeni
90	Soshanguve East Blocks A, B, VV, XX, Ext 4 to 8	Maribishi Simon Marotola
94	Soshanguve FF (Tlamoko Primary), Soshanguve GG	Manakedi Elisa Motshwa
98	Clarina, Dorandia, Eldorette, Heather Vale AH, Heather View, Hestepark, Klerksoord, Theresa Park, Wolmer	Marnette Sutherland

**Table 10-3: Region 1 capital budget**

Strategic unit	Project name	Project number	Draft budget 2013/14	Draft budget 2014/15	Draft budget 2015/16	Ward
Health and Social Development	New Soshanguve Clinic	712 967	10 000 000	0	0	11
Housing and Human Settlement	Roads and storm water: Low cost housing	710 865	71 915 450	109 243 900	135 918 635	12, 23, 30, 33, 34, 35, 36, 37, 39, 48, 49
Housing and Human Settlement	Project linked housing: Acquisition of land	710 868	109 347 039	161 585 650	200 823 027	37
Service Delivery and Transformation Management	Development of Tshwane North Cemetery	712 809	5 000 000	0	0	8, 14, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96
Service Infrastructure	Re-establishment of waste water collection depots	712 123	2 500 000	15 000 000	0	4, 11, 12, 19, 20, 21, 22, 25, 26, 27, 29, 30, 31, 32, 33, 34, 35, 36
Service Infrastructure	Electrification of Winterveld	712 492	15 000 000	30 000 000	60 000 000	9, 12, 24
Service Infrastructure	Replacement of sewers	711 404	5 071 429	0	3 971 429	2, 4, 19, 20, 21, 22, 26, 27, 29, 30, 31, 32
Transport	Mabopane Station Modal Interchange	710 657	18 000 000	0	0	29
Transport	Flooding backlogs: Soshanguve and Winterveld areas	712 220	26 000 000	115 000 000	100 000 000	11, 26, 29, 88, 94
Transport	Flooding backlogs: Soshanguve and Winterveld areas	712 220	127 349 000	0	0	11, 26, 29, 88, 94
Transport	Internal roads: Northern areas	711 863	97 599 000	255 376 350	150 000 000	19, 20, 21, 22, 30, 31, 32
Transport	Internal roads: Northern areas	711 863	301 651 000	24 700 000	0	19, 20, 21, 22, 30, 31, 32
Transport	Flooding backlogs: Soshanguve South and Akasia areas	712 513	18 000 000	15 000 000	15 000 000	19, 20, 21, 22
<b>Total</b>			<b>807 432 918</b>	<b>725 905 900</b>	<b>665 713 091</b>	

### 12.1.1 Region 1: Detailed capital works plan

**Table 10-4: Region 1 detailed capital work plan**

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Health and Social Development	New Soshanguve Clinic	712 967	11	To build a clinic of 1 500 m <sup>2</sup> for the patients and appoint more staff and also extend the current package of services as prescribed by National Health	Phase 2 construction in progress	Construction	Construction	Construction	Construction	Contractor not appointed in time Cash flow Labour strikes	Regular meetings Intervention by management
Housing and Human Settlement	Roads and storm water: Low cost housing Soshanguve SS Ext 5	710 865	88	10 km of roads and storm water drainage	10 km of roads and storm water drainage	Construction – roadbed, sub-base, concrete floor for storm water drainage	Construction sub-base, kerbing, cover slab for storm water drainage	Construction prime	Completion of 10 km of roads, site inspections, practical completion certificate handover – 100%	Poor performance of contractors, failure to deliver equipment and material on site on time, quality of workmanship, rain delays, poor/lack of communication to relevant stakeholders Community/political disruptions	Constant monitoring and evaluation, proactive planning, quality control during construction, Make provision for delays due to heavy rainfall, revised construction programme, political intervention
Housing and Human Settlement	Project linked housing: Acquisition of land	710 868	37	Acquisition of land of housing settlement and for housing development projects	Acquisition of land for housing developments	Procurement process and negotiations with the land owners	Procurement process and negotiations with the land owners	Procurement process and negotiations with the land owners	Payment of the land owner and commencement of transfer process from the owner to	Invasion of land  Extremely large price tag on the land	Prior engagements with the land owner  Ensure that proper processes

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
									the City		are followed in negotiation with the land price, including the valuation of land
Service Delivery and Transformation Management	Development of Tshwane North Cemetery	712 809	8, 14, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96	A guard house Municipal Engineering Services Construction of admin offices and ablution facility Construction of access – and internal roads Construction of parking	Burial site	Construction of admin offices and ablution facility Construction of caretaker house	Construction of access – and internal roads Construction of parking	Clearing of site	Completion and signing-off of completion certificates for all sub-projects Handing over completed projects to the region	None	None
Service Infrastructure	Replacement of sewers	711 404	2, 4, 19, 20, 21, 22, 26, 27, 29, 30, 31, 32	To rehabilitate the existing sewer network to prevent sewer spillages due to structural deficiencies and hydraulic capacity constraints	Upgrade redundant sewer infrastructure 7 000 (m)	0 m	0 m	Installation of sewer reticulation pipeline – 2 000 m	Installation of sewer reticulation pipeline – 5 000 m	There is no budget for the 2015/16 financial year and this will hinder the viability of these types of ongoing projects – best practice is a three-year term tender  Because of the lengthy procurement process of at least eight months there is a risk that the contractor	To budget for R5 million  To be able to provide an ongoing service, a three-year tender has to be compiled supported by R5 million budgets for the next three financial years – however we will then need at least R5 million for the 2015/16 financial year that is currently R0 – this will guarantee that

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
										won't be appointed in time to start construction	we have a budget for 3 years running. If R5 million for the 2015/16 financial year is granted then the budget for the 2014/15 financial year can be reduced to R2 million – this will reduce the risk of not spending all the funds if a contractor appointment gets delayed during the lengthy procurement process
Service Infrastructure	Electrification of Winterveld	712 492	9, 12, 24	Provision of electricity to households as part of providing basic services to the community	Electrification of 1 300 households	Project design and ordering of material	Construction of MV and LV infrastructure	676 connections	624 connections	Non-availability of materials and awarding of tender on time	Proactive planning
Transport	Mabopane Station Modal Interchange	710 657	29	Building works and structural steel elements	Installation of services (water, sewer and storm water)	Continue with layer works, kerbing at taxi rank, starting layer works on bus rank	Continue on layer works at bus rank and other taxi ranks	Continue on layer works at bus rank and other taxi ranks	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons, Liaise with community representatives	Building works and structural steel elements

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Transport	Internal roads: Northern areas	711 863	19, 20, 21, 30, 31, 32	Basic and socio-environmental infrastructure	21 km of roads and storm water drainage system	6 km of roads and storm water drainage system	6 km of roads and storm water drainage system	6 km of roads and storm water drainage system	3 km of roads and storm water drainage system	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons Liaise with community representatives
Transport	Internal roads: Northern areas	711 863	19, 20, 21, 30, 31, 32	Basic and socio-environmental infrastructure	14 km of roads and storm water drainage system	None	2 km of roads and storm water drainage system	6 km of roads and storm water drainage system	6 km of roads and storm water drainage system	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons Liaise with community representatives
Transport	Flooding backlogs: Soshanguve and Winterveld areas	712 220	9, 11, 12, 25, 26, 27, 29, 33, 34, 88, 9471	Basic and socio-environmental infrastructure	4 km of storm water	Storm water = 3 km	Storm water = 1 km	Targets achieved	Targets achieved	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons Liaise with community representatives
Transport	Flooding backlogs: Soshanguve and Winterveld areas	712 220	9, 11, 12, 25, 26, 27, 29, 33, 34, 88, 94	Basic and socio-environmental infrastructure	Roads = 19 km, storm water = 4,4 km, sidewalks = 9,5 km, speed humps = 60No.	Targets achieved on the external funding first	Storm water = 1,5 km, roadbed = 19 km and sub-base = 4,75 km	Storm water = 1,3 km and sub-base = 14,25 km	Asphalt = 19 km, storm water = 1,6 km, speed humps = 60 No. and sidewalks = 9,5 km	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons Liaise with community representatives



Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Transport	Flooding backlogs: Soshanguve South and Akasia areas	712 513	39, 89	Basic and socio-environmental infrastructure	Roads = 4 km, storm water = 0,5 km, sidewalks = 1,5 km, speed humps = 20 No.	Roads = 0,75 km	Road = 0,75 km	Road = 0,75 km	Road = 1,75 km, storm water = 0,5 km, sidewalks = 2 km and speed humps = 20	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons Liaise with community representatives

## 12.2 REGION 2 CAPITAL PROJECTS

The tables below summarise the approved 2014/15 budgets with the draft outer year's budget, wards, suburbs and townships in Region 2. This region has 12 wards. It can be noted from the tables below that the capital budget for Region 2 is R839, 925,020. Projects that will be implemented this financial year are projects related to Housing and Human Settlement, Service Infrastructure and Transport.

**Table 10-5: Region 2 wards, suburbs and townships**

WARD	SUBURB, TOWNSHIP	COUNCILLOR
5	Magalieskruin, Montana, Sinoville	Albertus Martinus Van Niekerk
8	Dilupye Kudube Zone 8 (Temba), Suurman Sekampaneng	Elizabeth Motsei Molefe
13	Tswaing Nature Reserve, Tswaing Village (Soutpan)	Alfred Khala Phahlane
14	New Eersterust, Stinkwater	Joseph Morake Mogale
49	Bultfontein, Grootlei, Hammanskraal, Klipdrift, Lusthof, Kudube West, Hammanskraal, Hennops River, Inderminne Kromdraai, Mandela Village	Mfana Abram Marobane
50	Annlin, Annlin West, Sinoville, Wonderboom, Wonderboom AH, Wonderboom Airport	Benjamin Jacobus Wannenburg
73	Blesbokfontein, Haakdoornfontein, Hartbeestfontein, Klipdrift, Murrayhill, Pienaarsrivier, Wallmannsthal	Makgodu Jacob Aphane
74	Babelegi South, Kudube, Kudube Unit 1, Kudube Unit 9, Marokolong South	Joseph Sibaya
75	Babelegi North, Kudube D, Kudube Unit 10, Kudube Unit 11 (East), Kudube Unit 2, 3, 6 & 7	Jane Tebogo Makgatho
76	Boplaas West, Majaneng, Mashemong	Jonathan Kleinbooi Baloyi
95	New Stinkwater, Marotola PS, Apostolic Church Jerusalem	Aaron Mokgale Maluleka
96	Amalinda, Cynthia Vale AH (north of Airport Road), Doornpoort, Klerksoord AH, Onderstepoort, Rooiwal, Wonderboom AH	Johannes Jacobus Coetzee

**Table 10-6: Region 2 capital budget**

Strategic unit	Project name	Project number	Draft budget 2013/14	Draft budget 2014/15	Draft budget 2015/16	Ward
Housing and Human Settlement	Project linked housing: Water provision	710 863	330 269 592	263 525 900	278 245 788	14, 74
Housing and Human Settlement	Sewage: Low cost housing	710 864	326 272 683	304 529 200	304 529 200	7, 30, 40, 55, 74
Service Infrastructure	Refurbishment of water networks and backlog eradication	710 878	177 546 236	101 920 420	108 000 000	8, 14, 20, 21, 67, 73, 74, 75, 76
Service Infrastructure	Refurbishment of water networks and backlog eradication	710 878	36 509	66 500 000	104 189 918	8, 14, 20, 21, 67, 73, 74, 75, 76
Transport	Contributions: Services for township development	710 115	3 000 000	20 000 000	15 300 000	2, 4, 5, 40, 47, 50, 59, 65
Transport	Flooding backlog: Network 5A, Matanteng	712 506	2 000 000	5 000 000	0	8, 13, 95
Transport	Flooding backlog: Network 2B, Ramotse	712 515	800 000	20 000 000	0	73
<b>TOTAL</b>			<b>839 925 020</b>	<b>781 475 520</b>	<b>810 264 906</b>	

## 12.2.1 Region 2 detailed capital works plan

**Table 10-7: Region 2 detailed capital work plan**

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Housing and Human Settlement	Project linked housing: Water provision Winterveld	710 863	14, 74	Provision of water services to housing developments, including water connections	Service stands (water)	Approval of designs by functional divisions	Pipes laid	Pipes laid	All pipes laid, inspections, snagging, practical completion certificate handover – 100%	<p>Community unrests</p> <p>Slow performance by main contractor/ local subcontractors</p> <p>Delays in the issuing of appointment letters by SCM</p> <p>Delays in approval of designs by line functional departments</p>	<p>Request political intervention from political principals</p> <p>Constant monitoring of the contractor's performance</p> <p>Expedite the SCM process</p> <p>Expedite approval processes with functional departments</p>
Housing and Human Settlement	Sewage: Low cost housing	710 864	7, 30, 40, 55, 74	Acquisition of land of Housing Settlement and for housing development projects	Provision of sewer services to housing developments, including sewer connections	Procurement process, including issuing of tender documents to the potential bidders	Appointment of contractors and the site establishment	Installation of sewer bulk link and sewer house connections	Installation of sewer bulk link and sewer house connections	<p>Community unrest</p> <p>Poor performance by the appointed contractor</p> <p>Delay in the appointment of contractor due to SCM processes</p> <p>Delay in approval of designs by line functional divisions</p>	<p>Request political intervention from political principals</p> <p>Constant monitoring of the contractor's performance</p> <p>Expedite the SCM process</p>

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Service Infrastructure	Refurbishment of water networks and backlog eradication	710 878	13, 14	Strategic objective 1: Provide sustainable service infrastructure and human settlement management	An upgraded water reticulation system, 40 000 m of water network pipeline with 6 042 meters installed	3 000 m of supply pipeline installed	4 000 m of supply pipeline installed	2 500 m of supply pipeline installed	4 500 m of supply pipeline installed	Poor performance of contractors	Constant monitoring and evaluation
Service Infrastructure	Refurbishment of water networks and backlog eradication	710 878	8, 75, 76	Provide sustainable service infrastructure and human settlement management	Water reticulation and bulk pipeline	Preparation of built drawings	None	None	None	Insufficient budget, environmental non-approval, delays in the investigation and design of pipelines, delays in the procurement of contractors, poor performance of contractors	Constant monitoring
Transport	Contributions: Services for township development	710 115	2, 4, 5, 40, 47, 50, 59, 65	Strategic investment and development facilitation	Payment to developers in terms of agreement	No payments	Pay developers R1 million	Pay developers R1 million	Pay developers R1 million	Dependent on certificates submitted by developers	Close liaison with developers to ensure timeous submission of certificates
Transport	Flooding backlog: Network 5A, Matenteng	712 506	8, 13, 95	Basic and socio-environmental infrastructure	Relocation of 13 houses	Negotiate with residents	Finalise the valuation of properties	Prepare the valuation report	Relocation of 13 houses in Matenteng area	Relocation of nine houses taking longer than expected	Programme will be adjusted if needed
Transport	Flooding backlog: Network 2B, Ramotse	712 515	73	Basic and socio-environmental infrastructure	Relocate 13 residents	Prepare the valuation report	Relocate two residents	Relocate four residents	Relocate seven residents	Relocation of nine houses taking longer than expected	Programme will be adjusted if needed

### 12.3 REGION 3 CAPITAL PROJECTS

The tables below summarise the approved 2014/15 budget with the draft outer year's budget, wards, suburbs and townships in Region 3. This region has 23 wards. It can be noted from the tables below that the capital budget for the region will be R137, 700,000. Projects that will be implemented this financial year are related to Environmental Management, Economic Development, Transport, Emergency Services, Metro Police Services and Service Delivery and Transformation Management.

**Table 10-8: Region 3 wards, suburbs and townships**

Ward	Suburb, townships	Councillor
1	Daspoort, Hercules, Hermanstad ,Mountain View,	John Willem Barendrecht
3	Atteridgeville Kwaggasrand, Proklamasieheuwel	Daniel Jacobus Swanepoel
7	Broederstroom, Cheetah Park, Laudium, Uitzicht AH, Schurveberg, Elandsfontein (Farm), Mulderia AH	Molatelo Samuel Mashola
42	Erasmus Park, Erasmus Rand, Monument Park, Waterkloof Heights, Waterkloof Park and Waterkloof Ridge	Bronwynn Anne Engelbrecht
51	Atteridgeville Central (South of Ramokgopa), Itireleng	Francina Maredi
52	Bergtuin, Koedoespoort Industrial, Moregloed, Villieria (suid van Haarhoff, north from railway line), Waverley	Adriana Maria Randall
53	Eloffsdal, Gezina and Les Marais	Hendrik Frederik Fourie
54	Magaliesberg Conservation, Mayville, Rietfontein (north of Beyers), Villieria, Wonderboom South	Elmarie Linde
55	Andeon, Boosens, Claremont, Danville, Kirkney, Lady Selbourne, Pretoria Gardens, Suiderberg	Petrus Johannes Fourie
56	Blackmoor, Brooklyn (west of Rupert), Bryntirion, Colbyn, Hatfield, Hillcrest, Muckleneuk, New Muckleneuk	Catharina Dorethea Prinsloo
58	Arcadia, Asiatic Bazaar, Philip Nel Park, Pretoria Central, Prinshof, Proklamasieheuwel	Sam Moimane
59	Groenkloof, Lukasrand, Muckleneuk , Sunnyside East (east of Leyds Street to Johnstone Street), Monument Golf Estate	Gertruida Magdalena Erasmus
60	Pretoria CBD, Pretoria Show Grounds, Pretoria Townlands, Pretoria West, Salvokop	Maid Joyce Mabena
62	Atteridgeville Central/South	Selopi Peter Tlomatsane
63	Saulsville, J Manyabile, SP Kwaka	John Ntuli
68	Atteridgeville North, Saulsville (west of Makhubela, Hlakola)	Tshililo Victor Rambau
71	Atteridgeville (Jeffsville, Phomolong, Concern and Vergenoeg East)	Makopo Arrow Makola
72	Atteridgeville (south of Ramokgopa), Saulsville (south of Ramokgopa), Saulsville AD Section, Saulsville Matlejoane	Lobisa Pretty Moganedi
80	Pretoria Central (east of Andries), Sunnyside (west of Leyds and east of Cilliers, south of Jorrisen), Berea	Livhuwani Norman Nemuthenga
81	Arcadia (west of Hamilton), Sunnyside South (east of Mears) and Trevenna (north of Jorrisen and Padnoller)	Maligana Edward Musehane
82	Alphenpark, Ashlea Gardens, Hazelwood, Koedoespoort, Lynnwood, Maroelana, Menlo Park, Persequor (west of Meiring Naude), Waterkloof (east of Premier)	Siobhan Muller
84	Brummeria, East Lynne, Kilnerpark, Lydiana (north of M16), Queenswood, Silverton/Dale, Weavindpark (west of Cresswell)	Roelof Petrus Fourie
92	Arcadia, Eastwood, Killberry, Lizdogan Park Riviera (east of Union), Sunnyside	Juanita Du Plooy

**Table 10-9: Region 3 capital budget**

Strategic unit	Project name	Project number	Draft budget 2014/15	Draft budget 2015/16	Draft budget 2016/17	Ward
Economic Development	Marketing and trading stalls: Laudium	712 962	1 000 000	2 000 000	2 000 000	61
Environmental Management	Upgrading and extension of facilities	710 276	5 000 000	15 000 000	15 000 000	60
Environmental Management	Reparation to and resurfacing of roads	710 420	250 000	650 000	650 000	60
Environmental Management	Upgrading and extension of office blocks	712 585	3 130 000	2 000 000	2 000 000	60
Environmental Management	Specialised vehicles – market	712 827	120 000	0	0	60
Environmental Management	Upgrading of the market trading system	712 868	3 500 000	1 000 000	1 000 000	60
Metro Police Service	Purchasing of policing equipment	712 500	4 000 000	0	0	58
Metro Police Service	Capital funded from operating	712 752	5 000 000	3 550 000	3 860 000	60
Office of the City Manager	Tshwane House	712 965	20 000 000	0	0	58
Office of the City Manager	City Hall renovations	712 960	42 700 000	50 000 000	10 000 000	60
Service Delivery and Transformation Management	Redevelopment of hostels: Saltville (Phase 3b and 4a)	711 712	25 000 000	25 000 000	20 000 000	63
Service Delivery and Transformation Management	New Gazankulu Clinic	710 204	10 000 000	10 000 000	0	68, 71
Service Infrastructure	Sub-transmission system equipment refurbishment	710 163	10 000 000	10 000 000	0	3, 4, 56, 58, 60, 80, 81, 92
Transport	Hartebeest Spruit: Canal upgrading	711 265	3 000 000	3 000 000	0	
Transport	Upgrading of Maunde Street	712 544	6 000 000	100 000	0	3, 51, 62, 68, 72
<b>TOTAL</b>			<b>138 700 000</b>	<b>120 300 000</b>	<b>52 510 000</b>	

### 12.3.1 Region 3 detailed capital works plan

**Table 10-10: Region 3 detailed capital work plan**

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Economic Development	Marketing and trading stalls: Laudium	712 962	61	Construction of marketing and trading stalls	Total refurbishment of the stalls, roofing, walls and the floor, storage facility (a site visit by a service provider still needs to be conducted to determine the number of stalls)	Refurbished roofing	Roof, storage facility and paved floor	Paved floor	Handover of project	Delay of implementation by project manager and community opposition	Liaising with community liaison officer and project manager
Environmental Management	Upgrading and extension of facilities	710 276	60	The conversion of the old P&V offices into dedicated security offices and the construction of 3,3 m high perimeter walls on the eastern and western side of the market	Upgraded security offices and new perimeter walls	Approval of scope of works, appointment of service providers and commencement of works	Security offices completed and occupied by officials Foundations completed on perimeter walls	Perimeter walls completed to improve security on the market	Project completed	Delay in procurement processes Weather conditions  Non-responsive tenders	Designs to be completed at the first two months of Q1 of 2012/13 financial year
Environmental Management	Reparation to and resurfacing of roads	710 420	60	Resurfacing of ring road surrounding the sales hall and adjacent road surfaces	Resurfaced off-loading area on the eastern side of hall B	Priority areas identified and approved Obtain quotations for areas	Resurfacing defective road surfaces at the off-loading area at the eastern side of hall B	100% expenditure of capital budget No residual funds available after Q2	100% expenditure of capital budget No residual funds available after Q2	Delay in procurement processes Weather conditions  Non-	Schedule contractor's works to be completed in the first two quarters of the financial year



Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
						Approval by management regarding the location for resurfacing				responsive tenders	
Environmental Management	Upgrading and extension of office blocks	712 585	60	<p>Upgrading and extension of office facilities occupied by tenants of the market, this includes commission agents, retailers and wholesalers</p> <p>Commission agents that currently occupy office space indicate that, due to technology, smaller office spaces are needed</p> <p>Constant upgrading must be done to ensure that the office facilities adhere to the national building regulations act</p>	Upgraded agent administrative offices	<p>Completion of the last floor, that of the ground floor of the agent building</p> <p>Practical completion reached and snag lists completed</p>	Handover and occupation by tenants of the ground floor	<p>100% expenditure of capital budget</p> <p>Project completed</p>	<p>100% expenditure of capital budget</p> <p>Project completed</p>	<p>Delay in procurement processes</p> <p>Weather conditions</p> <p>Non-responsive tenders</p>	Schedule contractor's works to be completed in the first two quarters of the financial year

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Environmental Management	Specialised vehicles – market	712 827	60	Purchasing of cleaning machinery/equipment to maintain the hygiene of the food halls	Improved overall hygiene in and around food halls to strive towards a HACCP environment	Approval of scope and quotations for cleaning equipment	Purchase high pressure cleaning machine through the approved RT57 tender	Machine on site and in use	Machine on site and in use	Delay in procurement processes  Non-responsive tenders	Schedule contractor's works to be completed in the first two quarters of the financial year
Environmental Management	Upgrading of the market trading system	712 868	3	Development of a new trading system for the fresh produce market	Enhancement of the current trading system to provide an improved service to role players  Increase revenue stream	The latter entails the creation of the overarching reference framework for the holistic through-life management of ICT (high level – first order)  Audit report that will focus primarily on the strong and weak points of the current and available ICT strategy, governance, people, processes and technology in support of the Fresh Produce Market	Completion of Phase 1 and 2 and of the formulation of a project steering committee and the execution of an ICT audit	Phase 3 and 4 completed  Phase 3 and 4 entail the development of architecture input and baseline and the institutionalisation of a “new” approach and methodology to ICT management	Phase 5 development of skilled capacity 50% complete  Phase 6 development and implementation of new software solution 27% complete	Delay in procurement processes  Non-responsive tenders	Schedule contractor's works to be completed in the first two quarters of the financial year

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Metro Police Service	Purchasing of police equipment	712 500	58	<p>The TMPD as a crime prevention and reaction entity within the City of Tshwane is in need of equipment to enhance crime prevention and reaction readiness within all wards and regions of the Tshwane as part of the approved Ward-based Deployment Strategy</p> <p>The overall lifespan of the existing firearms and equipment is becoming shorter and most of the equipment is becoming obsolete and unrepairable</p> <p>Accordingly the TMPD instituted a three-year replacement</p>	<p>The department will procure the following items as part of capacitating the members of the TMPD.</p> <p>12 gauge shotguns to the value of R1,000,000</p> <p>Tetra radio communication to the value of R2,900,000</p> <p>Fleet machinery and equipment to the value of R100,000</p>	<p>Tender process to procure shotguns</p> <p>Deviation report to utilise a tender from another organ of state to procure tetra communication</p> <p>Board quotation for the procurement of fleet machinery</p>	<p>Evaluation of tenders for the procurement of shotguns BEC, BAC and EAC</p> <p>Placement of purchase orders for the procurement of tetra communication</p> <p>Delivery of fleet machinery and equipment</p>	<p>Placement of purchase orders for the procurement of shotguns</p> <p>Delivery and installation of tetra communication</p>	<p>Delivery of shotguns</p>	<p>Lengthy supply chain management processes delay procurement of goods</p> <p>Import of goods could delay delivery date of goods</p> <p>Closure of manufacturing industry during the festive season</p>	<p>Executive management intervention should the need arise</p>

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
				plan for old and redundant equipment, therefore catering not only for replacement, but also to build capacity in resources for future requirements							
Metro Police Service	Capital funded from operating	712 752	60	<p>The TMPD as a crime prevention and reaction entity within the City of Tshwane is in need of equipment to enhance crime prevention and reaction readiness within all wards and regions of Tshwane</p> <p>The TMPD instituting a three-year replacement plan catering for replacement and building capacity for future</p>	<p>The department will procure the following items as part of capacitating the members of the TMPD:</p> <p>11 speed law enforcement cameras to the value of R2,800,000</p> <p>Mobile classrooms and offices to the value of R2,200,000</p>	<p>Placement of purchase orders for the procurement of speed law enforcement cameras CB123/2013</p> <p>Placement of orders for mobile offices and classrooms CB 49/2013</p>	<p>Delivery of speed law enforcement cameras</p> <p>Delivery and installation of mobile offices and classrooms</p>	Project complete	Project complete	<p>Lengthy supply chain management processes delay procurement of goods</p> <p>Closure of manufacturing industry during the festive season</p>	Executive management intervention should the need arise

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
				expansion							
Office of the City Manager	City Hall renovations	712 960	60								
Office of the City Manager	Tshwane House	712 965	58	Delivery of the new Tshwane House Municipal HQ complex and any office accommodation works to recapture VFM from Sammy Marks per commitment to Council altogether iro office accommodation for approximately 2 500 staff	Tshwane House in phased construction already underway iro bulk earth works to two phase handovers in the 2 <sup>nd</sup> half of 2016	Commercial close with approval of Council at its meeting of 24 July and financial close following within three or four days	Construction ongoing, consideration/implementation of options for additional parking beneath Tshwane House, some of which will impact on time for the 2016 delivery and may require Council approval as variation orders	Construction ongoing  Work of programmes of organisational development and office accommodation portfolio optimisation in preparation for ultimate move in, notable to achieve greater level of productivity	Monitoring project work ongoing	Virtually all project risks iro construction, inflation, etc as set out in detail in the PPP agreement are transferred to the private PPP partner	Delivery of the new Tshwane House Municipal HQ complex and any office accommodation works to recapture VFM from Sammy Marks per commitment to Council altogether iro office accommodation for approximately 2 500 staff
Service Delivery and Transformation Management	New Gazankulu Clinic	710 204	68,71	To build a clinic of 1 000 m <sup>2</sup> for the patients and appoint more staff  To extend the current package of services as prescribed by National Health	Administrative phase completed  Construction phase in process	Earthworks completed  Start foundation	Earthworks completed  Start with foundation	Foundation completed  Busy with masonry	Busy with masonry and roof covering, storm water drainage, soil drainage, water supplies and fire service	Contractor not appointed in time  Cash flow  Labour strikes	Regular meetings  Intervention by management

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Service Delivery and Transformation Management	Redevelopment of hostels: Saulsville (Phase 3b and 4a)	711 712	63	20 community residential units (CRUs)	Construction of community residential units	Preparation of designs and approvals	Site handover, establishment and commencement of foundations	Construction of brickwork and roofing	Completion of units, inspections, snagging and issuing of occupation certificates	Community disruptions on fire, theft and vandalism of units resulting in non-delivery of units  Non-delivery of equipment and material, quality of workmanship, excessive rainfall	Political intervention  Constant monitoring and evaluation, proactive planning, quality control during construction, make provision for rain delays in programme
Service Infrastructure	Sub-transmission system equipment refurbishment	710 163	3, 4, 56, 58, 60, 80, 81, 92	Refurbishment of sub-transmission network infrastructure equipment	To refurbish infrastructure equipment	Manufacturing of equipment	Ordering of equipment	Infrastructure equipment	Refurbished network equipment	The project depends on overseas equipment with minimum lead time of 18 weeks  Rain and un-awarded tenders	Constant engagement with stakeholders
Transport	Upgrading of Maunde Street	712 544	3, 51, 62, 68, 72	Strategic investment and development facilitation	Installation of electrical services pending EAC approval	Installation of electrical services pending EAC approval	Project to be completed	Project to be completed	Project to be completed	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons Liaise with community representatives

## 12.4 REGION 4 CAPITAL PROJECTS

The tables below summarise the approved 2014/15 budget with the draft outer year's budget, wards, suburbs and townships in Region 4. The region has 11 wards. It can be noted from below that the capital budget for the region will be R22, 500,000. Projects that will be implemented this financial year are projects related to Emergency Services and Service Infrastructure.

**Table 10-11: Region 4 wards, suburbs and townships**

Ward	Suburb, townships	Councillor
48	Atteridgeville Informal (Brazzaville Siyahlala), Gerhardsville, Laezonia, Peach Tree, Timsrand, Vlakplaats	Mamosa Betty Ringane
57	Die Hoewes, Lyttelton, Lyttelton Manor	Clive John Napier
61	Claudius, Erasmia, Hoekplaats, Laudium, Lochner, Mooiplaats	Mahomed Essop
64	Rooihuiskraal and The Reeds	Casper Nicolaas Mc Donald
65	Doringkloof and Irene	Johanna Christina Spoelstra
66	General Kemp Heuwel, Glen Lauriston, Thaba Tshwane, Valhalla	Catharina Elizabeth Strydom
69	Eldoraigne, Rooihuiskraal North	Magrietha Aucamp
70	Celtisdal, Heuweloord, Monavoni, Raslouw, Sunderland Ridge	Marika Elizabeth Kruger Muller
77	Kosmosdal, Mnandi AH, Olievenhoutbosch, Rua Vista	Daddy Cedrick Tsela
78	Bronberrik, Clubview and Hennospark	Peter Sutton
79	Kloofsig, Lyttelton Manor, Pierre van Ryneveld, Rietvalleirand	Victoria Ann Bosch

**Table 10-12: Region 4 capital budget**

Strategic unit	Project name	Project number	Draft budget 2014/15	Draft budget 2015/16	Draft budget 2016/17	Ward
Emergency Services	Establishment/construction of fire house Heuweloord	710 566	20 000 000	0	0	48, 57, 61, 64, 65, 66, 69, 70, 77, 78, 79
Service Infrastructure	Laudium Secondary Network upgrade project	712 871	2 500 000	0	0	61, 66
<b>TOTAL</b>			<b>22 500 000</b>	<b>0</b>	<b>0</b>	



### 12.4.1 Regional 4 detailed capital works plan

**Table 10-13: Region 4 detailed capital work plan**

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Emergency Services	Establishment/construction of Fire House Heuweloord	710 566	48, 57, 61, 64, 65, 66, 69, 70, 77, 78, 79	Construction of a fully equipped fire station in Heuweloord  Services to be rendered: - Fire ops  - Fire safety  - Disaster management  - Ambulance services	Establishment /construction of Fire House Heuweloord which will provide the following services to the community:  - Fire operations  - Fire safety  - Disaster management  - Ambulance services	Construction of station	Construction of station	Project completion and project close	None	Interdependency with regards to the SCM processes  Natural disasters	Chief of Emergency Services to intervene should process deviate from planned project milestones
Service Infrastructure	Laudium secondary network upgrade project	712 871	61, 66	Upgrading of L/T network	Upgrading of network	Construction	None	None	None	None	None

## 12.5 REGION 5 CAPITAL PROJECTS

The tables below summarise the approved 2014/15 budget with the draft outer year's budget, wards, suburbs and townships in Region 5. This region has 3 wards. It can be noted from the table below that the capital budget for the region is R44, 000,000. Projects that will be implemented this financial year are related to Health and Social Development, Service Infrastructure, Transport and Services Delivery and Transformation Management.

**Table 10-14: Region 5 wards, suburbs and townships**

Ward	Suburb, townships	Councillor
87	Derdepoort AH, Eersterust (west of Hans Coverdale), Jan Niemandpark, Kameeldrift East AH, Montana Park/Gardens	Christian Hendrik Boshoff
99	Beynespoort, Boekenhoutskloof, Boschkloof, De Wagendrift, Doornfontein, Hartebeestfontein, Kameelfontein, Leeuwfontein	Thobitse Peter Matshela
100	Brandbach, Cullinan, De Haven East., De Tweedespruit, Ellison AH, Jacaranda Park, Pienaarspoort, Rayton, Refilwe	Christopher Mantual Mahlase

**Table 10-15: Region 5 capital budget**

Strategic unit	Project name	Project number	Draft budget 2014/15	Draft budget 2015/16	Draft budget 2016/17	Ward
Health and Social Development	Replacement of Rayton Clinic	712 684	500 000	500 000	500 000	100
Service Delivery and Transformation Management	Cullinan Library Park	712 936	20 000 000	0	0	100
Service Delivery and Transformation Management	Upgrade Refilwe Stadium	712 916	20 000 000	20 000 000	0	100
Service Infrastructure	Bulk sewer supply: Franspoort	712 876	1 500 000	0	0	99
Transport	Upgrading of roads and storm water systems in Rayton	712 945	1 000 000	8 000 000	6 000 000	100
Transport	Upgrading of roads and storm water systems in Cullinan	712 946	1 000 000	8 000 000	6 000 000	100
<b>TOTAL</b>			<b>44 000 000</b>	<b>36 500 000</b>	<b>12 500 000</b>	

## 12.5.1 Region 5 detailed capital works plan

**Table 15: Region 5 detailed capital work plan**

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Health and Social Development	Replacement of Rayton Clinic	712 684	100	To build a clinic of 1 500 m <sup>2</sup> for the patients and appoint more staff and To extend the current package of services as prescribed by National Health	Phase 1 Administrative phase completed  Appointment of consultants and contractor  Phase 2 Construction phase in process	Turnkey appointment completed	Busy with architectural drawings	Approved architectural drawings	Administrative phase completed and site handed over	Contractor not appointed in time  Cash flow  Labour strikes	Regular meetings  Intervention by management
Sport and Recreation	Cullinan Library Park	712 936	100	Establishment of a regional library park with a library, as well as indoor sport and culture facilities	Construction of library, indoor hall, 2 side halls and site works	Completion of concrete works, commence with brickwork infill and roofing	Completion of brickwork and roofing and plastering  Commence with interior finishes	Completion of parking area and hard courts	Retention period	Short implementation period in 2013/14 year and budget shortfall in 2014/15 financial year	High level intervention: CFO
Service Delivery and Transformation Management	Upgrade Refilwe Stadium	712 916	100	Upgrading of the existing multipurpose sport stadium to accommodate various sporting codes	Construction of a mini stadium comprising grandstands (open) or embankments, ablutions, change rooms, flood lighting and pitch, fencing and civil works	Appointment of consulting team and project detail planning  Appointment of contractor	Site establishment  Commence with civil works and construction of ablution facilities  Completion of fencing	Completion of ablution facilities  Completion of spectator seating and pitch	Completion of floodlights  Project completion and site handover	Project scope of work and estimates not available yet	Detailed planning and project scheduling to be finalised as soon as possible
Service Infrastructure	Bulk sewer supply: Franspoort	712 876	99	The existing systems have to be extended to accommodate the potential future developments in the area	None	Claims for township development	Claims for township	Claims for township	Claims for township	No developers claim repayment	Constant monitoring and evaluation
Transport	Upgrading of roads and storm water	712 945	100	Basic and socio-environmental infrastructure	Preliminary designs	None	None	Project to commence in the last	Busy with designs	Rain, strike, community disputes	Planned scope of works to be reduced during

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
	systems in Rayton							quarter because of insufficient funds			rainy seasons  Liaise with community representatives
Transport	Upgrading of roads and storm water systems in Cullinan	712 946	100	Basic and socio-environmental infrastructure	Preliminary designs	None	None	Project to commence in the last quarter because of insufficient funds	Busy with designs	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community representatives

## 12.6 REGION 6 CAPITAL PROJECTS

The tables below summarise the approved 2014/15 budget with the draft outer year's budget, wards, suburbs and townships in Region 6. This region has 24 wards. It can be noted from below that the capital budget for the region will be R237, 836,756. Projects that will be implemented this financial year are projects related to Emergency Services, Service Infrastructure, Transport, Service Delivery and Transformation Management.

**Table 16: Region 6 wards, suburbs and townships**

Ward	Suburb, townships	Councillor
6	Mamelodi (East)	Joyce Ngazimbe Sibanyoni
10	Mahube Valley (Mamelodi)	Nkabutsana P Mogoboya
15	Mamelodi (far north-east)	Mmina-T S Marishane
16	Mamelodi (east)	Johannah Hlangani Matentjje
17	Mahube Valley (Mamelodi)	Absalom Setumo Boroto
18	Mamelodi (far south-east)	Funny Nathaniel Joshua Mbele
23	Mamelodi (Rethabile)	Tembie Alexia Sebata
28	Moretele View (Mamelodi South)	Percy S Malome Tebeila
38	Mamelodi Sun Valley, X13, and X14	Magdeline Pretty Sebotsane
40	Heatherley, Mamelodi Green View, Mamelodi X6, Nellmapius X8	Joel Kgomotso Masilela
41	Bellevue, Meyerspark, Murrayfield, Salieshoek, Silverton Val-de-Grace	Barend William Chapman
43	Dispatch, Eersterust, Silverton (north of Pretoria Avenue), Silvertendale and Waltloo	Ingle Singh
44	Die Wilgers X14, 54, 60, 68, 70, 79, 83 – 85, Faerie Glen X1 – 3, 7, 8, 15, 18, 44, 46, 47, 49, 50 – 52, 55, 56, 58, 59, 61, 67, 69, 73 and 81, Garsfontein X1, 8 and 15	Karen Meyer
45	Constantia Park X 1 – 3, 10, 16, 29, 32, 34, Garsfontein X2 – 7, 12, 14 – 17	Nicolaas Cornelius Pascoe
46	De Beers, Die Wilgers (West Zorba, Laver, Janine, Mary, Lynnwood Glen/Manor/Park/Ridge, Menlyn, Newlands, Murrayfield, Val-de-Grace (South N4 Waterkloof Glen)	Duncan Charles Baker
47	Elardus Park X1, 4, 22, 27, Moreleta Park X2, 4, 5, 7, 17, 19, 20, 23, 27, and 28, Wingate Park X1 and 30	Maria Gertruida Wilhelmina Aucamp
67	Mamelodi Sun Valley – North	Dorcas Mathe
83	Erasmuskloof, Moreleta Park (north from Rubinstein), Newlands	Chris Francois Bekker
85	Die Wilgers, Equestria, La Montagne, Wapadrand, Willow Park Manor (south of Trollope)	Elsabé Louw
86	Nellmapius, Samcor Park, Willow Brae AH, Willow Park AH, Willow Park Manor	Letlotlo Precious Marole
91	Country View Estate, Mooikloof Estate/Ridge, Moreletapark (east of M31), Pretorius Park, Rietvlei Heights (north of nature reserve entrance road, The Hills)	Alexander Willem Frederik Middelberg
93	Derdepoort AH, Kameeldrift, Malaka Mamelodi (north of Sibande, Ncube, Modise, Ndebele, Ringa), Vlakkfontein	Nathaniel Rabasotho Masupha
97	Mamelodi (Legora Primary School, Meetse A Bophelo, Open Ground Ext 11 Block (TVS), Barak Education Foundation)	Nkele Doreen Malapane
101	Boschkop, Dorstfontein, Elandsvalley, Klein Zonder Hou, Klipkop, Mooiplaats, Silverlakes, Tiegervoort, Witpoort	Phillipus Andries Van Der Walt

**Table 17: Region 6 capital budget**

Strategic unit	Project name	Project number	Draft budget 2014/15	Draft budget 2015/16	Draft budget 2016/17	Ward
Emergency Services	Capital funded from operating	712 765	3 036 756	3 000 000	3 000 000	43
Service Delivery and Transformation Management	Redevelopment of hostels: Mamelodi	711 713	25 000 000	25 000 000	20 000 000	38, 67
Service Infrastructure	Moreletaspruit: Outfall sewer	712 121	16 500 000	15 000 000	6 000 000	41, 42, 43, 44, 45, 46, 47, 52
Transport	Real Rover Road to Serapeng Road	710 936	8 000 000	10 000 000	0	15, 18, 23, 40
Transport	Flooding backlogs: Mamelodi, Eersterust and Pretoria East areas	712 223	19 000 000	0	0	6, 10, 15, 16, 17, 18, 23, 28, 38, 40, 67, 97, 99
Transport	Doubling of Simon Vermooten	711 800	136 000 000	25 000 000	0	6, 10, 15, 16, 17, 18, 23, 28, 38, 40, 41, 43, 44, 46, 67
Transport	Collector road backlogs: Mamelodi	712 521	17 500 000	0	0	86
Transport	Upgrading of Garstfontein Road	712 956	12 000 000	0	0	46
<b>TOTAL</b>			<b>237 036 756</b>	<b>78 000 000</b>	<b>29 000 000</b>	

### 12.6.1 Region 6 detailed capital works plan

**Table 18: Region 6 detailed capital work plan**

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Emergency Services	Capital funded from operating	712 765	2, 43	Procurement of essential equipment required to enable the department to execute work in the following specialist fields:  - Firefighting  - Emergency rescues  - Emergency medical services	Procurement of essential equipment required to enable the department to execute work in the following specialist fields:  - Firefighting  - Emergency rescues  - Emergency medical services	Issue purchase orders and delivery of goods	Issue purchase orders and delivery of goods	None	None	Delivery of specialised equipment might take long  Most of the products are imported	Ensure delivery time frames are complied with
Service Delivery and Transformation Management	Redevelopment of hostels: Mamelodi	711 713	38, 67	CRUs  Eight CRUs, including  remedial work	Construction of community residential units	Preparation of designs and approvals	Site handover, establishment and commencement of foundations	Construction of brickwork and roofing	Completion of units, inspections, snagging and issuing of occupation certificates	Community disruptions on fire, theft and vandalism of units resulting in non-delivery of units  Poor performance of contractors, quality of workmanship, excessive rainfall	Political intervention  Constant monitoring and evaluation, proactive planning, quality control during construction, make provision for rain delays in



Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
											programme
Service Infrastructure	Moreletaspruit: Outfall sewer	712 121D	41, 42, 43, 44, 45, 46, 47, 52	<p>Due to massive development in the Moreletaspruit catchment area, the need arises to augment the existing outfall sewer system by constructing a new parallel line</p> <p>Phase 2B from Dr Louis Botha Avenue up to Garstfontein Road: 4,8 km, 750 mm to 525 mm</p>	72 m	2 245 m of sewer pipe installed with manholes at Silverlakes, Moreleta	1 756 m of sewer pipe installed with manholes at Silverlakes, Moreleta	1 688 m of sewer pipe installed with manholes at Silverlakes, Moreleta	1 547 m of sewer pipe installed with manholes at Silverlakes, Moreleta, EIA at Rietspruit	<p>Very little risk is expected to remain as contractor is expected to attain practical completion at the very end of the financial year</p> <p>Poor performance of contractors is not expected</p>	Constant monitoring and evaluation
Service Infrastructure	Moreletaspruit: Outfall sewer	712 121	41, 42, 43, 44, 45, 46, 47, 52	<p>Due to massive development in the Moreletaspruit catchment area, the need arises to augment the existing outfall sewer system by constructing a new parallel line</p> <p>Phase 2B from Dr Louis Botha Avenue up to Garstfontein Road: 4,8 km,</p>	72 m	2 245 m of sewer pipe installed with manholes at Silverlakes, Moreleta	1 756 m of sewer pipe installed with manholes at Silverlakes, Moreleta	1 688 m of sewer pipe installed with manholes at Silverlakes, Moreleta	1 547 m of sewer pipe installed with manholes at Silverlakes, Moreleta, EIA at Rietspruit	<p>Very little risk is expected to remain as contractor is expected to attain practical completion at the very end of the financial year</p> <p>Poor performance of contractors is not expected.</p>	Constant monitoring and evaluation

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
				750 mm to 525 mm							
Transport	Real Rover Road to Serapeng Road	710 936	15, 18, 23, 40	Strategic investment and development facilitation	1,2 km road	1,2 km road	Project completed	Project completed	Project completed	Rain, strike, community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community representatives
Transport	Doubling of Simon Vermooten	711 800	6, 10, 15, 16, 17, 18, 23, 28, 38, 40, 41, 43, 44, 46, 67	Strategic investment and development facilitation	2,4 km road and 2,6 km storm water	2 km excavation, 1,2 km selected, 0,4 km sub-base, 1,8 km storm water	0,6 km excavation, 1,4 km selected, 1,9 km sub-base, 1,6 km base, 0,8 km storm water	0,3 sub-base and 1 km base	0,6 km base, 2,6 km surfacing, 1 bridge structure	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community representatives
Transport	Flooding backlogs: Mamelodi, Eersterust and Pretoria East areas	712 223	6, 10, 15, 16, 17, 18, 23, 28, 38, 40, 67, 97, 99	Basic and socio-environmental infrastructure	Roads = 1,5 km, storm water = 0,2 km, sidewalks = 0,65 km, speed humps = 4.	Roadbed = 1,5 km Storm water = 0,2 km	Sub-base = 1,5 km	Base = 1,5 km	Road = 1,5 km and sidewalk = 0,65 km speed humps = 4.	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
											representatives
Transport	Collector road backlogs: Mamelodi	712 521	86	Construction of 1,3 km roads and storm water and a 30 m bridge	1,8 km road	1,8 km base	1,8 km road	None	None	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community representatives
Transport	Upgrading of Garstfontein Road	712 956	41, 22, 43, 44, 45, 46, 47, 52, 53, 54, 57, 58, 79, 83	Strategic investment and development facilitation	Services relocation and designs	None	None	Busy with services relocation and designs	Finalise services relocation and designs	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community representatives

## 12.7 REGION 7 CAPITAL PROJECTS

The tables below summarise the approved 2014/15 budget with the draft outer year's budget, wards, suburbs and townships in Region 7. The region has 4 wards. It can be noted from below that the capital budget for Region 7 will be R50, 600,000. Projects that will be implemented this financial year are projects related to Economic Development and Service Delivery and Transformation Management.

**Table 19: Region 7 wards, suburbs and townships**

Ward	Suburb, townships	Councillor
102	Bronkhorstbaai, Bronkhorstspruit, Vleiland, Kungwini Country Estate, Schietpoort, Vaalbank, Vlakfontein, Zithobeni Heights	Solomon Bongani Phiri
103	Ekgangala B, C, D (Bawezi), Kungwini Jobarne/Lunsriem/Rietriem/Witblits, Rethabiseng Ext 1 and 2	April Daniel Mabona
104	Ekgangala Block A, F, Block F Ext 1, 2, 3, 4 and 5	Victor Phitisi Mabelane
105	Bella Vista, Grootspuit, Heuningsnest, Kortfontein, Zorgvliet, Modderfontein, Oude Zwaanskraal, Rustfontein, Spitskop	John Buti Masombuka

**Table 20: Region 7 capital budget**

Strategic unit	Project name	Project number	Draft budget 2014/15	Draft budget 2015/16	Draft budget 2016/17	Ward
Economic Development	Marketing and trading stalls: Bronkhorstspruit	712 902	1 000 000	1 600 000	1 600 000	102
Service Delivery and Transformation Management	Upgrade and extension of Zithobeni Clinic	712 683	10 000 000	10 000 000	0	102
Service Delivery and Transformation Management	Bulk containers: Metswedding	712 830	1 300 000	0	0	101, 102, 103, 104, 105
Service Delivery and Transformation Management	240ℓ containers: Metswedding	712 831	4 300 000	0	0	101, 102, 103, 104, 105
Service Delivery and Transformation Management	Upgrading of Zithobeni Sport Stadium	712 883	30 000 000	30 000 000	0	102
Transport	Upgrading of road from gravel to tar in Ekgangala Wards 11 and 12	712 895	3 000 000	0	0	103 and 104
Transport	Improvement of dirt road leading to Clover Hill Club, Bronkhorstspruit Dam	712 947	1 000 000	3 000 000	3 000 000	102
<b>TOTAL</b>			<b>50 600 000</b>	<b>43 000 000</b>	<b>3 000 000</b>	

## 12.7.1 Region 7 detailed capital works plan

**Table 21: Region 7 detailed work plan**

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Economic Development	Marketing and trading stalls: Bronkhorstspuit	712 902	102	Construction of informal trader marketing stalls at Bronkhorstspuit town, Region 7, which entails cooking facilities, a kiosk for fruit and vegetables and a braai area	Kiosk, cooking area, braai area and dining area, refurbishment of existing stalls	Project plans	Three refurbished stalls and two braai facilities	Dining area (refurbishing three and building two)	Handover of project	Delay of implementation by project manager and community opposition	Liaising with community liaison officer and project manager
Service Delivery and Transformation Management	Upgrade and extension of Zithobeni Clinic	712 683	102	To build a clinic of 1 000 m <sup>2</sup> for the patients and appoint more staff  To extend the current package of services as prescribed by National Health	To have a clinic for the community	Earthworks completed start foundation	Earthworks completed start foundation	Foundation completed  Busy with masonry	Busy with masonry and roof covering, storm water drainage, soil drainage, water supplies and fire service	Contractor not appointed in time  Cash flow  Labour strikes	Regular meetings  Intervention by management
Service Delivery and Transformation Management	Bulk containers: Metsweding	712 830	101, 102, 103, 104, 105	Supply and delivery	Provision of bulk services	Creating orders	4m <sup>3</sup> = 22  6m <sup>3</sup> = 18  12m <sup>3</sup> = 4	4m <sup>3</sup> = 22  6m <sup>3</sup> = 18  12m <sup>3</sup> = 4	4m <sup>3</sup> = 22  6m <sup>3</sup> = 18  12m <sup>3</sup> = 4	None	None

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
Service Delivery and Transformation Management	240ℓ containers: Metsweding	712 831	101, 102, 103, 104, 105	Procure and supply of 240ℓ containers for domestic and business waste removal	Procure and supply 240ℓ containers	Place an order for the containers:  Agree on a delivery schedule with supplier	Ensure delivery as per schedule	Project completed	Project completed	Supplier not able to deliver on time	Ensure a delivery schedule is agreed upon with supplier and regular monitoring of schedule
Service Delivery and Transformation Management	Upgrading of Zithobeni Sport Stadium	712 883	102	Upgrading of the existing multipurpose sport stadium to accommodate various sporting codes	Upgrading of the existing mini stadium comprising spectator stands and/or embankments, ablutions, change rooms, flood lighting and pitch, fencing and civil works	Appointment of consulting team and project detailed planning  Appointment of contractor	Site establishment  Commence with civil works and upgrading of existing ablution facilities  Completion of fencing	Completion of ablution facilities upgrade  Completion of spectator seating and pitch	Completion of floodlights  Project completion and site handover	Project detailed scope of work and estimates not available yet	Detailed planning and project scheduling to be finalised as soon as possible
Transport	Upgrading of road from gravel to tar in Ekangala Wards 11 and 12	712 895	103, 104	Basic and socio-environmental infrastructure	Roadbed excavation	None	None	Project to commence in the last quarter because of insufficient funds	Roadbed excavation	Rain, strike, Community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community representatives
Transport	Improvement of dirt road leading to Clover Hill Club, Bronkhorstspuit Dam	712 947	102	Strategic investment and development facilitation	Detailed designs	None	None	Busy with design	Finalise designs	Rain, strike, community disputes	Planned scope of works to be reduced during rainy seasons  Liaise with community

Department	Project name	Project number	Ward of implementation	Project objective	Deliverables	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:	Identified risks	Mitigation measures
											representatives

## 12.8

## MULTI REGIONS

Multi-region projects are implemented in more than one region but not in all regions. The table below summarises the approved 2014/15 budget together with the draft outer years' budget. Projects that will be implemented this financial year relate to all departments in the City of Tshwane.

**Table 22: Multi-region Capital Budget**

Strategic Unit	Project Name	Project Number	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Ward
Environmental Management	Atmospheric Pollution Monitoring Network	711562	1 000 000	0	0	1-99
Health and Social Development	Upgrading of ECD centres and day care centre	712691	6 000 000	5 000 000	8 000 000	6, 18, 23, 28, 38, 51, 62, 63
Health and Social Development	Installation of generators in all LG clinics	712835	1 000 000	0	0	1, 3, 4, 7, 18, 28, 40, 41, 43, 45, 48, 60, 61, 62, 64, 65, 66, 68, 69, 71,72
Service Infrastructure	Township water services developers: Tshwane contributions	710022	2 171 429	0	0	1 – 98
Service Infrastructure	Lengthening of network and supply pipelines	710023	5 000 000	1 000 000	0	1 – 98
Service Infrastructure	Upgrading of networks where difficulties exist	710024	3 000 000	0	0	1 – 98
Service Infrastructure	Water supply to agricultural holdings	710025	3 000 000	1 971 429	0	1 – 98
Service Infrastructure	Replacement of worn-out network pipes	710026	15 428 571	6 028 571	0	1-98
Service Infrastructure	Electricity for All	710178	260 000 000	38 079 580	40 000 000	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75
Service Infrastructure	Electricity for All	710178	32 000 000	30 000 000	40 000 000	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75
Service Infrastructure	Replacement, upgrade, construction of waste water treatment work facilities	710411	44 000 000	0	2 000 000	1, 2, 4, 5, 7, 40, 41, 42, 43, 44, 45, 46, 47, 48, 57, 61, 64, 65,



Strategic Unit	Project Name	Project Number	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Ward
						566, 69, 70
Service Infrastructure	Replacement, upgrade, construction of waste water treatment work facilities	710411	101 992 062	153 121 431	208 094 153	1, 2, 4, 5, 7, 40, 41, 42, 43, 44, 45, 46, 47, 48, 57, 61, 64, 65, 66, 69, 70
Service Infrastructure	Replacement and upgrade: Redundant bulk pipeline infrastructure	711335	59 500 000	20 000 000	24 000 000	1, 19, 20, 26, 29, 33, 35, 37, 39, 53, 58
Service Infrastructure	Reduction of water losses: Water networks	711542	4 000 000	4 000 000	4 000 000	1-98
Service Infrastructure	Reservoir extensions	712534	57 500 000	45 000 000	43 000 000	4, 5, 8, 22, 41, 42, 47, 50, 65
Service Infrastructure	Tshwane Electricity control room reconfiguration	712872	5 000 000	5 000 000	5 000 000	1-92
Sports and Recreation	Capital funded from operating (opex)	712773	4 500 000	4 500 000	4 500 000	1-98
Sports and Recreation	Capital funded from operating (opex)	712773	3 129 000	5 000 000	5 000 000	1-98
Transport	CBD and surrounding areas (BRT) – (transport infrastructure)	712591	731 571 000	775 000 000	812 300 000	Tshwane-wide
<b>TOTAL</b>			<b>1 339 792 062</b>	<b>1 093 701 011</b>	<b>1 195 894 153</b>	

**Table 23: Detailed Capital Work Plan for Multi-region Projects**

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Environmental Management	Atmospheric pollution monitoring network	711562	1-99	To procure a mobile station, BTEX, PM 2.5 analysers, multi-translators, Dell PowerEdge R320 Server and EnviViewer	Establishment, repair and maintenance of air-monitoring stations	2 air quality analysers installed	Installation of 3 air quality analysers/equipment	Installation of 7 air quality analysers/equipment	Routine maintenance and reporting	Most air quality equipment is imported and take at least 3 months to be delivered	Early procurement, ie first and second quarter of the financial year
Health and Social Development	Upgrading of ECD centres and day care centre	712691	6, 18, 23, 28, 38, 51, 62, 63	To upgrade the ECD centres and old-age day care to occupational health and safety standards	Upgrading of 1 ECD centre and 1 old-age day care centre, with priority given to the ECD centre	Construction to start at Jabulani ECD centre	Construction to be completed at Jabulani ECD centre	Jabulani ECD centre completed and site handed back to the department	Start with construction at the old-age day care (if funds are available)	Contractor not appointed in time (cash flow and labour strikes)	Regular meetings; intervention by management
Health and Social Development	Installation of generators in all LG clinics	712835	1, 3, 4, 7, 18, 28, 40, 41, 43, 45, 48, 60, 61, 62, 64, 65, 66, 68, 69, 71,72	To ensure clinics do have uninterrupted power supply	Admin phase completed, service provider appointed for three years and 2 generators to be installed in 2014/15	To procure generators for FF Ribeiro and Mamelodi West Clinics	To install generators at FF Ribeiro and Mamelodi West Clinics	To commission generators at FF Ribeiro and Mamelodi West Clinics	Project completed for the two clinics	Price increase not approved	Regular meetings; intervention by management
Service Infrastructure	Township water services developers: Tshwane contributions	710022	1 - 98	To enter into service agreements with developers for each new township  To upsize or procure services in some cases,	None	Claims for township developments	None	None	None	No developers claim repayment	Constant monitoring and evaluation

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				requiring repayment for additional capacity created in this way							
Service Infrastructure	Lengthening of network and supply pipelines	710023	1 - 98	<p>To extend pipelines to areas where water connections are required, without any pipe in the street reserve available to connect to</p> <p>To lay pipes to areas where the water supply has become insufficient and the problem can be solved by extending the supply pipe to the affected area</p>	Water supply demand for new developments and meeting population growth by increasing water reticulation by about <u>4 000 M</u>	<p>400 m of water network pipes installed</p> <p>20 jobs created</p>	<p>1 500 m of water network pipes installed</p> <p>60 jobs created</p>	<p>900 m of water network pipes installed</p> <p>40 jobs created</p>	<p>1 200 m of water network pipes installed</p> <p>40 jobs created</p>	<p>Delay in the appointment of new contractors</p> <p>Performance of contractor</p> <p>Delay with redesigns and their approval</p> <p>Availability of pipe and other construction materials</p> <p>Appointment of new contractor in time</p>	<p>Appointing contractors from CB297/2011 to do the work</p> <p>Constant monitoring, continuous update on project progress and evaluation of performance</p>
Service Infrastructure	Upgrading of networks where difficulties exist	710024	1 - 98	To make changes to water networks to alleviate problems encountered during the daily operations of the supply systems,	Reduce insufficient pressure or capacity of water supply by disconnecting redundant pipes and connecting to networks with	8 connections or disconnections of water networks	17 connections or disconnections of water networks  Installation of PRV	18 connections or disconnections of water networks	23 connections or disconnections of water networks  Installation of PRV	<p>Delay in the appointment of new contractors</p> <p>Performance of contractor</p> <p>Delay with redesigns and</p>	<p>Appointing contractors from CB297/2011 to do the work</p> <p>Constant monitoring, continuous update on project</p>

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				which is done by connections between existing pipelines, or the disconnection of pipes so as to extend or reduce the supply zone of a specific reservoir	bigger pipes and networks with sufficient pressure					their approval Availability of pipe and other construction materials Appointment of new contractor in time	progress and evaluation of performance
Service Infrastructure	Water supply to agricultural holdings	710025	1 - 98	Providing basic water to agricultural holdings	2 500 m of network pipelines	None	1 400 m of water network pipes installed 40 jobs created	1 100 m of water network pipes installed 40 jobs created	None	Delay in the appointment of new contractors Performance of contractor Delay with redesigns and their approval Availability of pipe and other construction materials Appointment of new contractor in time	Appointing contractors from CB297/2011 to do the work Constant monitoring, continuous update on project progress and evaluation of performance
Service Infrastructure	Replacement of worn-out network pipes	710026	1 - 98	To replace sections of the existing water reticulation that have	11 500 network pipelines upgraded	1 500 m of water network pipes installed 80 jobs created	2 700 m of water network pipes installed 100 jobs	2 900 m of water network pipes installed 100 jobs created	4 400 m of water network pipes installed 120 jobs created	Delay in the appointment of new contractors Performance of	Appointing contractors from CB297/2011 to do the work Constant

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				deteriorated			created			contractor Delay with redesigns and their approval Availability of pipe and other construction materials Appointment of new contractor in time	monitoring, continuous update on project progress and evaluation of performance
Service Infrastructure	Electricity for All	710178	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75	Provision of electricity to households as part of providing basic services to the community	Provide connections to 16 000 households	Project planning, which includes designs, ordering of material and stakeholder consultation	Construction of MV and LV infrastructure Complete 4 000 connections	Construction of MV and LV infrastructure Complete 6 000 connections	Construction of MV and LV infrastructure Complete 6 000 connections	Demand exceeding available resources	Commit only what available resources can achieve
Service Infrastructure	Electricity for All	710178	12, 15, 16, 17, 20, 21, 24, 32, 33, 35, 40, 43, 44, 45, 47, 48, 49, 71, 74, 75	Provision of electricity to households as part of providing basic services to the community	Provide connections to 16 000 households	Project planning, which includes designs, ordering of material and stakeholder consultation	Construction of MV and LV infrastructure Complete 4 000 connections	Construction of MV and LV infrastructure Complete 6 000 connections	Construction of MV and LV infrastructure Complete 6 000 connections	Demand exceeding available resources	Commit only what available resources can achieve
Service Infrastructure	Replace, upgrade, construct waste water treatment works facilities	710411	1, 2, 4, 5, 7, 40, 41, 42, 43, 44, 45, 46, 47, 48, 57, 61, 64, 65, 66, 69, 70	Strategic Objective 1: Provide sustainable service infrastructure and human	Upgrading of the Rooiwal Sewer Treatment Plant (civil and mechanical works)	Adjudication of tenders 3,5% work completed for CB103/2013 and 90% work	7,5% of work done 6,3% of work done for CB103/2013	17,5% of work done 8,6% of work done for the quarter for CB103/2013 contractor	32% of work done 9,7% of work done for the quarter for CB103/2013	Insufficient funding and delay by SCM	Reallocation of funds from underperforming projects and/or reduction of scope of works

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				settlement management  Increase waste water treatment capacity (Ml/day)	ESKOM power connection and commissioning of the sewer treatment plant at Nkangala	completed for CB222/2012  100 jobs created  EIA specialist studies completed  Inception report, preliminary design report and detailed design report  Supply of equipment	Practical completion for CB222/2012  125 jobs created  EIA report completed and submitted to GDARD  Inception stage  Tender documentation and drawing approved  Tender advertised  Supply of equipment	Work completion for CB222/2012 contractor  Administration compliance and technical evaluation  Supply of equipment	150 jobs created  Preliminary design stage  BEC, BAC contractor appointed, site established  10% of work done		
Service Infrastructure	Replace, upgrade, construct waste water treatment works facilities	710411	1, 2, 4, 5, 7, 40, 41, 42, 43, 44, 45, 46, 47, 48, 57, 61, 64, 65, 66, 69, 70	Strategic Objective 1: Provide sustainable service infrastructure and human settlement management  Increase waste	Upgrading of the Zeekoegat Sewer Treatment Plant (civil and mechanical works) Stage 2  Tender process Stage 3 and 4  EIA (Hennops River Treatment	Adjudication of tenders  3,5% of work complete for CB103/2013 and 90% of work complete for CB222/2012  100 jobs created  EIA specialist	7,5% of work done  6,3% work done for CB103/2013  Practical completion for CB222/2012  125 jobs	17,5% of work done  8,6% work done for the quarter for CB103/2013 contractor  Work completed for CB222/2012 contractor  Administration compliance and	32% of work done  9,7% work done for the quarter for CB103/2013  150 jobs created  Preliminary design stage  BEC, BAC, contractor	Insufficient funding and delay by SCM	Reallocation of funds from underperforming projects and /or reduction of scope of works

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				water treatment capacity (Ml/day)	Plant)  Preliminary design (Baviaanspoort and Sandspruit)  Commissioning (Temba)	studies completed  Inception report, preliminary design report and detailed design report  Supply of equipment	created  EIA report completed and submitted to GDARD  Inception stage  Tender documentation and drawing approved  Tender advertised  Supply of equipment	technical evaluation  Supply of equipment	appointed, site establishment, 10% work done		
Service Infrastructure	Replacement and upgrading: Redundant bulk pipeline infrastructure	711335	1, 19, 20, 26, 29, 33, 35, 37, 39, 53, 58	To upgrade and replace existing water infrastructure that has reached its lifespan end in order to provide an efficient service to the community and meet existing water requirements	Replacement of bulk pipelines	1 200 m bulk pipe; job creation: 25  25% preconstruction phase/planning  6% completion of chamber construction and commissioning  0% preconstruction phase/planning  30% construction of pump station, 500 m of bulk pipeline	25% preconstruction phase/planning  1 200 m bulk pipe; job creation: 25  6% completion of chamber construction and commissioning  Site established and work	1 500 m bulk pipe; job creation: 20  Valve chambers; job creation 25  25% preconstruction phase/planning  6% completion of chamber construction and commissioning  Construction of new valve chambers and installation of valves	25% preconstruction phase/planning  1 850 m bulk pipe; 10% valve chambers; job creation: 25  3% completion of chamber construction and commissioning  Close-out and handing over to operations of completed sections	Environmental non-approval  Delays in the investigation and design of pipelines, delays in the procurement of contractors, poor performance of contractors	Not yet applicable

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
						installed  Final design approval  Installation of steel bridge and 500 mm AC pipe  Finalise snag list	commenced		of work		
Service Infrastructure	Reduction of water losses: Water networks	711542	1-98	Reduction of non-revenue water through the implementation of the City of Tshwane Water Demand Management Strategy	To assist the City's strategy to reduce NRW by 0,5% per annum, improving revenue streams, reducing leaks by means of pressure reduction etc	Reduction of water loss and non-revenue water	Reduction of water loss and non-revenue water	Reduction of water loss and non-revenue water	None	Initiatives to reduce NRW are inherently risk free, provided that materials (water meters, fittings, components) are available	Constant monitoring and evaluation
Service Infrastructure	Reservoir extensions	712534	4, 5, 8, 22, 41, 42, 47, 50, 65	Providing sufficient water supply to meet growing development demand	Consultant appointment, preliminary design, detailed design, tender stage	Consultant appointment, briefing, preliminary design and EIA studies	EIA studies and City of Tshwane design approval	EIA studies, final design approval and documentation and procumbent	EIA studies and construction company appointed	Delay with approval of EIA	Constant follow-ups to be made with the responsible departments
Service Infrastructure	Tshwane Electricity control room reconfiguration	712872	1-92	Reconfigure Tshwane Electricity control room by	Install the video wall system and message broadcasting	Tender in progress. Awaiting adjudication.	Delivery of video wall system components	Scada system interfacing with network control room user requirement	Roll-out of the project in the network control centres	Delays in getting ordered equipment on time	To place an order earlier



DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				85%	solution			specification			
Sport and Recreation	Capital funded from operating (opex)	712773	2, 3, 43, 60	Provincial grant funding to operationalise libraries: Purchasing of IT equipment, books and furniture	Purchasing of library books, furniture and IT equipment to improve existing facilities and operationalise new ones	Procurement of service providers for purchasing of library books, IT equipment and furniture	Purchasing of library books, IT equipment and furniture	Purchasing of library books, IT equipment and furniture	Purchasing of library books, IT equipment and furniture	Low risk: tenders in place for purchasing books, furniture and IT equipment	Monitoring of tenders
Sport and Recreation	Capital funded from operating (opex)	712773	2, 3, 43, 60	Provincial grant funding to operationalise libraries: Purchasing of IT equipment, books and furniture	Purchasing of library books, furniture and IT equipment to improve existing facilities and operationalise new ones	Procurement of service providers for purchasing of library books, IT equipment and furniture	Purchasing of library books, IT equipment and furniture	Purchasing of library books, IT equipment and furniture	Purchasing of library books, IT equipment and furniture	Low risk: tenders in place for purchasing books, furniture and IT equipment	Monitoring of tenders
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	58, 60	Improve mobility through provision of road, storm water and public transport facilities	2,56 km TRT infrastructure including upgrading of roads, NMT and street lighting	60% completion of roads and ancillary works	80% roads, street lighting and ancillary works	95% roads, street lighting and ancillary works	100% roads, street lighting and ancillary works	Discovery of heritage artefacts	Appoint heritage archaeologist as part of construction monitoring team and develop procedural guidelines for excavating and recording heritage artefacts
Transport	CBD and surrounding areas (BRT) (transport	712591	1, 54, 2, 50	Improve mobility through provision of road, storm	3,3 km TRT infrastructure including upgrading of	85% completion of roads and ancillary works	100% completion of roads and	None	None	Traffic congestion and complaints during	Design of traffic management plan to inform

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
	infrastructure)			water and public transport facilities	roads, NMT and street lighting		ancillary works			construction	stakeholders
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	58, 60	Improve mobility through provision of road, storm water and public transport facilities	2,0 km TRT infrastructure including upgrading of roads, NMT and street lighting	85% completion of roads and ancillary works	100% completion of roads and ancillary works	None	None	Traffic congestion and complaints during construction	Design of traffic management plan to inform stakeholders
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	1, 54, 2, 50	Improve mobility through provision of road, storm water and public transport facilities	0,7 km TRT infrastructure including upgrading of roads and 2 railway bridges	Detail design report, supplementary construction agreement and appointment of preferred contractor	15% completion of roads and Capital Park railway bridges	45% completion of roads and Capital Park railway bridges	85% completion of roads and Capital Park railway bridges	Traffic congestion and complaints during construction	Design of traffic management plan to inform stakeholders
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	56, 82, 42	Improve mobility through provision of road, storm water and public transport facilities	1,2 km TRT infrastructure including upgrading of roads, NMT and street lighting	5% completion of roads and ancillary works	15% completion of roads and ancillary works	30% completion of roads and ancillary works	50% roads, street lighting and ancillary works	Discovery of heritage artefacts	Appoint heritage archaeologist as part of construction monitoring team and develop procedural guidelines for excavating and recording heritage artefacts.
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	56, 82, 42	Improve mobility through provision of road, storm water and public transport	1,2 km TRT infrastructure including upgrading of roads, NMT and	34% completion of roads and ancillary works	100% completion of roads and ancillary works	None	None	Traffic congestion and complaints during construction	Design of traffic management plan to inform stakeholders

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				facilities	street lighting						
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	56, 82, 42	Improve mobility through provision of road, storm water and public transport facilities	3,2 km TRT infrastructure including upgrading of roads, NMT and street lighting	Tender award, way leave approval	5% completion of roads and ancillary works	10% completion of roads and ancillary works	18% roads, street lighting and ancillary works	Objections from community relating to the impact of construction on the affected jacaranda trees.	Continuously engaging with local community forums, Provincial Heritage Resource Agency and Parks Department to agree on proposals where there are impacts on jacaranda trees
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	56, 82, 42	Improve mobility through provision of road, storm water and public transport facilities	3,5 km TRT infrastructure including upgrading of roads, NMT and street lighting	Tender award, way leave approval	5% completion of roads and ancillary works	10% completion of roads and ancillary works	18% roads, street lighting and ancillary works	Objections from community relating to the impact of construction on the affected jacaranda trees	Continuously engaging with local community forums, Provincial Heritage Resource Agency and Parks Department to agree on proposals where there are impacts on jacaranda trees
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	56, 82, 42	Improve mobility through provision of road, storm water and public transport	3,5 km TRT infrastructure including upgrading of roads, NMT and street lighting	Tender award, way leave approval	5% completion of roads and ancillary works	10% completion of roads and ancillary works	18% roads, street lighting and ancillary works	Objections from community relating to the impact of construction on the affected	Continuously engaging with local community forums, Provincial Heritage Resource Agency

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				facilities	street lighting					jacaranda trees	and Parks Department to agree on proposals where there are impacts on jacaranda trees
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	58, 53, 54, 1	Improve mobility through provision of road, storm water and public transport facilities	7 TRT trunk stations	12% of TRT stations	25% of TRT stations	75% of TRT stations	100% of TRT stations	Late start of construction due to late completion of roadworks.  Poor response to station tender invitation	Early access to station platforms negotiated with civil contractors  Tender publication to cover adequate print media publication
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	58, 53, 54, 1	Improve mobility through provision of road, storm water and public transport facilities	50 TRT feeder stops	100% detail design, tender documentation	6% of BRT feeder stops constructed	54% of TRT feeder stops constructed	100% of TRT feeder stops constructed	Rain, strike, community disputes	Planned scope of works to be reduced during the rainy season  Liaise with community representatives
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	58, 53, 54, 1	Improve mobility through provision of road, storm water and public transport facilities	41 TRT feeder stops	34% of TRT feeder stops constructed	100% of TRT feeder stops constructed	None	None	Rain, strike, community disputes	Planned scope of works to be reduced during the rainy season  Liaise with community representatives

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	58, 53, 54, 1	Improve mobility through provision of road, storm water and public transport facilities	24,6 km of NMT facilities	34% completion of NMT works	100% completion of NMT works	None	None	Rain, strike, community disputes	Planned scope of works to be reduced during the rainy season  Liaise with community representatives
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	Tshwane-wide	Improve mobility through provision of road, storm water and public transport facilities	Supply and installation of an area traffic control system  Upgrading of 200 traffic signal junctions  Design and installation of communications network	Installation of fibre-optic along trunk line to 3 stations and ICC	45% civil non-trunk, UTC system built, traffic signal designs along Line 1 and installation of communication equipment	85% civil non-trunk, UTC system built, traffic signal designs along Line 1 and installation of communication equipment	85% civil non-trunk, UTC system built, traffic signal designs along Line 1 and installation of communication equipment	As a result of the delay in the completion of the civil works, the UTC communication backbone will not be ready on time, which will result in the absence of a communication system by go-live.	Aerial fibre will be installed
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	Tshwane-wide	Improve mobility through provision of road, storm water and public transport facilities	Design, installation, operation and maintenance of the automatic fare collection service for A Re Yeng and TBS	Installation of AFC equipment on Loftus station and implementation of Interim Control Room (ICR ) training	45% detail design: System enhancement development (business rules, PCV, TOM, gates, TVM, etc)	75% detail design: System enhancement development (business rules, PCV, TOM, gates, TVM, etc)	100% implementation of interim system  100% recruitment of AFCA staff for interim system	As a result of the delay in the signing of the SLA the roll-out of the AFC is delayed, which will result in the late delivery of the AFC system.	An alternative fare collection system is being investigated

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Transport	CBD and surrounding areas (BRT) (transport infrastructure)	712591	Tshwane-wide	Improve mobility through provision of road, storm water and public transport facilities	Design, supply, installation, commissioning and operational support of advanced public transport management system	APTMS equipment fitted on 3 stations	60% detail design: Centralised Control Centre (CCC), APTMS schedule planning system configuration  Training	Installation of APTMS equipment on Line 1 stations	Installation of equipment in stations	As a result of the delayed appointment of personnel to operate the system, the contractor is unable to commence training on the scheduling and planning system, which will delay the system's going live.  As a result of the delay in the completion of the stations, the APTMS equipment will not be fitted as per programme, which will result in the shifting of the go-live date.	Appointment of staff to operate the system is being prioritised.  The station construction programme is being reviewed for possible time savings.

## 12.9

## TSHWANE-WIDE PROJECTS

Tshwane-wide projects are not limited to geographic space and therefore implemented citywide. The tables below summarise the approved 2014/15 budget together with the draft outer years' budget. Projects that will be implemented this financial year are projects that relate to all City of Tshwane departments.

**Table 24: Tshwane-wide capital budget**

Strategic Unit	Project Name	Project Number	Draft Budget 2014/15	Draft Budget 2015/16	Draft Budget 2016/17	Ward	Region
Audit and Risk	Insurance replacements (CTMM contribution)	712449	8 000 000	0	0	Tshwane-wide	Tshwane-wide
Audit and Risk	Insurance replacements	712450	5 000 000	0	0	58	Tshwane-wide
Health and Social Development	Multipurpose development centres	712681	500 000	5 000 000	15 000 000	Tshwane-wide	Tshwane-wide
Convention Visitors Services Bureau	Upgrading of offices/ Convention Visitors Services Bureau	712966	1 500 000	0	0	Tshwane-wide	Tshwane-wide
Corporate and Shared Services	Capital funded from operating (opex)	712753	1 000 000	1 000 000	1 000 000	Tshwane-wide	Tshwane-wide
Environmental Management	Upgrade of entrance control and booking systems at recreation facilities	712963	5 000 000	0	0	54,59,69,9146,102,90,1,3,62,66,12,2,5,6,34	Tshwane-wide
Environmental Management	Enhance access control at the City's landfill sites	712964	10 000 000	0	0	Tshwane-wide	Tshwane-wide
Information and Communications Technology	One Integrated Transaction Processing System	710213	14 300 000	35 000 000	35 000 000	Tshwane-wide	Tshwane-wide
Information and Communications Technology	E-initiative supporting the smart city	712554	30 000 000	6 000 000	6 000 000	Tshwane-wide	Tshwane-wide
Information and Communication Technology	Disaster recovery system storage	712950	30 000 000	54 500 000	54 500 000	Tshwane-wide	Tshwane-wide
Information and Communications Technology	BPC and SCOA	712961	17 500 000	0	0	Tshwane-wide	Tshwane-wide
Office of the City Manager	Implementation of Tsosoloso Programme	712533	150 000 000	80 739 000	84 883 000	Tshwane-wide	Tshwane-wide
Service Delivery and	Development of parks and traffic islands (backlog and	710348	20 000 000	35 000 000	36 000 000	Tshwane-wide	Tshwane-wide

Transformation	new)						
Service Deliver and Transformation	Capital funded from operating (opex)	712926	3 750 000	500 000	500 000	Tshwane-wide	Tshwane-wide
Service Deliver and Transformation	Greening sports fields	712941	22 000 000	20 000 000	20 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Upgrading/strengthening of existing network schemes	710005	4 000 000	4 500 000	6 500 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Payments to townships for reticulated towns	710006	3 500 000	4 000 000	4 000 000	1 - 76	Tshwane-wide
Service Infrastructure	11 kV panel extension in substations	710164	8 500 000	4 500 000	0	Tshwane-wide	Tshwane-wide
Service Infrastructure	Communication upgrade: Optical fibre net	710325	10 000 000	15 000 000	0	Tshwane-wide	Tshwane-wide
Service Infrastructure	Strengthening 11 kV cable network	710480	15 000 000	15 000 000	22 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Strengthening 11 kV overhead network	710481	15 000 000	15 000 000	22 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Substations	710484	4 000 000	0	0	Tshwane-wide	Tshwane-wide
Service Infrastructure	Tshwane public lighting programme	710556	25 000 000	10 000 000	0	Tshwane-wide	Tshwane-wide
Service Infrastructure	Tshwane public lighting programme	710556	15 000 000	30 000 000	30 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Network control system extension	711706	10 000 000	12 000 000	11 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Prepaid electricity meters	711862	25 000 000	0	0	Tshwane-wide	Tshwane-wide
Service Infrastructure	Replacement of obsolete and non-functional equipment	712006	2 500 000	0	0	1, 29, 34, 52, 54, 60, 65, 69, 70	Tshwane-wide
Service Infrastructure	New bulk infrastructure	712279	130 000 000	148 378 569	130 000 000	2, 4, 10, 40, 50, 57	Tshwane-wide
Service Infrastructure	New connections	712483	20 000 000	27 000 000	29 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Energy efficiency and demand-side management	712688	10 000 000	10 000 000	15 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Capital funded from operating. (opex)	712759	3 000 000	3 000 000	3 000 000	Tshwane-wide	Tshwane-wide
Service Infrastructure	Replacement of obsolete protection and testing instruments	712861	1 000 000	0	0	Tshwane-wide	Tshwane-wide
Service	Rooiwal Power Station	712862	8 000 000	2 000 000	0	Tshwane-wide	Tshwane-wide



Infrastructure	refurbishment						
Service Infrastructure	Substation peripheral equipment programme	712906	6 000 000	0	0	Tshwane-wide	Tshwane-wide
Service Infrastructure	Electricity vending infrastructure	712908	2 500 000	5 000 000	5 000 000	Tshwane-wide	Tshwane-wide
Transport	Traffic calming and pedestrian safety for Tshwane	710229	10 000 000	11 000 000	12 900 000	Tshwane-wide	Tshwane-wide
Transport	Traffic lights/traffic signal system	710395	5 000 000	11 000 000	11 000 000	3, 4, 11, 40, 42, 45, 51, 55, 57, 6, 69, 70,	Tshwane-wide
Transport	Capital funded from operating. (opex)	712760	3 000 000	3 000 000	3 000 000	Tshwane-wide	Tshwane-wide
Transport	Rainbow Junction and rehabilitation of the Apies River	712920	10 000 000	0	0	Tshwane-wide	Tshwane-wide
<b>TOTAL: TSHWANE-WIDE</b>			<b>659 050 000</b>	<b>567 617 569</b>	<b>542 283 000</b>		

### 12.9.1 Tshwane-wide detailed Capital Works Plan projects

**Table 25: Detailed Capital Works Plan for Tshwane-wide projects**

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Audit and Risk	Insurance replacements (CTMM contribution)	712449	Tshwane-wide	To reinstate capital assets of the City of Tshwane damaged beyond economical repair or stolen and for which the claims instituted with the insurer were settled	Replacement of capital assets damaged beyond repair or stolen for which the claims were settled and must be reinstated to ensure that City of Tshwane service delivery and the community are not affected	Replacement of capital assets	Replacement of capital assets	Replacement of capital assets	Replacement of capital assets	Budget constraints, insufficient funds to proceed with the procurement of the capital assets	Regard reinstatement as emergency replacement. Make budget available so service delivery is not hampered. Relevant department to proceed with procurement and awarding of the tender in the financial year in which the claim was settled.
Audit and Risk	Insurance replacements	712450	Tshwane-wide	Vehicles of the City of Tshwane stolen, written off in accidents or hijacked for which the claims instituted with the insurer were settled	Replacement of vehicles stolen, written off in accidents or hijacked for which the claims were settled and that must be reinstated to ensure that City	Replacement of vehicles	Replacement of vehicles	Replacement of vehicles	Replacement of vehicles	Budget constraints, insufficient funds to proceed with the procurement of the vehicles	Regard reinstatement as emergency obsolete. Make budget available so service delivery is not

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
					of Tshwane service delivery and the community are not affected						hampered. Corporate and Shared Services must proceed with procurement after the tender is awarded in the same financial year.
Convention Visitors Services Bureau	Upgrading of offices/ Convention Visitors Services Bureau	712966	Tshwane-wide	To deliver a visitor experience that is on par with that of other successful tourism destinations globally To provide an improved, accessible and user-friendly visitor information distribution environment	Refurbishment of the Bitts Visitors Services Centre Development and installation of an online reservation system in all the visitor information centres Furnishing, equipping and branding of Mamelodi Rondavels	Begin the procurement process and finalise the service provider/s appointment	Complete the Bitts centre project Resume the installation of the online reservation system	Complete Mamelodi Rondavels project Complete the online reservation system installation	Projects completed and budget spent	Delay in obtaining consent from the provincial or national heritage authority might delay visitor information centres' upgrade deadlines. Mamelodi Rondavels branding dependent on Tourism Development Section for signage production	Consent from relevant heritage authority being sought before start of the new financial year. Engage Tourism Development Section upfront and clearly communicate project activities, deliverables and timelines.

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Corporate and Shared Services	Capital funded from operating (opex)	712753	Tshwane-wide	To procure new machinery, furniture and equipment and replace outdated items. All these items have a 92 obsolete one year Items are used in workshops, the printing bureau, clinics and training centres.	Machinery and equipment	Office furniture, office machinery, electrical appliances, machinery	Office furniture, office machinery, electrical appliances, machinery	None	None	The slow progress of supply chain processes	Continuous follow-up on progress by identifying an official who could drive the process
Environmental Management	Upgrade of entrance control and booking systems at recreation facilities	712963	Tshwane-wide	To upgrade entrance control and the booking system at recreation facilities	New booking system and upgraded entrance control	Upgrade 5 facilities	Upgrade 11 facilities	Upgrade 10 facilities	Upgrade 3 facilities	None	None
Environmental Management	Enhance access control at the City's landfill sites	712964	Tshwane-wide	To upgrade access control at landfill sites in line with the permit requirements	Landfill site access control	Planning (quotation request for all facilities) Appointment of service providers	Implementation at site 1 and 2	Implementation at site 3 and 4	Implementation at site 5	Security measures must be in place to prevent theft of equipment	Work to be done from the ...
Financial Services	Capital funded from operating (opex)	712755	Tshwane-wide	To procure office and IT equipment	New office furniture, laptops, desktops and printers	New furniture, laptops and desktops	New furniture, laptops and desktops	None	New furniture and IT equipment	Fruitful and wasteful expenditure. Department's needs exceed approved budget.	Request budget adjustment. Postpone procurement to 2015/16.
Financial Services	Capital funded from operating (opex)	712755	Tshwane-wide	To procure office and IT equipment	New office furniture, laptops, desktops and printers	New furniture, laptops and desktops	New furniture, laptops and desktops	None	New furniture and IT equipment	Fruitful and wasteful expenditure. Department's needs exceed	Request budget adjustment. Postpone procurement

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
										approved budget.	to 2015/16.
Health and Social Development	Multipurpose development centres	712681	Tshwane-wide	To construct a development centre	Development centre at cnr 18 <sup>th</sup> and Schurveberg Street, Atteridgeville West (next to Phomolong Clinic) in Region 3	Phase 1: Administrative phase to appoint service providers on already approved tenders (turnkey appointment) Phase 2: Construction phase to start	Phase 1: Busy with architectural drawings	Phase 1: Approved architectural drawings	Phase 1: Administrative phase completed Phase 2 started by handing the site over to the contractor	Contractor not appointed in time. Cash flows. Labour strikes.	Regular meetings. Intervention by management .
Information and Communications Technology	One Integrated Transaction Processing System	710213	Tshwane-wide	To implement and enhance SAP and other ERP-related systems	Enhancement of various systems, including the following: Putting Customer Relations Management (CRM) on Governance Risk and Compliance (GRC) system Putting CRM on Solution Manager Moving all SAP reports to Business Warehouse (BW) Moving all non-SAP reports to BW	Putting Customer Relations Management (CRM) on Governance Risk and Compliance (GRC) system	Putting CRM on Solution Manager	Moving all SAP reports to Business Warehouse (BW)	Moving all non-SAP reports to BW	Lack of human resources with the necessary skills on the side of the SAP project implementation partner	SAP implementation partner to provide resources with the necessary skills

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Information and Communications Technology	E-initiative supporting the smart city	712554	Tshwane-wide	To automate business processes	Provision of data centre infrastructure	Implementation of various e-solutions to automate internal and external City of Tshwane processes	Preparation of the environment	Implementation of basket of projects as agreed with the CM	E-initiative supporting the smart city	Poor adoption of the initiatives by the public	Marketing campaign
Information and Communications Technology	Disaster recovery system storage	712950	Tshwane-wide	To back up and archive equipment	Deployment of disaster recovery and storage	Design system	Procurement of the system	Implementation of the system	Testing and signing off	No approved tender	Appointment of service provider
Information and Communications Technology	BPC and SCOA	712961 (BPC)	Tshwane-wide	To ensure that the City has a budgeting and forecasting software solution using SAP business planning and consolidation (BPC)	Reduction of the budgeting period Improved forecasting methodology through utilisation of SAP BPC as the primary forecasting tool Retraction of budget information to ECC6 Integrated financial information system	Automated processes to check master data when loading files Automatic update of master file Integration with ECC or SAP BW and all other SAP modules	Automatic manipulation of flat files before upload BO utilisation Reporting using BEX, BO and Mobile BPC fully integrated with SAP Net Weaver Version 10	Hardware requirements	Constant consultation with the infrastructure division in GICT	To ensure that the City of Tshwane has a budgeting and forecasting software solution using SAP business planning and consolidation (BPC)	Reduction of the budgeting period Improved forecasting methodology through utilisation of SAP BPC as the primary forecasting tool Retraction of budget information to ECC6 Integrated financial information system
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT10 0-A_014 BP01 (4)_PP02	Tshwane-wide	To provide non-motorised access for pedestrians to cycling paths, taxi	21 km walkways and ramps	21 km walkways and ramps, as-built drawings and	None	None	None	Community disruption, theft of material on site, poor	Meeting with Ward Councillors to address

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
				bays		close-out report				performance by subcontractors	aggrieved community members
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT10 0-A_014 BP01 (PP05)	Tshwane-wide	To provide non-motorised access for pedestrians to cycling paths, taxi bays	4,7 km walkways and ramps; as-built drawings and close-out report	4,7 km walkways and ramps, as-built drawings and close-out report	None	None	None	Theft of plants and equipment on site	Fortified security and insure plants and equipment
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT10 0-A_014 BP01 (PP06)	Tshwane-wide	To provide a safe and secure crossing for pedestrians across the Atteridgeville station rail lines	Pedestrian bridge across Atteridgeville station rail lines; beautification of 300 m walkway access route to station; street lighting of access route to station; street furniture	PRASA was approached and briefed on the project to get their buy-in. Pedestrian count at proposed bridge location, preparation of preliminary design report, design of bridge, preparation of construction drawings and standard specifications	Approval of bridge design by PRASA and the City of Tshwane, preparation of the bill of quantity for the bridge and walkways, procurement of contractors, tender process and appointment of contractor	Handover of site to contractor and construction stage, including construction of foundation footing for the bridge, concrete columns, laying of concrete precast deck, installation of guard rails. Excavation for paving walkways, layer works and compaction, stabilisation and soil poisoning, laying of edge beams and paving bricks	Construction stage, installation of street furniture and dust bins, installation of street lights, practical completion. Inspections and close-out report and handover of project to Roads and Storm Water	Delays in getting stakeholders' approval	Engaging regional and head office staff to assist in fast-tracking approvals

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT100-A019-BP01(7)_PP07	Tshwane-wide	To provide a safe and secure crossing for pedestrians across the R101 and non-motorised access for pedestrians to cycling paths, taxi bays	Pedestrian bridge with 3 km walkway	Engagement with trade union and GAUTRANS to inform them of the proposed projects and get their buy-in	Design of bridge, construction drawings and standard specifications, preparation of the bill of quantity	Bridge design approvals by GAUTRANS and City of Tshwane	Procurement of contractors, tender process and appointment of contractor	Delays in getting stakeholders' approval	Engaging regional and head office staff to assist in fast-tracking approvals
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT100-A_014-BP01(PP08)	Tshwane-wide	To provide mobile access for motorists to major roads	1,4 km asphalt access road; 10,4 km storm water line; 13 km walkways; 6,4 km street lighting	Design of the walkways, standard specifications and construction drawings, and preparation of the bill of quantity	Design of the walkways, standard specifications and construction drawings, and preparation of the bill of quantity	Project approval by GDARD, design approvals by the City of Tshwane and request for storm water master plan from Roads and Storm Water	Procurement of contractors, tender process and appointment of contractor	Lack of storm water master plan. Note it is not within our mandate to provide the storm water master plan; we engaged with Roads and Storm Water on the master plan	Design of storm water master plan for Hammanskraal by a professional engineer
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT100-A_013-BP01(PP16)	Tshwane-wide	To provide non-motorised access for pedestrians to cycling paths, taxi bays and upgrade the physical environment with street lights, street furniture and road improvement	Physical completion of asset in June 2014	Practical completion, as-built drawings, inspection and handover of asset to the Municipality	None	None	None	Community disruption	Meeting with Councillors and aggrieved members of the community to address all relevant concerns
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT100-A_013-BP01(PP15)	Tshwane-wide	To upgrade Tsamaya Avenue as the main west-east connector in Mmelodi	Construction of palisade fence and 450 m paved access road leading to	Actual physical construction completed by June 2014, project close-	None	None	None	Community disruption	Meeting with Councillors and aggrieved members of



DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
					substation; paving of open space; installation of street furniture in open space; 200 m walkways on Dr J Letwaba Street	out, inspections conducted and as-built drawings to be submitted, project handover to Municipality for maintenance					the community to address all relevant concerns
Office of the City Manager	Implementation of Tsosoloso Programme	712533COT100-A_013-BP01 (PP13)	Tshwane-wide	To construct heritage-related facilities including a museum and an arts and crafts centre	Construction of a museum and an arts and crafts centre	Construction drawings and standard specifications, preparation of the bill of quantities, approval of designs	Procurement of contractor, tender process, appointment of contractors and site handover	Construction stage	Construction stage, practical completion and project close-out	None	None
Service Delivery and Transformation	Development of parks and traffic islands (backlog and new)	710348	Tshwane-wide	To develop and upgrade parks and traffic islands	Development of landscape designs	City beautification and recreational parks	Consultation with Ward Councillors, planning (calling quotations and having them approved), appointment of service providers	Activation of all subprojects	50% implementation in all subprojects	Completion and signing-off of completion certificates for all subprojects. Handing over completed projects to the regions.	Community disruptions  Bad weather conditions
Service Delivery and Transformation	Greening of fields	712941	Tshwane-wide	To provide basic sport facilities for all regions	Provision of 3 basic sport facilities in different regions	Procurement of contractors	Earthworks for entire site	Construction of change room facilities and installation of synthetic pitch	Completion of change room facilities and installation of synthetic pitch	Low risk. Concept implemented in previous <u>obsolete year</u> .	Close monitoring of tender processes and contractors.

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Service Delivery and Transformation	Capital funded from operating (opex)	712926	Tshwane-wide								
Service Infrastructure	Upgrading/strengthening of existing network schemes	710005	Tshwane-wide	Same amendment applications	Installation of infrastructure to supply a connection	Handle all applications received	Handle all applications received	Handle all applications received	Handle all applications received	Application and supply chain driven	None
Service Infrastructure	Payments to townships for reticulated towns	710006	1-76	Township application	Provision of electrical infrastructure to new township developments in Tshwane	Handle all applications received	Handle all applications received	Handle all applications received	Handle all applications received	Application and supply chain driven	None
Service Infrastructure	11 kV panel extension in substations	710164	Tshwane-wide	New developments in the area	Installation of 11 kV panels in various substations to cater for future growth	Place orders for panels	Manufacturing of substation panels	Manufacturing and delivery of substation panels	Substation panels installed	Late delivery of panels	Order panels at the beginning of the financial year and follow up on the supply
Service Infrastructure	Network control system extension	711706	Tshwane-wide	To improve and upgrade critical power systems to reduce power outage times	Conducting a master plan and feasibility study	Outage management system and reticulation planning requirements	Small world module requirements	Roadmap input and marketing	Full master plan programme and complete feasibility study	Not awarding the tender	Proactive planning and constant engagement with top management and Supply Chain Management
Service Infrastructure	Replacement of obsolete and non-functional equipment	712006	1,29,34,52,54,60,65,69,70	To replace old protection panels with the new <u>technologically 99 obsolete ones</u>	Purchase and install protection devices	Audit, contract or tender for acquisition of 99 obsolete devices, action plan	50% of obsolete devices replaced according to the 2014/15 action plan	80% of obsolete devices replaced according to the 2014/15 action plan	100% of obsolete devices replaced according to the 2014/15 action plan	Request more on MTREF	3 months <u>on 99 obsolete of the risk anticipated</u>

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Service Infrastructure	Rooiwal Power Station refurbishment	712862	Tshwane-wide	To refurbish various power-generating plant machinery and auxiliary items	Upgrading of water treatment plant	Turbine Supervisory 4 labour: installation and commissioning	CB342/2013 demin plant upgrading	Procurement of 1 front-end loader for Rooiwal Power Station; Procurement of 2 tractors for Rooiwal Power Station	Project complete for 2014/15	Tender process delays; delays in the issuing of purchase orders; suppliers not meeting timelines	Continuous progress review meetings with suppliers will be held monthly to ensure the risks are <u>100 obsolete</u>
Service Infrastructure	Substation peripheral equipment programme	712906	Tshwane-wide	To install and commission power quality monitoring meters	Purchasing and installation of power quality meters	Complete PQMS tender evaluation	Tender awarded	Install all 33 PQ meter recorders	PQMS certificate of completion	Delay in the tendering processes	Proactive planning and constant engagement with top management and Supply Chain Management
Service Infrastructure	Strengthening 11 kV cable network (capacity upgrading of existing medium-voltage networks)	710480	1 – 105	To upgrade the 11 kV cable networks in the whole of Tshwane	Installation of 10 km of 11 kV cables	Winter load report	Install 3 km of 11 kV cable	Install 4 km of 11 kV cable	Install 3 km of 11 kV cable	None	None
Service Infrastructure	Strengthening 11 kV overhead network (capacity upgrading of existing low-voltage networks)	710481	1 – 105	To upgrade the 11 kV overhead networks in the whole of Tshwane	Installation of 15 km of 11 kV overhead lines	Winter load report	Install 2 km of 11 kV cable	Install 4 km of 11 kV cable	Install 9 km of 11 kV cable	None	None

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Service Infrastructure	Substations (construction and refurbishing of additional substations to address electricity needs)	710484	1 – 105	To refurbish and upgrade existing satellite substations and build new satellite substations	To 100bsol 2 new satellite substations and refurbish 5 existing substations	Refurbish 1 substation	Busy with availability of land and quotations. Refurbish 2 substations.	Appoint contractor. Refurbish 3 substations.	Build 2 new substation buildings.	None	None
Service Infrastructure	Energy efficiency and demand-side management	712688	1-105	To install energy-efficient lights in municipal buildings, energy-efficient street lights and traffic lights and technology, solar water geysers in low-cost houses and other energy-efficient technology	Installation of 8 000 energy-efficient lights in municipal buildings	Replaced 5 000 lights	Replaced 15 000 lights with energy-efficient T5 lights in municipal buildings	Install 400 LED street light luminaires and 10 000 T5 lights in municipal buildings	Install lights in municipal buildings and LED street light luminaires and complete M&V to determine energy savings	Tender process delays; delays in the issuing of purchase orders; suppliers not meeting timelines	Follow-up and tracking of progress with relevant parties
Service Infrastructure	Tshwane public lighting programme (installation of new street lights and high-mast lights in various regions)	710556	1 – 105	To provide electricity to households as part of providing basic services to the community	Installation of 31 street lights and 1 550 high-mast lights	200 street lights and 4 high-mast lights	450 street lights and 9 high-mast lights	450 street lights and 9 high-mast lights	450 street lights and 9 high-mast lights	Demand exceeding available resources	Commit only what available resources can achieve
Service Infrastructure	Tshwane public lighting programme (installation of new street lights and high-mast lights in various regions)	710556	1 – 105	To provide electricity to households as part of providing basic services to the community	Installation of 1 100 street lights and 13 high-mast lights	200 street lights and 4 high-mast lights	300 street lights and 3 high-mast lights	300 street lights and 3 high-mast lights	300 street lights and 3 high-mast lights	Demand exceeding available resources	Commit only what available resources can achieve

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
Service Infrastructure	Prepaid electricity meters (install prepaid meters for new and existing customers)	711862	1 – 105	To address the high electricity consumption bills of indigent households	Installation of prepaid meters	6 000 meters	7 000 meters	6 000 meters	25 000 meters	<u>SORP</u>	Approval to buy meters while SORP is running
Service Infrastructure	New bulk infrastructure (creation of electrical capacity to cater for new developments – 20-year master plan)	712279	1 – 105	To create electrical capacity to cater for new developments – 20-year master plan	Construction or upgrade of primary 132 or 11 kV substations	480 residential connections and 41 non-residential connections	350 residential connections and 38 non-residential connections	450 residential connections and 41 non-residential connections	450 residential connections and 50 non-residential connections	Application-driven project	Close monitoring of budget spending pattern
Service Infrastructure	New connections (cater for new connections and upgrades as required by consumers in Tshwane)	712483	1 – 105	To handle applications for all connection requests (new or upgraded) from consumers. It is totally APPLICATION DRIVEN. When the consumer pays, the project funds are used to extend and prepare the connection point for consumers to receive electricity.	Provision of any type of connection (new or upgraded) as required and paid for by the community at large	550 residential connections and 54 non-residential connections	380 residential connections and 42 non-residential connections	Provide connections throughout Tshwane	480 residential connections and 55 non-residential connections	Application-driven project	Close monitoring of budget spending pattern
Service Infrastructure	Capital funded from operating (opex) (procurement of tools and IT equipment)	712759	1 – 105	To provide for purchasing equipment/assets; electrical tools, and for quality power supply	Purchasing of equipment, assets and electrical tools and provision of quality power	None	None	Purchase tools	None	None	None

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
	Provision of quality power supply.				supply						
Service Infrastructure	Replacement of obsolete protection and testing instruments (replacement of old and non-functional protection and test equipment)	712861	1 – 105	To replace old and non-functional protection and test equipment	Purchasing of test equipment	Audit, contract or tender for acquisition of 102 obsolete pieces of equipment, action plan	50% of obsolete equipment replaced according to the 2014/15 action plan	80% of obsolete equipment replaced according to the 2014/15 action plan	100% of obsolete equipment replaced according to the 2014/15 action plan	Budget	Request more on MTREF
Service Infrastructure	Electricity vending infrastructure (provision of additional vending points for easy consumer access)	712908	1 – 105	To install electricity vending points	Purchasing and installation of reliable vending points	Approval of tender to carry out the work	Install 5 AVM	Install 13 vending points	Project ended for 2013/13	None	None
Service Infrastructure	Communication upgrade: Optical fibre net (upgrading of the existing fibre-optic and network expansion)	710325	1 – 105	To upgrade communication infrastructure	Installation of 8 km of fibre and 5 base stations	Place order	Install base station sites	Install <u>commas</u>	Install commas	None	None
Transport	Traffic calming and pedestrian safety for Tshwane	710229	1-105	To install 176 traffic-calming measures	34 traffic-calming measures	46 traffic-calming measures	36 traffic-calming measures	60 traffic-calming measures	Rain, strike, community disputes	Planned scope of works to be reduced during rainy season. Liaise with community	176 traffic-calming measures

DEPARTMENT	PROJECT NAME	PROJECT NUMBER	WARD OF IMPLEMENTATION	PROJECT OBJECTIVE	DELIVERABLES	QUARTER 1:	QUARTER 2:	QUARTER 3:	QUARTER 4:	IDENTIFIED RISKS	MITIGATION MEASURES
										representatives.	
Transport	Capital funded from operation (opex)	712760	Tshwane-wide	To construct basic and socio-environmental infrastructure	Furniture and equipment	TBS	WBS/TO	TIDCM	ITS and TE	No risk	None
Transport	Traffic lights/traffic signal system	710395	1-105	To provide safe traffic signals	6 traffic signals	None	None	2 traffic signals	4 traffic signals	Rain, strike, community disputes	Planned scope of works to be reduced during rainy season. Liaise with community representatives.
Transport	Rainbow Junction and rehabilitation of the Apies River	712920	Tshwane	To facilitate strategic investment and development	Expropriate 20 properties	Expropriation notices and objections	Valuation of 20 properties	Prepare a report for Mayoral Committee	Final compensation for the 20 properties	Objection taking too long to finalise	To engage with Group Legal Services to assist with the expropriation