



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2012/2013

27 Voortrekker Street
FICKSBURG
9730

Tel: 051 933 9302

Fax: 051 933 9363

manager@setsoto.co.za

Contents

Abbreviations and Explanations

- I. Introduction
- II. Legislative Framework
- III. Background to SDBIP at Setsoto Local Municipality

Section 1: Link with the IDP

- 1.1 Mandate and Outcome
- 1.2 Customer and Services of the Municipality

Section 2: Service Delivery Objectives and Priorities

- 2.1 Institutional
 - 2.1.1 Outcome Indicators
 - 2.1.2 Output Indicators
 - 2.1.2.1 Measurable Performance Objective
 - 2.1.3 Resourcing of the Strategic Activities of the Municipality
 - 2.1.4 Projects: Municipality
 - 2.1.5 Human Resources

Section 3: Municipal-Wide Budget Plan

- 3.1 Revenue Forecasting
- 3.2 IDP Costing

Section 4: Performance Assessment

- 4.1 Service Delivery Performance
- 4.2 Budgetary Performance

AFS	:	Annual Financial Statements
BWS	:	Bulk Water Services
CAMS	:	Community Assets Management Study
CAPEX	:	Capital Expenditure
CY	:	Current Year
EXP	:	Expenditure
IDP	:	Integrated Development Plan
LED	:	Local Economic Development
MFMA	:	Municipal Finance Management Act
OPEX	:	Operational Expenditure
Q1	:	First Quarter
Q2	:	Second Quarter
Q3	:	Third Quarter
Q4	:	Fourth Quarter
RDP	:	Reconstruction and Development Programme
SCM	:	Supply Chain Management
SDF	:	Spatial Development Framework

I. Introduction

II. Legislative Framework

The production of an SDBIP is a requirement under the Municipal Finance Management Act, 56 of 2003. The legislation defines and sets out the requirement for an SDBIP as follows:

'An SDBIP means a detailed plan approved by the mayor of a municipality...for implementing the municipality's:

(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 indicator for each quarter.

The SDBIP can be viewed as a 'contract' between the council and the community, as well as between the municipality's administration and council. It promises the community on what the municipality will deliver in the coming financial year. It lays the basis for measuring performance and progress against end-of-year targets in service delivery and budget implementation. The SDBIP serves as an input into the performance agreements of the Municipal Manager, Directors, Managers and Supervisors. It also forms the basis for the quarterly, mid-year and annual performance assessment reports for the 2012/2013 financial year.

Being a management and implementation plan (not a policy proposal); the SDBIP is not required to be approved by the council. Its approval is a competence reserved for the Mayor under section 53 of the MFMA. The legislation requires of the Mayor to take all reasonable steps to ensure that the SDBIP is approved within 28 days of the budget being approved by council.

II. Background to the SDBIP at Setsoto Local Municipality

The first section of the shows the link with the IDP, mandate and outcomes and the key projects and initiatives that are intended to be undertaken during the financial year 2012/2013 by each department of the municipality. The key projects are linked to the five key developmental priority areas of the IDP for the five year period 2012-2017, namely;

- **Key Developmental Priority Area 1**

To provide sustainable infrastructure and services to our communities

- **Key Developmental Priority Area 2**

To promote sound environment for local economic development

- **Key Developmental Priority Area 3**

To ensure organisational development and transformation within the municipality

- **Key Developmental Priority Area 4**

To enhance financial viability and management

- **Key Developmental Priority Area 5**

To ensure sound governance practices and public participation within the municipality.

The SDBIP is a high-level summary of the key projects that will be delivered by each department, and gives timescale implementation dates, performance targets, and monthly cash flow are, however given for capital projects as revenue and expenditure.

It should be noted that the cash flow position of the municipality (as noted on the budget 2012/2013 Budget Report and shown in section of the SDBIP) is such that careful monitoring and management of the municipality's expenditure will be required in order to match it with available resources.

This may mean that the projects dates and performance measures given in the SDBIP may not be achieved as expenditure may need to be curtailed until cash is available. This issue will be carefully monitored and any delays in implementation will be reported in the quarterly performance monitoring reports and SDBIP consequently amended.

It is hoped that in future, major capital and operational budgets projects (e.g. major repairs and maintenance projects) can be given on a ward basis so that the community knows what service delivery is intended by the municipality.

The final part of the SDBIP relates to the 2012/2013 approved budget and how the municipality plans to implement the budget. This section first gives an overview of the operational and capital budget approved by council on 30 May 2012 and then gives information on:

- Monthly revenue projections by source,
- Monthly revenue projections by vote

The municipality has changed the format of its SDBIP for the forthcoming year 2012/2013 from that of last year. It now meets more fully guidance on SDBIPs given by National Treasury in MFMA Circular 13 and Circular12. In particular SDBIP now includes Budget Implementation Information required whereas the 2011/2012 SDBIP focused on the Service Delivery requirements. A further new review of the SDBIP will be conducted during 2012/2013, as part of the MFMA Implementation Project, and further improvements are likely for the 2013/2014 SDBIP

SECTION 1: LINK WITH THE IDP

The SDBIP is linked to the IDP through the following key developmental priority areas:

- Infrastructure and Service Delivery
- Local Economic Development
- Organisational Development and Transformation
- Financial Viability and Management
- Good Governance and Public Participation

1.1 Mandate and Outcomes

Mandate of local government as per Chapter 7 of the Constitution as to:

- Provision of Water Services
- Provision of Sanitation Services
- Provision of Electricity
- Provision of Solid Waste

1.2 Customers and Service of the Municipality

Customers	Services
Consumers	Water
	Sanitation
	Electricity
	Solid Waste
	Roads
	Storm water
	Disaster Management
	Fire Fighting
	Cemeteries
District Municipality	Alignment
Provincial Government	Alignment and Reporting
National Government	Alignment, Reporting and Compliance

Section 2: Service Delivery Objective and Priorities

2.1 Institutional

2.1.1 Outcome Indicators

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Infrastructure and Services		
Improve access to basic services	To ensure that adequate bulk supply of all services (water, electricity, sanitation) is available and of sufficient capacity to meet the needs of residents in urban areas	100%
	To ensure that 80 % of all farm workers are provided with basic services in order to maintain an acceptable living standard;	80%
	To ensure that all municipal infrastructure and equipment are properly maintained and replaced from time to time.	Assets Management Plan
	To ensure that all infrastructure and services development complies with sustainable environmental practices	Assets Management Plan
	That every erf within the urban area is provided with a metered water connection;	100%
	To gradually replace all conventional water meters with pre-paid meters	100%
	To ensure that all residents in the rural area have access to clean and purified water in accordance with RDP standards.	100%
	To provide each household with an acceptable sanitation system in accordance with minimum RDP standards;	100%
	To continuously provide and maintain sewer networks and the bucket system in areas where poor sanitation conditions are evident.	100%
	To provide adequate metered electricity connections to all residents in conjunction with ESKOM (where applicable) as well as to install proper area lighting for security	100%

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Improve access to basic services	To improve the metering of electricity through the installation of pre-paid systems, gradually over time.	100%
	all bus and taxi routes in urban areas are properly surfaced (tarred or paved);	100%
	all secondary roads in urban and rural areas are properly gravelled and maintained,	100%
	sufficient stormwater systems are installed and maintained to prevent the deterioration of roads	100%
	To provide sufficient waste disposal sites that will neither negatively affect the environment nor any residential areas;	4
	To continue to provide a regular, healthy and effective refuse removal service in all urban areas;	100%
	To investigate and introduce effective waste recycling methods.	4
Actions supportive of human settlement outcomes	To make land available and develop accessible public transport facilities (taxi ranks) in close proximity of the residents; and	SDF
	To provide school children in rural areas with bicycles and facilitate training programs in road safety.	Integrated Public Transport Management Plan
	To make adequate provision for cemeteries in all urban areas and to ensure the maintenance thereof.	SDF
	To continuously make land available for formal housing development projects and to ensure that such land is properly serviced;	SDF
	To facilitate a process to obtain sufficient subsidies and additional funds for housing construction;	SDF
	To assist all relevant government departments in giving farm workers access to permanent and affordable housing solutions and security of tenure;	SDF
	To implement an effective quality control system pertaining to the construction of houses;	SDF
	To implement an effective land use control system.	SDF

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Local Economic Development		
Implementation of the Community Works Programmes	Compiling and implementing a comprehensive marketing strategy;	1
	Establishment of tourism forums;	4
	Encourage and support the development of cultural tourism;	Tourism Plan
	Mobilizing local talented people to become involved in tourism activities and art festivals;	Tourism Plan
	Establishment of tourism forums;	4
	Encourage and support the development of cultural tourism;	Tourism Plan
	Mobilizing local talented people to become involved in tourism activities and art festivals;	Tourism Plan
	Facilitate the establishment of local information tourism centres throughout the region;	Tourism Plan
	To ensure a cleaner natural environment through stimulating and conducting of eco educational programmes to sensitize residents in terms of environmental conservation	Greening Strategy
	To make municipal land and services available that is affordable to the residents with a low tax base to inspire farming activities;	SDF
	To ensure that, in conjunction with relevant departments, guidance and skills training are given to emerging farmers which can lead to the creation of jobs.	
	To conduct a proper resource audit and systematic analysis so as to identify key agricultural products that can be processed locally;	CAMS
	To encourage the development of agri-processing industries through an incentive policy in respect of land and services;	LED Strategy
	To further assist potential entrepreneurs in product development and marketing.	100%
	To facilitate the establishment or re-activation of business forums in all the urban areas;	4
To make land and services available and assist in the establishment of small business (beehive) centres;	SDF	
To identify and encourage potential entrepreneurs to become involved in SMME development and other business initiatives within the framework of available resources;	LED Strategy	

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Implementation of the Community Works Programmes	Develop and implement training and mentorship programmes amongst previously disadvantaged people with the assistance of voluntary organizations.	100%
	To identify available skills within the community;	CAMS
	To encourage local spending by residents and prevent the outflow of money to other towns;	LED Strategy
	To further develop skills within the community	CAMS
	To encourage households to become self-sustainable;	LED Strategy
	Contribute toward a clean and healthy environment;	Greening Strategy
	To formulate and implement an overall local economic development strategy for the entire municipal area	1
	Support anchor businesses with functional infrastructure and effective municipal administration	100%
Organisational Development and Transformation		
Human Resource Division	Personnel Administration	To promote efficient and effective personnel administration
	Employment equity	Ensure effective training of the councilors and employees
	Skills development	Ensure that there is equity of opportunities for all employees
	Occupational health and safety	Promote the total well-being of employees in the workplace
	Labour/Discipline	To maintain discipline through applicable disciplinary procedures

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Administration Division	Administration and Support Services	To provide efficient and effective administration and committee service
Housing Division	Planning Management , Utilization Of Council Properties And Land Use Management	Review of the housing sector plan, development of the housing policy and development of spatial development framework
Legal and Communication Division	Provision of Legal and Communication Services	Ensure compliance with council matters and to develop communication strategy
Office of the Mayor and Speaker	Administrative Support to the Mayor and Speaker	To provide efficient and effective administration to the office of the Mayor and Speaker
Financial Viability and Management		
Billing	To maximize revenue billing	All sites to be levied with the applicable services
Revenue Collection	To maximize revenue collection	The collection of revenue should be an average of 75% on a quarterly basis
Debt Collection	To maximize debt collection	R 10 million arrear debt collected
Electricity Losses	To reduce electricity losses	Exception reports to be provided to Electricity division for follows ups and rectifications
Property Rates	The new valuation roll to be compiled and/ updated	A new approved valuation roll for implementation from the 1 st July 2013

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Payment	Creditors payments done within 30 Days of receipt of invoice	All creditors payments done within 30 Days of receipt of invoice
Supply Chain Management	To establish a supplier data base as per policy	As per SCM policy
	To report within 10 working days on a monthly basis on contracts awarded exceeding R 100 000	A signed SCM report to be submitted within the stipulated timeframes
	To report within 10 working days on a quarterly basis on SCM	A signed SCM report to be submitted within the stipulated timeframes
	To establish a central received point for all goods and services procured	An established central received point for all goods and services procured
Payment	All payment vouchers to be filed 100%	Register of all vouchers to be established to ensure immediate availability of all documents
Salaries	100% of all the salaries paid on or before 25 of each month	100% of salaries correctly paid and on time
Good Governance and Public Participation		
Improve municipal financial and administrative capability	To install a relevant software programme	1
	To deliver basic services to all communities and households in accordance with RDP standards and adequately sustain present infrastructure;	29 838
	To educate and motivate consumers on the importance of accepting responsibility for the payment of services, so that the municipality has financial means to provide sustainable services;	80%
	To gradually replace conventional metering systems with prepaid systems;	34 550
	Introduce incentive / reward scheme regarding arrears payment of services.	50%
Best practices	Resolving internal audit queries within 7 working days of receiving the query	The number of queries answered within the stipulated timeframes

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Best Practices	Resolving external audit queries within 3 working days of receiving the query	The number of queries answered within the stipulated timeframes
Customer Relations	Improved customer care relations	Implementation of customer care complaints register (financial) and resolving customer care queries within three working days
Policies	Budget related policies to be reviewed at least on a yearly basis and adopted. Applicable Draft By-laws to be submitted to DCS (Tariff policy, Credit control and debt collection policy, Indigent policy, Property rates policy)	Budget policy Tariff policy Credit control and debt collection policy Indigent policy Customer care policy Supply chain management policy Cash and investment management policy Property rates policy
Compliance	To report in terms of section 71 of the MFMA at least 10 working days after the end of each quarter	To submit signed and electronic copies of section 71 reports to the Mayor, National treasury, Provincial treasury within the stipulated timeframes
	To report in terms of section 72 of the MFMA by the 25 of January 2013	To submit signed and electronic copies of section 71 reports to the Mayor, National treasury, Provincial treasury within the stipulated timeframes

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Compliance	To compile and submit AFS by 31 August 2012	Submission of AFS within the stipulated timeframe
	To compile the budget according to MFMA and other relevant legislations	An adopted draft budget before end of March each year. A final budget to be considered by Council by end of May.
Assets	To manage and control all assets in our municipality	Updated asset register with new purchases and depreciation done. This is GRAP compliant.
Compliance	To report in terms of section 71 of the MFMA at least 10 working days after the end of each month	To submit signed and electronic copies of section 71 reports to the Mayor, National treasury, Provincial treasury within the stipulated timeframes
	To report in terms of section 71 of the MFMA at least 10 working days after the end of each quarter	To submit signed and electronic copies of section 71 reports to the Mayor, National treasury, Provincial treasury within the stipulated timeframes
	To report in terms of section 72 of the MFMA by the 25 of January 2013	To submit signed and electronic copies of section 71 reports to the Mayor, National treasury, Provincial treasury within the stipulated timeframes
Single window of coordination	To have a well-structured communication channels in place	1
Deepen democracy through a refined ward committee model	To facilitate installation of a digital telephone system;	1

Reference to IDP	Strategic Activity	Measurable Outcome Indicator
Deepen democracy through a refined ward committee model	To give primary attention to rural areas in providing them with advanced communication technology including radios and telephones.	100%
	To encourage and support ward council meetings to be held by ward councillors;	18
	To facilitate regular information sessions to share and disseminate information to community members.	12
	Continue to provide sustainable and affordable municipal services based on RDP principles and which is properly maintained;	RDP standards
	To provide an information centre/desk at accessible points throughout the urban and rural areas;	4
	To ensure that information concerning municipal planning and management is readily available to the community at these accessible points;	4
	To employ and train enough personnel to ensure proper service delivery;	775
	To establish good communication channels between the community, officials and councillors as well as to disseminate information to the communities via electronic media	2
	To formulate an effective Performance Management System;	1
	To implement a uniform accounting and payment system for the entire municipality.	1

2.1.2 Output Indicators

2.1.2.1 Measurable Performance Objectives

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Infrastructure and Services													
Waste management	To have an efficient waste disposal system, which is safe and cost effectively	Development of New Solid Waste Disposal Site	No of New Waste Disposal Sites developed	0	4	0	0	0	4		Monthly		
Roads	To ensure a proper road and street network throughout the entire municipal area to the benefit of all residents.	Construction of 12.0km paved road and stormwater drainage	No of km of road paved and stormwater drainage		12	3	3	3	3		Monthly		
Property, Plant and Equipment	To ensure that all municipal properties are securely protected and safe	Fencing of all municipal properties	10%		100%	100%	100%	100%	100%		Monthly		
		Acquisition of the yellow Fleet	% acquisition	0	15%	3%	4%	4%	4%		Monthly		
Sport and Recreation	To ensure adequate reliable recreational services in the municipal area	Upgrading of Recreational and Sport Facilities	% progress	0	40	10	10	10	10		Monthly		
		Street Naming	% progress	0	10%	2.5%	2.5%	2.5%	2.5%		Monthly		
Yellow fleet		Implementati on of correct mechanical workshop	Number o mechanical workshops established	0	1	0	0	1	0		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Water	To ensure that good quality and affordable infrastructure and services are available and accessible to all inhabitants and to ensure the continuous maintenance thereof to a high standard.	Upgrading of Bulk Water Supply	1		1	0	0	0	1		Monthly		
Transport	To ensure adequate reliable public transport system services in the municipal area	Setsovo Transport Centre	1		1	0	0	0	1		Monthly		
Personnel Management	To have and effective and sufficient personnel administration and support	PMU Budget	10	5	10	10	10	10	10		Monthly		
Water	To ensure that good quality and affordable infrastructure and services are available and accessible to all inhabitants and to ensure the continuous maintenance thereof to a high standard.	Construction of Pipeline and Reservoir	28km and 1 Reservoir		28km and 1 Reservoir	0	0	0	28 km and 1		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Water		Development of Boreholes	No of boreholes drilled		No						Monthly		
	To provide water to new settlements	To install water reticulation network in new settlements	Number of taps installed	37 578	1000	250	250	250	250		Monthly		
		Purification of water	Megalitres purified	8 451	8 451	2112.75	2112.75	2112.75	2112.75		Monthly		
		Improved water quality	% Blue Drop Score		95%	95%	95%	95%	95%		Monthly		
			Ficksburg	90.39%									
	Clocolan		89.47%										
	Marquard		87.15%										
	To ensure that good quality and affordable infrastructure and services are available and accessible to all inhabitants	Upgrading of Water Treatment Works	Upgraded Water Treatment Works in Marquard	2.2	1.25	0.6	0.65	0	0		Monthly		
			Upgrading of Bulk Water Supply	Kilometre pipeline laid and ML reservoir constructed in Ficksburg	0	4	1	3	0	0		Monthly	
		0			5	0	1	2	2		Monthly		
Develop boreholes		Number of boreholes equipped	0	11	6	5	0	0		Monthly			
Roads and Storm water Drainage	To ensure a proper road and street network throughout the entire municipal area to the benefit of all residents.	Construction of Paved Road and Storm Water Drainage	8.6 km		8.6 km					Monthly			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Roads and Storm water Drainage	To ensure a proper road to ensure that good quality and affordable infrastructure and services are available and accessible to all inhabitants and to ensure the continuous maintenance thereof to a high standard.	Upgrading of gravel road	Upgraded gravel road in Meqheleng	5.9km	0.4km	0.3km	0.1km	0	0		Monthly		
		Ensure proper road network throughout the municipal area	Number of kilometres of road network	290km	150km	35km	35km	45km	35km		Monthly		
			Number of roads built and constructed	413km	16km	3km	3km	3km	5km		Monthly		
		Maintenance of stormwater canals and conduit network	Number of kilometres paved and gravelled	252km	145km	50km	25km	25km	45km		Monthly		
				200km	20km	3km	6km	6km	5km		Monthly		
		Number of kilometres of well-maintained sidewalks	0	3.6km	0.9km	0,9km	0.9km	0.9km		Monthly			
		Number of kilometres of repaired potholes	123km	70km	25km	15km	5km	25km		Monthly			
		Number of square metres re-sealed (fog)	738 000	21 250	0	0	0	21 250		Monthly			
		Number of square metres re-sealed (slurry)	738 000	42 000	8 250	8 250	8 250	8 250		Monthly			
		Number of kilometres of rebuild streets	0	500	200	0	0	300		Monthly			
Electricity	To ensure that electricity is made available to improve the lives of all residents.	Installation of High Mast lights	Number of street lights installed										
			Meqheleng	22	7	7	0	0	0		Monthly		
			Matwabeng	11	5	5	0	0	0		Monthly		
			Hlohlowane	11	2	2	0	0	0		Monthly		
			Moemaneng	11	2	2	0	0	0		Monthly		
		Supply of streetlights	Number of fittings replaced	1 968	70	10	20	20	20		Monthly		
		Service transformers	Number of transformers serviced	123	30	0	10	10	10		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Electricity	To ensure that electricity is made available to improve the lives of all residents.	Installation of pre-paid meters	Number of pre-paid meters installed	40	150	0	40	55	55		Monthly		
		Repair street lights	Number of street lights repaired	3 202	400	100	100	100	100		Monthly		
		Continuous supply of electricity	Length of LV cable laid	317km	1.7km	400m	300m	600m	400m		Monthly		
			Length of HV cable replace	0	1.9km	1km	0	1km	0		Monthly		
			Number of tar poles laid	50	50	12	15	15	8		Monthly		
Sanitation	To ensure access to an acceptable sanitation system by each household that is affordable and complies with minimum standards.	Refurbishing Sewerage Treatment Works	1		1						Monthly		
		Refurbishing Sewerage Treatment Works	1		1						Monthly		
	To ensure access to an acceptable sanitation system by each household that is affordable and complies with minimum standards.	Removal of buckets	Number of buckets removed	10 772	10 772	10 772	10 772	10 772	10 772		Monthly		
		Suctioning of septic tanks	Number of septic tanks suctioned	443	443	443	443	443	443		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
		Installation of waterborne sewer system	Number of waterborne sewer system installed	8 173	1000	250	250	250	250		Monthly		
		Unblocking sewer blockages	Number of blockages	645	0	0	0	0	0		Monthly		
Human Settlement	To ensure that good quality and affordable infrastructure and services are available and accessible to all inhabitants and to ensure the continuous maintenance thereof to a high standard.	Development and Allocation of Sites	1000		1000	250	250	250	250		Monthly		
Property, Plant and Equipment	To maintain municipal property	Structural maintenance	No of structures	48	5	1	2	1	1		Quarterly		
Parks	Greening of open space	Cleaning of parks	Number of parks developed	10	4	1	1	1	1		Monthly		
Cemeteries	Well maintained cemeteries	Cleaning and fencing cemeteries	Number of well-maintained cemeteries	20	1	0	1	0	0		Monthly		
Waste Management	Provide sustainable refuse services	Provide refuse services once per week to all households	Number of times refuse services were rendered	18 945	28 370	21 301	23 657	26 013	28 945		Monthly		
	Licensed landfill Sites	Obtain Environmental Impact Assessment approval from Department of Environmental Affairs for the development of new landfill sites	Number of landfills sites licensed	1	4	0	0	0	4		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Local Economic Development													
Economy	Local Economic Strategy	Facilitation of the development of the strategy	Approved LED Strategy	0	1	0	1	0	0		Quarterly		
	Promotion of Local Economic Development	Revitalisation of Textile Project	Number of textile projects	1	1	0	0	1	0		Monthly		
		Technical training for beneficiaries	Number of trainings conducted	0	1	1	0	0	0		Monthly		
		Purchasing of start-up material for the project	Number of materials purchased	0	1	0	1	0	0		Monthly		
		Facilitation of external funding	Amount of external funding secured	0	R 1500 000	0	R1.5m	0	0		Monthly		
		Revitalisation of Waste Recycling Project	Number of Waste Recycling Projects	1	0	0	0	0	0		Monthly		
	Development of emerging businesses	Facilitation for the training of the emerging businesses	Number of trainings conducted	146	60	15	15	15	15		Monthly		
		Issuing of permits for small businesses	Number of permits issued	5	60	15	15	15	15		Monthly		
		Issuing of trading license for small businesses	Number of trading licenses issued	0	60	15	15	15	15		Monthly		
	Tourism	Tourism Sector Plan	Facilitation of the development of the plan	Approved Tourism Sector Plan	0	1	0	0	0	1		Monthly	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Tourism	Graded Establishments	Facilitation of the grading of establishments process	Number of establishments graded	0	8	2	2	2	2		Monthly		
	Establishment of Forum	Facilitation of the establishment of Tourism forum	Number of for a established	0	4	1	1	1	1		Monthly		

Organisational Development and Transformation

Personnel Management	Promotion of effective and efficient personnel administration	Upgrading of the Data Bank	Number of reports issued	0	4	1	1	1	1		Monthly		
		Review of the Organisational Structure	Approved and funded Organisational Structure	2007/2008	2012/2013	1	0	0	0		Monthly		
		Submission of the report on the staff establishment of	Number of reports submitted	2	12	3	3	3	3		Monthly		
		Staff recruitment	Number of vacancies to be filled								Monthly		
		Employee induction	Number of inductions conducted	0	4	1	1	1	1		Monthly		
		Retirement Fund management	Number of employees belonging to Provident/Pension Fund	602	628	0	0	0	628		Monthly		
		Motivational workshop	Number of workshops held	0	4	1	1	1	1		Monthly		
		Medical Aid Schemes Management	Number of presentation held during the window periods	1		1					Monthly		
		Departmental meetings	Number of meetings held	24	6				6		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Personnel Management	Ensure that there is equity opportunities for all employees	Employment Equity Plan	Approved Employment Equity Plan	2010/2011	2013/2014				1		Monthly		
		Submission of EEA2 and EEA4 forms	Number of submissions to Department of Labour	0	1	0	1	0	0		Monthly		
		Programme on completing the EEA1 form	Number of programmes conducted	1	0	0	1	0	0		Monthly		
		Submission of EE Reports	Number of EE Reports submitted to Management and Local Labour Forum	0	4	1	1	1	1		Monthly		
		Awareness campaign on the EEP	Number of campaigns held	0	1	0	0	1	0		Monthly		
Skills Development	To promote the training of councillors and employees	Skills audit	Number of skills audits conducted	1	0	0	1	0	0		Monthly		
		Submission of monthly training reports	Number of training reports submitted to Management and Local Labour Forum	12	12	3	3	3	3		Monthly		
		Workplace Skills Plan	Approved Workplace Skills Plan 2012/2013	1	1	0	0	0	1		Monthly		
		Annual Training Report	Number of Annual Training Report 2012/2013	1					1		Monthly		
		Training intervention for councillors	Number of training interventions attended	0	5	0	2	2	3		Monthly		
		Training intervention for employees	Number of training interventions attended	0	35	5	10	10	10		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Occupational Health and Safety	To promote the total well-being of the employees in the workplace	Conduct monthly site inspection	Number of site inspection carried out	0	12	3	3	3	3		Monthly		
		Submission of monthly reports	Number of reports submitted to Management and Local Labour Forum	3		12	3	3	3		Monthly		
		Risk Assessment	Number of Risk Assessment Programmes carried out	1		4	1	1	1		Monthly		
Labour/Discipline	To maintain discipline through applicable disciplinary procedures	Local Labour Forum Meetings	Number of Local Labour Forum Meeting held	0		12	3	3	3		Monthly		
Administration and Support Services	To provide efficient and effective administration of Committee Services	Compilation of Agendas and Minutes of Executive Committee and Council	Number of meetings held										
			Executive Committee	15	12	3	3	3	3		Monthly		
			Council	11	4	1	1	1	1		Monthly		
	Resolution Progress Report	Number of Progress reports on implementation	Executive Committee	11	12	3	3	3	3		Monthly		
			Council	8	4	1	1	1	1		Monthly		
		Delegated Reports	Number of delegated reports submitted	6	4	1	1	1	1		Monthly		
		Develop and review Bylaws	Number of by-laws approved	Phases 1-9 and 2-4	4	4	1	1	1	1		Monthly	
Review Administrative Policies	Number of policies review	0	2	1	1	0	0		Monthly				

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Administration and Support Services	Ensure smooth and effective operation and usage of communication system	Distribute printouts and receive information for deductions of personal calls	Number of deduction lists submitted to salaries for deductions	0	12	3	3	3	3		Monthly		
		Timeous attendance of complaints/disruptions on telephone system	% complaints/disruptions attended within 1 week	0	95%	95%	95%	95%	95%		Monthly		
		To provide new installations in offices without services	Number of installations	0	3	1	2	0	0		Monthly		
	To provide a functional environment for the division to operate	Purchasing of furniture	Number of chairs and number of tables										
			Chairs	0	20	0	20	0	0		Monthly		
			tables	0	1	0	1	0	0		Monthly		
		Purchasing of equipment	Number of projectors and number of screens										
			Projector	0	1	0	1	0	0		Monthly		
			Screen	0	1	0	1	0	0		Monthly		
			Boardroom air-con	0	1	0	1	0	0		Monthly		
Heavy duty stapler unit			0	1	1	0	0	0		Monthly			
	Heavy duty puncher unit	0	1	1	0	0	0		Monthly				
Maintenance	Extension of DSC Boardroom	Extended Boardroom	0	1	1	0	0	0		Monthly			
	Repairs at Hlohlwane offices	Repaired offices	0	1	0	1	0	0		Monthly			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Best practice	To ensure compliance to policy and procedures	Minimising audit queries	Number of audit queries finalised	3	0	0	0	0	0		Monthly		
Cleaning Services	Provision of cleaning services in the offices	Weekly inspection reports from supervisors	Number of weekly inspection reports	0	48	12	12	12	12		Monthly		
		Weekly reports in respect of cleaning toilets on a daily basis	Number of weekly reports of toilet cleanliness	0	48	12	12	12	12		Monthly		
Fleet Management	To provide a transport services in compliance with vehicle policy	To ensure all trips have transport requests, trip authorisations and logbooks	Number of confirmation reports from supervisors	0	12	3	3	3	3		Monthly		
	Ensure proper management through the effective communication	To hold monthly divisional meetings	Number of meetings held	2	10	3	2	2	3		Monthly		
Housing	To plan for a new cemetery in Meqheleng	Submission of the application to township board	Number of applications approved	0	1	0	0	0	1		Monthly		
	Plan a new township establishment in	Appointment of consultants	Number of reports	0	5	0	3	2	0		Monthly		
	To develop a Housing policy	Stakeholder Participation	Approved Housing Policy	0	1	1	0	0	0		Monthly		
	Review Housing sector Plan		Approved Housing Sector Plan	1	0	0	1	0	0		Monthly		
	Develop living waiting list for erven	Consolidation of lists of various wards	Approved Consolidated Waiting Lists	4	1	0	1	0	0		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Housing	Develop living waiting list for Government subsidised houses	Consolidation of lists of various wards	Approved Consolidated Waiting Lists	4	1	0	1	0	0		Monthly		
	To allocate serviced residential sites	Implementation of waiting lists	Number of erven allocated	29 590	600	20	0	0	640		Monthly		
	To allocate serviced business, churches and crèches	Invitation for competitive bidding	Number of bidding documents received	0	18	6	6	6	0		Monthly		
	Development of SDF	Stakeholder Participation	Approved SDF	Draft 2007/2008	1	0	1	0	0		Monthly		
	To formalise informal settlement	Relocation of dwellers to formalised area	Number of households relocated	0	218	0	0	154	64		Monthly		
		Upgrading of informal settlement	Number of informal settlement upgraded	0	01	0	0	0	1		Monthly		
	Effective management of lease contracts	Appoint Contract Management Officer	Number of Contract Management Officers	0	4	0	0	0	0		Monthly		
	Creation of a data base for commonages, lands and camps	Appointment of a consultant	Number of data base created	0	1	0	0	1	0		Monthly		
Legal Services	To provide legal services	Ensure speedy resolution of legal matters against and by the municipality	% of resolutions for legal matters obtained	0	100%	100%	100%	100%	100%		Monthly		
		Ensure proper management of contracts	Number of contracts properly managed	0	100%	100%	100%	100%	100%		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action	
						Q1	Q2	Q3	Q4					
Legal Services	To provide legal services	Ensure safekeeping of contracts	Number of contracts kept	0	100%	100%	100%	100%	100%		Monthly			
		Ensure compliance with council matters	% of compliance of council matters	0	100%	100%	100%	100%	100%		Monthly			
Communication	To provide an excellent internal and external communication system	Development of a Communication Strategy	Approved Communication Strategy	0	1	0	0	0	1		Monthly			
	Improve medial liaison	Development of media database	Number of media companies captured	0	100%	100%	100%	100%	100%		Monthly			
		Media monitoring and analysis reports	Number of reports	0	12	3	3	3	3		Monthly			
		Media releases	Number of releases	0	12	3	3	3	3		Monthly			
Support	Lobby and advocate for development among youth	Youth Dialogue	Number of dialogue held and number of participants	4	1	1	0	0	0		Monthly			
		Drug and alcohol abuse	Number of campaigns held	4	1	1	0	0	0		Monthly			
		Bursary applications	Number of applications received	4	Number of applications received		100%	100%	100%	100%		Monthly		
		Career exhibitions	Number of exhibitions held	8	8	2	2	2	2		Monthly			
		Cultural groups	Number of meetings held	8	4	1	1	1	1		Monthly			
		Training of young entrepreneurs	Number of trainings held	4	1	0	0	0	1		Monthly			
		Poetry and Drama	Number of sessions held	4	1	0	0	0	1		Monthly			
		Back to school	Number of campaigns convened	4	1	0	0	0	1		Monthly			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Support	Lobby and advocate for development among youth	Statistics for matriculants of previous year	Number of learners passed or failed compiled	4	1	0	0	0	1		Monthly		
Gender, children and vulnerable support	Disability Forum	Establishment of a fully functional forum	Number of for a established	1	1	0	0	0	1		Monthly		
	Initiation school committee	Induction workshop	Number of workshops held	1	1	0	0	0	1		Monthly		
	Local HIV/AIDS Council	Hold awareness campaigns	Number of workshops held	1	1	0	0	0	1		Monthly		
	Farm visits	Education and information sessions	Number of sessions held and issuing of sanitary utensils	8	3	1	1	1	0		Monthly		
	Relief programmes	Presents for new-borns, senior citizens and orphans	Number of presents given	4	Number of presents given	Number of presents given	Number of presents given	Number of presents given	Number of presents given		Monthly		
Commemoration of Global, National, Provincial and District events	Heritage Day	Ensure event takes place successfully	Number of heritage events held	3	1	1	0	0	0		Monthly		
	Women's month	Participation of all females	Number of events held	1	Number of events held	Number of events held	Number of events held	Number of events held	Number of events held		Monthly		
	World Mental Day	Observed by all community members	Number of observations held	1	1	0	0	1	0		Monthly		
	16 Days of activism against gender based violence	Participation of all NGO's and community members in the main event	Number of main events held	1	1	0	1	0	0		Monthly		
	World Disability Day	Observed by all community members	Number of observations held	1	1	1	0	0	0		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Commemoration of Global, National, Provincial and District events	Human Rights Celebrations	Participation of all and attendance of the vent	Number of events organised	1	1	0	0	0	1		Monthly		
	June 16	Participation of all youth structures and attendance of the participants	Number of events organised	1	1	0	0	0	1		Monthly		
	Freedom Day celebrations	Participation of community members and attendance	Number of events organised	1	0	0	0	0	1		Monthly		

Financial Viability and Management

Supply Chain Management	Centralisation of procured goods receiving point	To establish a central receiving point for procured goods	An established central point	0	1	0	0	0	1		Monthly		
Billing	To maximise revenue billing	Billing every site with applicable services	Number of billing errors identified and corrected	10%	3%	3%	3%	3%	3%		Monthly		
Revenue	To maximise revenue collection	Ensuring that full implementation of credit control and debt collection policies	Percentage payment rate on a monthly billing	55%	75%	75%	75%	75%	75%		Monthly		
Arrears	To maximise debt collection	Appointment of a debt collection company	Amount collected on arrears on a monthly basis	0	R 10 000 000	R 1m	R 2m	R3.5m	R3.5m		Monthly		
Property Rates	To compile and update a new valuation roll	Appointment of a service provider	Implementation of an approved valuation roll from 1 July 2013	1	1	0	0	0	1		Five Yearly		
Creditors	Payment made within 30 days of receipt of invoice	All creditors payment be done within 30 days of receipt of invoice		45days	30days	30days	30days	30days	30days		Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Annual Target				Revised Target	Frequency of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
	Filling of all payment vouchers	All payment vouchers to be filed	Register of all vouchers submitted	90%	100%	100%	100%	100%	100%		Monthly		
Supply Chain Management	Establish supplier data base	Compile a supplier database as per the policy	Number of Suppliers on the database with their core services	0							Monthly		
Salaries	Payment of salaries	Creation of a complete payroll	All employees paid correctly on or before the 25 of each month	100%	100%	100%	100%	100%	100%		Monthly		

Good Governance and Public Participation

Controls	To resolve internal audit queries	Responding to internal audit queries within 7 working days of receiving the query	The number of queries answered within 7 working days of receiving the query	10%	10%	100%	100%	100%	100%		Quarterly		
	To resolve external audit queries	Responding to external audit queries within 7 working days of receiving the query	The number of queries answered within 7 working days of receiving the query	10%	10%	100%	100%	100%	100%		Annually		
	To improve customer care relations	Implementation of customer complaints register	Number of customer queries resolved within 3 working days	20%	100%	100%	100%	100%	100%		Monthly		
	Review budget related policies	Annually review budget related policies	Number of budget related policies reviewed and adopted	6	6	0	0	0	6		Annually		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Supply Chain Management	To report on contracts awarded exceeding R100 000	Reporting within 10 working days on a monthly basis	A signed SCM report submitted	0	4	1	1	1	1		Quarterly		
	Submission of section 71 reports	Reporting within 10 working days after the end of the month	Signed and an electronic copies of section 71 reports submitted	12	12	3	3	3	3		Monthly		
	Submission of section 72 reports	Reporting by the 25 January 2013	Mid-Year Assessment Report	1	1	0	0	1	0		Half-Yearly		
Budget	Compilation of the annual budget	Compilation of the annual budget in terms of the required format	Adopted draft annual budget by 31 March 2013 and approved annual budget by 31 May 2013	1	1	0	0	1	1		Third and Fourth Quarters		
	Compilation of Annual Financial Statements	Compilation of Annual Financial Statement in a required format	Certified Annual Financial Statements submitted to Auditor General by 31 August 2012	1	1	1	0	0	0		First Quarter		
	To manage and control all assets	Compilation of an assets management register in a required format	Approved Assets Management Register	0	1	0	0	0	1		Annually		
Governance	Ensure compliance with IIA standards and internal audit charter	Reports	Number of reports to be produced that are in line with the IIA standard and number of ad hoc audit to be executed.	28	28	1	9	9	9		Quarterly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Governance	Ensure compliance with IIA standards and internal audit charter	System descriptions; audit programs and quarterly plan.	Number of system descriptions; audit programs and quarterly plans to be compiled:-System description	38	38	38	0	0	0		Quarterly		
			Audit Program	38	38	38	0	0	0		Quarterly		
			Quarterly plan	14	14	4	4	4	4		Quarterly		
		Personnel belong to affiliation	Number of membership of personnel to be renewed	5	5		5		1		Quarterly		
		Half yearly reports	Number of set of progress reports (half yearly) to be compiled.	2	2	0	1	0	1		Quarterly		
	Ensure compliance with audit and performance audit charter and internal audit charter	Meetings held	Number of Audit Committee meetings to be held	5	4	1	1	1	1		Monthly		
			Number of departmental meetings to be held to improve client/customer relationship	4	4	1	1	1	1		Monthly		
	Ensure compliance with IIA standards and internal audit charter	Signed declarations	Number of declarations of independency and secrecy to be signed for the adoption of the standards of professional practice of internal audit.	58	14	14	14	14	112		Quarterly		
		Coverage plan	Number of coverage plan to be compiled that will determine the focus and priority of auditable areas.	1	1	0	0	0	0		Quarterly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Governance	No. of IT systems compatibility analysis conducted.	Compatibility analysis report.	Compatibility analysis report.	0	1						Annually		
	No. of email/internet maintenance reports.	Report on e-mail/internet maintenance.	Report on e-mail/internet maintenance.	0	12	4	4	4	4		Quarterly		
	No. of security reports on systems to ensure a secure I.T. environment.	Security reports on systems.	Security reports on systems.	0	12	4	4	4	4		Quarterly		
	Review of I.T. strategy.	Update I.T. Strategy to manage the needs of the municipality in synergy with available technology.	I.T. Strategy.	1	1						Annually		
	Review of I.T. security policy.	Update I.T. Security policy to ensure effective management of the I.T. environment.	I.T. Security policy.	1	1						Annually		
	Review of I.T. disaster & recovery plan.	Update I.T. Disaster & Recovery plan to effectively manage I.T. risks.	I.T. Disaster & Recovery plan.	1	1						Annually		
	I.T. Steering committee meetings.	Regular meetings.	Agenda/Minutes of meetings.	0	4	1	1	1	1		Quarterly		
	% of I.T. support to the user base.	Provide I.T. support to users.	Requests from users for assistance.	100%	100%						Ongoing		
	Website Uploads	Uploading of documents and data on website.	Website uploads.	100%	100%						Ongoing		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Revised Target	Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4				
Participation	Review of the IDP	Consult communities and relevant stake holders	Number of Community Consultative held	2	4	1	1	1	1		Quarterly		
	Presentation of the annual performance report 2011/2012	To Reportback to communities on the performance of the municipality during the previous financial year	Number of Community consultative meetings held	1	1	0	0	0	1		Annually		
	Presentation of the Annual Report	Tabling of the annual report 2011/2012 to Council on or before 25 January 2013	Council Meeting	1	1	0	0	1	0		Annually		
	Presentation of the Oversight Report	Consultation with communities and relevant stakeholders on the tabled annual report	Community consultative meeting	1	2	0	0	0	2		Annually		
	IDP/Budget Road shows	Consult communities of the draft IDP and Budget	Number of meetings held	8	8	0	0	0	8		Annually		

2.1.3 Resourcing of the Strategic Activities of the Municipality

Vote	July 2012			August 2012			September 2012			Total : First Quarter 2012		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
1	4 834 750	3 736 750		4 834 750	3 736 750		4 834 750	3 736 750		14 504 250	11 210 250	
2	751 133	1 798 750		751 133	1 798 750		751 133	1 798 750		225 399	5 396 250	
3	66 666	56 558		66 666	56 558		66 666	56 558		199 999	1 696 747	
4	4 201 583	1 739 500		4 201 583	1 739 500		4 201 583	1 739 500		12 604 749	5 218 500	
5	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	7 493 749	15 335 499	3 861 499
6	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	47 898 999	46 097 749	15 827 749

Vote	October 2012			November 2012			December 2012			Total : Second Quarter 2012		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
1	4 834 750	3 736 750		4 834 750	3 736 750		4 834 750	3 736 750		14 504 250	11 210 250	
2	751 133	1 798 750		751 133	1 798 750		751 133	1 798 750		225 399	5 396 250	
3	66 666	56 558		66 666	56 558		66 666	56 558		199 999	1 696 747	
4	4 201 583	1 739 500		4 201 583	1 739 500		4 201 583	1 739 500		12 604 749	5 218 500	
5	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	7 493 749	15 335 499	3 861 499
6	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	47 898 999	46 097 749	15 827 749

Vote	January 2013			February 2013			March 2013			Total : Third Quarter 2013		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
1	4 834 750	3 736 750		4 834 750	3 736 750		4 834 750	3 736 750		14 504 250	11 210 250	
2	751 133	1 798 750		751 133	1 798 750		751 133	1 798 750		225 399	5 396 250	
3	66 666	56 558		66 666	56 558		66 666	56 558		199 999	1 696 747	
4	4 201 583	1 739 500		4 201 583	1 739 500		4 201 583	1 739 500		12 604 749	5 218 500	
5	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	7 493 749	15 335 499	3 861 499
6	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	47 898 999	46 097 749	15 827 749

Vote	April 2013			May 2013			June 2013			Total : Fourth Quarter 2013		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
1	4 834 750	3 736 750		4 834 750	3 736 750		4 834 750	3 736 750		14 504 250	11 210 250	
2	751 133	1 798 750		751 133	1 798 750		751 133	1 798 750		225 399	5 396 250	
3	66 666	56 558		66 666	56 558		66 666	56 558		199 999	1 696 747	
4	4 201 583	1 739 500		4 201 583	1 739 500		4 201 583	1 739 500		12 604 749	5 218 500	
5	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	2 497 916	5 111 833	1 287 166	7 493 749	15 335 499	3 861 499
6	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	15 966 333	15 365 916	5 275 916	47 898 999	46 097 749	15 827 749

Expenditure Classification	Anticipated Expenditure
Personnel Expenditure	104 001 000.00
General Expenses	49 771 000.00
Repairs and Maintenance	26 737 000.00
Contribution to Capital Layouts	23 726 000.00
Capital Charges	3 848 000.00
Contributions	131 737 000.00
Total	339 820 000.00

2.1.4 Projects : Municipality

Project Number	Project Deliverables	Planned / Actual Starting Date	Planned / Actual Finishing Date	Project Cost	Ward				
1.1	Permitted landfill site	01/07/2012	30/06/2014	6 253 000	10, 12,13,14,15,16,17,18				
1.2				4 377 958	3, 4, 5, 6				
1.3				2 733 000	1 and 2				
1.4				2 810 000	7, 8, 9, 11				
1.9	Fenced Municipal Property			01/07/2012	30/06/2014	1 719 955	10, 12,13,14,15,16,17,18		
1.10						4 921 289	3, 4, 5, 6		
1.11						6 173 136	1 and 2		
1.12						2 606 886	7, 8, 9, 11		
1.13	Yellow fleet					01/07/2012	30/06/2014	2 000 000	Municipal Area
1.14	Named Streets							3 000 000	Municipal Area
1.15	Mechanical Workshop							5 000 000	Municipal Area
1.16	ACIP							5 950 000	Municipal Area
1.17	Bulk Water Services							10 000 000	Municipal Area
1.18	Sport Complex							56 000 000	10, 12,13,14,15,16,17,18
1.19	Transport Centre	11 700 000	10, 12,13,14,15,16,17,18						
1.20	PMU Budget	3 800 000	Municipal Area						
1.21	Constructed Pipeline and Reservoir	01/07/2012	30/06/2013					1 073 340	1 and 2
1.22	Water Treatment Work Plant							3 849 272	1 and 2
1.23	Water Treatment Work Plant			1 177 004	3, 4, 5, 6				
1.24	Upgraded Oxidation Ponds			16 928 427	1 and 2				
1.25	Upgraded Bulk Water Supply			28 635 135	10, 12,13,14,15,16,17,18				
1.26	Working Boreholes			7 078 096	3, 4, 5, 6				
1.27	Paved road and storm water Drainage system			379 567	1 and 2				
1.28				484 387	10, 12,13,14,15,16,17,18				
1.29				357 361	7, 8, 9, 11				
1.30				422 239	3, 4, 5, 6				
1.31				Installed Conventional meters	611 881	1 and 2			
1.32					202 564	7, 8, 9, 11			
1.33					498 392	10, 12,13,14,15,16,17,18			
1.34	1 472 257				3, 4, 5, 6				
1.35	25 750	7, 8, 9, 11							

1.36	Installed Conventional meters	01/07/2012	30/06/2013	102 159	10, 12,13,14,15,16,17,18
1.37				73 406	3, 4, 5, 6
1.38				25 750	1 and 2
1.39	Refurbished Sewerage Treatment Works			3 700 000	10, 12,13,14,15,16,17,18
1.40	Serviced Sites			17 500 000	7, 8, 9, 11,10,12,13,14,15,16,17,18
1.41	Sport Stadium			2 500 000	10, 12,13,14,15,16,17,18
2.1	Approved LED Strategy			500 000	Municipal Area
2.2	Established LED Forum			50 000	Municipal Area
2.3	Established SMME's			300 000	Municipal Area
2.4	Working Stalls			500 000	Municipal Area
2.5	Recycling Centre			150 000	3, 4, 5, 6
2.6	Tourism Centre			20 000 000	10, 12,13,14,15,16,17,18
2.7	Cherry Festival			2 300 000	10, 12,13,14,15,16,17,18
2.8	Tourism Information Centre			2 300 000	Municipal Area
2.9	Integrated Dairy Farm			5 000 000	10, 12,13,14,15,16,17,18
2.10	Textile Centre			150 000	3, 4, 5, 6
2.12	Community Work Programme			10 000 000	Municipal Area
3.1	Payroll			94 000 000	Municipal Area
3.2	Approved Organisational Structure			94 000 000	
4.1	Approved Ward Based Profile			338 000	
4.2	Approved By-Laws				
4.3	Debtor Collector				
4.4	Road shows			50 000	
5.1	Installed Audit Software			200 000	
5.2	Enforcement of By-Laws			250 000	Municipal Area
5.3	Education Campaigns			50 000	Municipal Area
5.4	Approved Communication Strategy			200 000	Municipal Area

2.1.5 Human Resources

Posts / Positions on the Staff Establishment		Quantity (Number of Posts)	Filled	Vacant	Male	Female	African	Coloured	Indian	White
Type of Staffing	Number of Posts									
Councillors	35	35	35	0	23	13	29	0	0	6
Management	13	17	13	4	9	4	9	0	0	4
Professionals	10	12	10	2	3	7	5		1	4
Technicians and Trade Workers	51	53	51	2	36	15	42	0	0	9
Community and Personal Services Workers	16	22	16	6	10	6	16	0	0	0
Clerical and Administrative Workers	118	140	118	22	52	66	104	4		10
Machine Operators and Drivers	65	77	65	12	63	2	0	2	0	0
General Workers	355	393	355	38	280	75	354	1	0	0
Total	663	749	663	86	475	188	549	7	1	33

Staffing and Budget

Type of Staffing	Number	Rand Value
Councillors	35	9 783 000
Management	13	7 163 934
Professionals	10	8 568 042
Technicians and Trade workers	51	25 595 003
Clerical, Administrative, Community and Personal Services Workers	134	13 269 144
Machine Operators, Drivers and General Workers	420	25 621 953
Vacancies	86	13 781 924
Total	749	103 783 000

Section 3: Municipal-Wide Budget Plan

3.1 Revenue Forecasting

Projected Revenue By Source	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2012/2013
Property rates	2 028 833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	2 028 0833	24 337 000
Electricity	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	4 607 833	55 294 000
Water	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	1 904 750	22 857 000
Sanitation	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	1 104 666	13 256 000
Refuse removal	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	1 301 833	15 613 000
Grants	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	14 388 166	172 658 000
Interest and Investment Income	148 750	148 750	148 750	148 750	148 750	148 750	148 750	148 750	148 750	148 750	148 750	148 750	1 785 000
Interest earned on outstanding debtors	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	1 240 666	14 888 000
Rent of facilities and equipment	57 750	57 750	57 750	57 750	57 750	57 750	57 750	57 750	57 750	57 750	57 750	57 750	679 000
Fines	18 750	18 750	18 750	18 750	18 750	18 750	18 750	18 750	18 750	18 750	18 750	18 750	225 000
Licenses and permits	0	0	0	0	0	0	0	0	0	0	0	0	0
Income from agency services	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	1 519 666	18 230 000
TOTAL	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	26 664 663	339 822 000

3.2 IDP Costing

IDP Priority	GFS Classification	GFS Sub Classification	Budget Previous FY	Budget Current Financial Year					Budget NY+ 1	Budget NY +2
				1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total		
Infrastructure and Services	Technical Services	Water	37 193 000	10 027 500	10 027 500	10 027 500	10 027 500	40 110 000	42 046 000	43 990 000
		Electricity	87 399 000	24 578 250	24 578 250	24 578 250	24 578 250	98 313 000	104 154	110 667 000
		Waste Management	59 730 000	13 051 750	13 051 750	13 051 750	13 051 750	52 207 000	54 764 000	57 352 000
		Roads and Storm Water	24 184 000	6 205 500	6 205 500	6 205 500	6 205 500	24 822 000	26 622 000	28 745 000
		Housing	1 857 000	464 250	464 250	464 250	464 250	1 857 000	1 894 000	1 913 000
	Economic and Community Services	Social Development	314 000	82 250	82 250	82 250	82 250	329 000	340 000	345 000
		Sport and Recreation	103 000	278 250	278 250	278 250	278 250	1 113 000	24 000	25 000
		Public a Safety and Security	225 000	56 250	56 25	56 25	56 25	225 000	225 000	225 000
Local Economic Development			0	0	0	0	0	0	0	
Organisational Development and Transformation	Corporate Services	Administration and Personnel Management	0	0	0	0	0	0	0	
Financial Viability and Management	Finance Services	Financial Management	61 626 000	15 507 500	15 507 500	15 507 500	15 507 500	62 030 000	64 623 000	65 329 000
Good Governance and Public Participation	Executive and Council	Municipal Managers Office	52 261 000	14 629 250	14 629 250	14 629 250	14 629 250	58 817 000	63 091 000	68 127 000

Section 4 Performance Assessment

4.1 Services Delivery Performance

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Development of new solid waste disposal sites	4	4		0		0		0		4		
Construction of 12km of paved road and stormwater drainage	12km	12		3		3		3		3		
Fencing of all municipal property	100%	100%		100%		100%		100%		100%		
Upgrading of recreational and sport facilities	40%	40%		40%		40%		40%		40%		
Upgrading of bulk water supply	Storage capacity	1		0		0		0		1		
Transport Centre	1	1		0		0		0		1		
Personnel Management in the PMU	10	10		10		10		10		10		
Construction of pipeline and reservoir	28km	28km		7km		7km		7km		7km		
	1	1		0		0		0		1		
Development of boreholes	1 000	1000		250		250		250		250		
Water purification process	8 451 Megalitres	8 451		2112.75		2112.75		2112.75		2112.75		
Improved water quality	95%	95%		95%		95%		95%		95%		
		95%		95%		95%		95%		95%		
		95%		95%		95%		95%		95%		
		95%		95%		95%		95%		95%		
Upgrading of Water Treatment Works	1.25	1.25		0.6		0.65		0		0		
Upgrading of bulk water supply	4	4		1		3		0		0		
	5	5		0		1		2		2		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Development of boreholes	11	11		6		5		0		0		
Construction of paved road and stormwater drainage	8.6km	8.6km		2.15km		2.15km		2.15km		2.15km		
Upgrading of gravel roads	0.4km	0.4km		0.3km		0.1km		0		0		
Ensuring proper road network	150km	150km		35km		35km		45km		35km		
	16km	16km		3km		3km		3km		5km		
Maintenance of stormwater canals and conduit network	145km	145km		50km		25km		25km		45km		
	20km	20km		3km		6km		6km		5km		
	3.6km	3.6km		0.9km		0.9km		0.9km		0.9km		
	70km	70km		25km		15km		5km		25km		
	21 250	21 250		0		0		0		21 250		
	42 000	42 000		8 250		8 250		8 250		8 250		
		500km		200		0		0		300		
Installation of high mast lights	7	7		7		0		0		0		
	5	5		5		0		0		0		
	2	2		2		0		0		0		
	2	2		2		0		0		0		
Supply of streetlights	70	70		10		20		20		20		
Service Transformers	30	30		0		10		10		10		
Installation of prepaid meters	150	150		0		40		55		55		
Repair streetlights	400	400		100		100		100		100		
Continuous supply of electricity	1.7km	1,7km		400m		300m		600m		400m		
	1.9km	1.9km		1km		0		1km		0		
	50	50		12		15		15		8		
Refurbishing sewer treatment works	2	2		0		0		0		2		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Removal of buckets	10 772	10 772		10 772		10 772		10 772		10 772		
Suctioning of septic tanks	443	443		443		443		443		443		
Installation of waterborne sewer system	1 000	1 000		250		250		250		250		
Development and allocation of site	1 000	1 000		250		250		250		250		
Structural maintenance	5	5		1		2		1		1		
Cleaning of parks	4	4		1		1		1		1		
Cleaning and fencing of cemeteries	1	1		0		1		0		0		
Provide refuse services once per week to households	28 370	28 370		21 301		23 657		26 013		28 945		
Obtain environmental impact assessment approval	4	4		0		0		0		4		
Facilitation of the development of the LED Strategy	1	1		0		1		0		0		
Revitalisation of the Textile Project	1	1		0		0		1		0		
Technical training for the beneficiaries	1	1		1		0		0		0		
Purchasing of a start-up material	1	1		0		1		0		0		
Facilitation for the acquisition of external funding	R1.5m	R1.5m		0		R1.5m		0		0		
Revitalisation of the Waste Recycling Project	1	0		0		0		0		1		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Facilitation of the training of emerging businesses	60	60		15		16		15		15		
Issuing of permits for small businesses	60	60		15		16		15		15		
Issuing of trading licenses for small businesses	60	60		15		16		15		15		
Facilitation of the development of the plan	1	1		0		0		0		1		
Facilitation for the grading of establishments	8	8		2		2		2		2		
Facilitation for the establishment of the tourism forum	4	4		1		1		1		1		
Updating of the Bank Data	4	4		1		1		1		1		
Review of the organisational structure	1	1		1		0		0		0		
Submission of reports on staff establishment	12	12		3		3		3		3		
Staff recruitment	628	628		0		0		0		628		
Employee induction	4	4		1		1		1		1		
Retirement fund management	628	628		0		0		0		628		
Motivational Workshop	4	4		1		1		1		1		
Medical Aid Schemes Management	628	628		0		0		0		628		
Departmental meetings	12	12		3		3		3		3		
Employment Equity Plan	1	1		0		0		1		0		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Submission of EEA2 and EEA4 forms	1	1		0		1		0		0		
Programme on completing the EE1 form	1	1		0		1		0		0		
Submission of EE Reports	4	4		1		1		1		1		
Awareness campaign on EEP	1	1		0		0		0		1		
Skills Audit	1	1		0		1		0		0		
Submission of monthly training reports	12	12		3		3		3		3		
Workplace Skills Plan	1	1		0		0		0		1		
Annual Training Report	1	1		0		0		0		1		
Training intervention for councillors	5	5		0		2		1		2		
Training intervention for employees	35	35		5		10		10		10		
Conduct monthly site inspection	12	12		3		3		3		3		
Submission of monthly reports	12	12		12		3		3		3		
Risk Assessment	7	7		4		1		1		1		
Local Labour Forum meetings	18	18		12		3		3		3		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Compilation of Agendas and Minutes of Executive Committee and Council	12	12		3		3		3		3		
	4	4		1		1		1		1		
Number of progress reports on the implementation of resolutions	12	12		3		3		3		3		
	4	4		1		1		1		1		
Delegated reports	4	4		1		1		1		1		
Develop and review By-laws	4	4		1		1		1		1		
Review administrative policies	2	2		1		1		0		0		
Distributes printouts and receive information for deductions of personal calls	12	12		3		3		3		3		
Timeous attendance of complaints/disruptions on telephone system	95%	95%		95%		95%		95%		95%		
To provide new installations in offices without the service	3	3		1		2		0		0		
Purchasing of furniture	20	20		0		20		0		0		
	1	1		0		1		0		0		
Purchasing of equipment	1	1		0		1		0		0		
	1	1		0		1		0		0		
	1	1		1		0		0		0		
	1	1		1		0		0		0		
	1	1		1		0		0		0		
	1	1		0		1		0		0		
	1	1		0		0		0		1		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Weekly inspection reports from supervisors	48	48		12		12		12		12		
	48	48		12		12		12		12		
To ensure all trips have transport request, trip authorisations and logbooks	12	12		3		3		3		3		
To hold monthly departmental meetings	10	10		3		2		2		3		
Submission of the applications to township board	1	1		0		0		0		1		
Appointment of consultant	5	5		0		3		2		0		
Stakeholder Participation	1	1		1		0		0		0		
Consolidation of lists from various wards	1	1		0		1		0		0		
Consolidation of a living waiting list for housing subsidy from various ward	1	1		0		1		0		0		
Implementation of waiting lists	600	600		20		0		0		640		
Invitation for competitive bidding	18	18		6		6		6		0		
Stakeholder Participation	1	1		0		1		0		0		
Relocation of dwellers to formalised area	218	218		0		0		154		64		
Upgrading of informal settlement	1	1		0		0		0		1		
Appointment of Contract Management Officers	4	4		4		0		0		0		
Appointment of a consultant	1	1		0		0		1		0		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Ensuring speedy resolution of legal matters for and against the municipality	100%	100%		100%		100%		100%		100%		
Ensuring proper management of contracts	100%	100%		100%		100%		100%		100%		
Ensuring safekeeping of contracts	100%	100%		100%		100%		100%		100%		
Ensuring compliance with council matters	100%	100%		100%		100%		100%		100%		
Development of the Communication Strategy	1	1		0		0		0		1		
Development of a media database	100%	100%		100%		100%		100%		100%		
Media monitoring and analysis	12	12		3		3		3		3		
Media releases	12	12		3		3		3		3		
Youth Dialogue	1	1		1		0		0		0		
Drug and alcohol abuse	1	1		1		0		0		0		
Bursary applications	Number of applications	Number of applications		Number of applications		Number of applications		Number of applications		Number of applications		
Career exhibition	8	8		2		2		2		2		
Cultural groups	4	4		1		1		1		1		
Training of young entrepreneurs	1	1		0		0		0		1		
Poetry and drama	1	1		0		0		0		1		
Back to School	1	1		0		0		0		1		
Statistics for matriculants of previous years	1	1		0		0		0		1		
Establishment of a fully functional forum	1	1		0		0		0		1		
Induction workshop	1	1		0		0		0		1		
Hold awareness campaigns	1	1		0		0		0		1		
Education and information sessions	3	3		1		1		1		0		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Presents for new-borns, senior citizens and orphans	Number of presents given	Number of presents given		Number of presents given		Number of presents given		Number of presents given		Number of presents given		
Ensuring event take place successfully	1	1		0		1		0		0		
Participation of all females	1	1		1		0		0		0		
Observed by all communities	1	1		0		0		0		1		
Participation of all NGO's and community members	1	1		0		0		0		1		
Observed by all community members	1	1		0		0		0		1		
Participation of community members and attendance	1	1		0		0		0		1		
To establish a central receiving point for procured goods	1	0		0		0		0		1		
Billing every site with applicable services	3%	3%		3%		3%		3%		3%		
Ensuring that full implementation of credit control and debt collection policies	1	75%		75%		75%		75%		75%		
Appointment of a collection company	R10m	R10m		R1m		R2m		R3.5m		R3.5m		
Appointment of a service provider	1	1		0		0		0		1		
All creditors are paid within 30 days of receipt of an invoice	30days	30days		30days		30days		30days		30days		
All payment vouchers to be filed	100%	100%		100%		100%		100%		100%		
Compile a supplier database	100%	100%		100%		100%		100%		100%		
Creation of a complete payroll	100%	100%		100%		100%		100%		100%		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Responding to internal audit queries within 7 working days of receiving the query	100%	100%		100%		100%		100%		100%		
Responding to external audit queries within 7 working days of receive of the query	100%	100%		100%		100%		100%		100%		
Implementation of customer care register	100%	100%		100%		100%		100%		100%		
Annually review financial related policies	6	6		0		0		0		6		
Reporting within 10 working days on a monthly basis	4	4		1		1		1		1		
Reporting within 10 working days after the end of the month	12	12		3		3		3		3		
Reporting by the 25 January 2013	1	1		0		0		1		0		
Compilation of the Annual Financial Statement in a required format	1	1		0		0		1		0		
Compilation of the assets management register in a required format	1	1		1		0		0		0		
Reports	28	28		1		9		9		9		
System descriptions; audit programs and quarterly plan	38	38		38		0		0		0		
Personnel belonging to affiliations	5	5		0		5		0		0		
Signed declarations	14	14		4		4		4		2		
Coverage plan	1	1		1		0		0		0		
Compatibility analysis report	1	1		1		0		0		0		

Tactical Activity	Performance Indicator (Unit of measurement)	Target	Revised Target	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Explanation of Variance
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Report on e-mail/internet maintenance	12	12		4		4		4		0		
Security reports on the system	12	12		4		4		4		0		
Update I.T. Strategy to manage the needs of the municipality in synergy with available technology	1	1		1		0		0		0		
Update I.T. Security Policy to ensure effective management of the I.T environment	1	1		1		0		0		0		
Upgrade I.T. Disaster and Recovery Plan to effectively manage I.T. risks	1	1		1		0		0		0		
Regular meeting	4	4		1		1		1		1		
Provide I.T. Support to users	100%	100%		100%		100%		100%		100%		
Uploading of documents and data on website	100%	100%		100%		100%		100%		100%		
Review of the IDP	4	4		1		1		1		1		
Reportback to communities regarding PMS	1	1		0		0		0		1		
Tabling of the Annual report	1	1		0		0		1		0		
Consultation with communities on Oversight Report	2	2		0		0		0		2		
Consultation with Communities on the draft IDP/Budget	8	8		0		0		0		8		

4.2 Budgetary Performance

IDP Goal	GFS Classification	GFS Sub Classification	Current Financial Year								Previous FY Budget	Previous FY Exp
			Budget 1 st Quarter	Exp 1 st Quarter	Budget 2 nd Quarter	Exp 2 nd Quarter	Budget 3 rd Quarter	Exp 3 rd Quarter	Budget 4 th Quarter	Exp 4 th Quarter		
Infrastructure and Services	Technical Services	Water	10 027 500		10 027 500		10 027 500		10 027 500			
		Electricity	24 578 250		24 578 250		24 578 250		24 578 250			
		Waste Management	13 051 750		13 051 750		13 051 750		13 051 750			
		Roads and Storm Water	6 205 500		6 205 500		6 205 500		6 205 500			
		Housing	464 250		464 250		464 250		464 250			
	Economic and Community Services	Social Development	82 250		82 250		82 250		82 250			
		Sport and Recreation	278 250		278 250		278 250		278 250			
Public a Safety and Security		56 250		56 250		56 250		56 250				
Local Economic Development			0		0		0		0			
Organisational Development and Transformation	Corporate Services	Administration and Personnel Management	0		0		0		0			
Financial Viability and Management	Finance Services	Financial Management	15 507 500		15 507 500		15 507 500		15 507 500			
Good Governance and Public Participation	Executive and Council	Municipal Managers Office	14 629 250		14 629 250		14 629 250		14 629 250			

GFS Function Vote	Structural Classification	Current Financial Year								Total over/under exp	Exp. CY-1
		Exp Budget				Actual Exp					
		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter		
9800	Employee Costs	23 554 250	23 554 250	23 554 250	23 554 250						
9801	Employee Contributions										
9802	Remuneration of Councillors	2 445 750	2 445 750	2 445 750	2 445 750						
9803	Debt Impairment										
9804	Collection Costs										
9805	Depreciation and impairment	5 931 500	5 931 500	5 931 500	5 931 500						
9806	Interest Expensed	962 000	962 000	962 000	962 000						
9807	Redemption payments										
9808	Bulk Purchases	12 442 750	12 442 750	12 442 750	12 442 750						
9809	Grants and Subsidies given	6 684 250	6 684 250	6 684 250	6 684 250						
9810	Repairs and maintenance										
9811	Contribution to Capital										
9812	Other expenditure	32 934 250	32 934 250	32 934 250	32 934 250						
9813	Internal charges										
Total		84 954 750	84 954 750	84 954 750	84 954 750						

Revenue										
Projected Budget- Revenue Source	Current Financial Year								Total over/under collection	revenue CY-1
	Revenue Budget				Actual Revenue					
	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter		
Property rates- penalties imposed an collection charges	6 084 250	6 084 250	6 084 250	6 084 250						
Electricity	13 823 500	13 823 500	13 823 500	13 823 500						
Water	5 714 250	5 714 250	5 714 250	5 714 250						
Sanitation	3 314 000	3 314 000	3 314 000	3 314 000						
Refuse removal	3 903 250	3 903 250	3 903 250	3 903 250						
Grants	43 164 500	43 164 500	43 164 500	43 164 500						
Interest and Investment income	446 250	446 250	446 250	446 250						
Interest earned on outstanding debtors	3 722 000	3 722 000	3 722 000	3 722 000						
Rent of facilities and equipment	169 750	169 750	169 750	169 750						
Fines	56 250	56 250	56 250	56 250						
Licenses and permits	0	0	0	0						
Income from agency services	0	0	0	0						
Others	4 557 500	4 557 500	4 557 500	4 557 500						
Total	84 955 500	84 955 500	84 955 500	84 955 500						