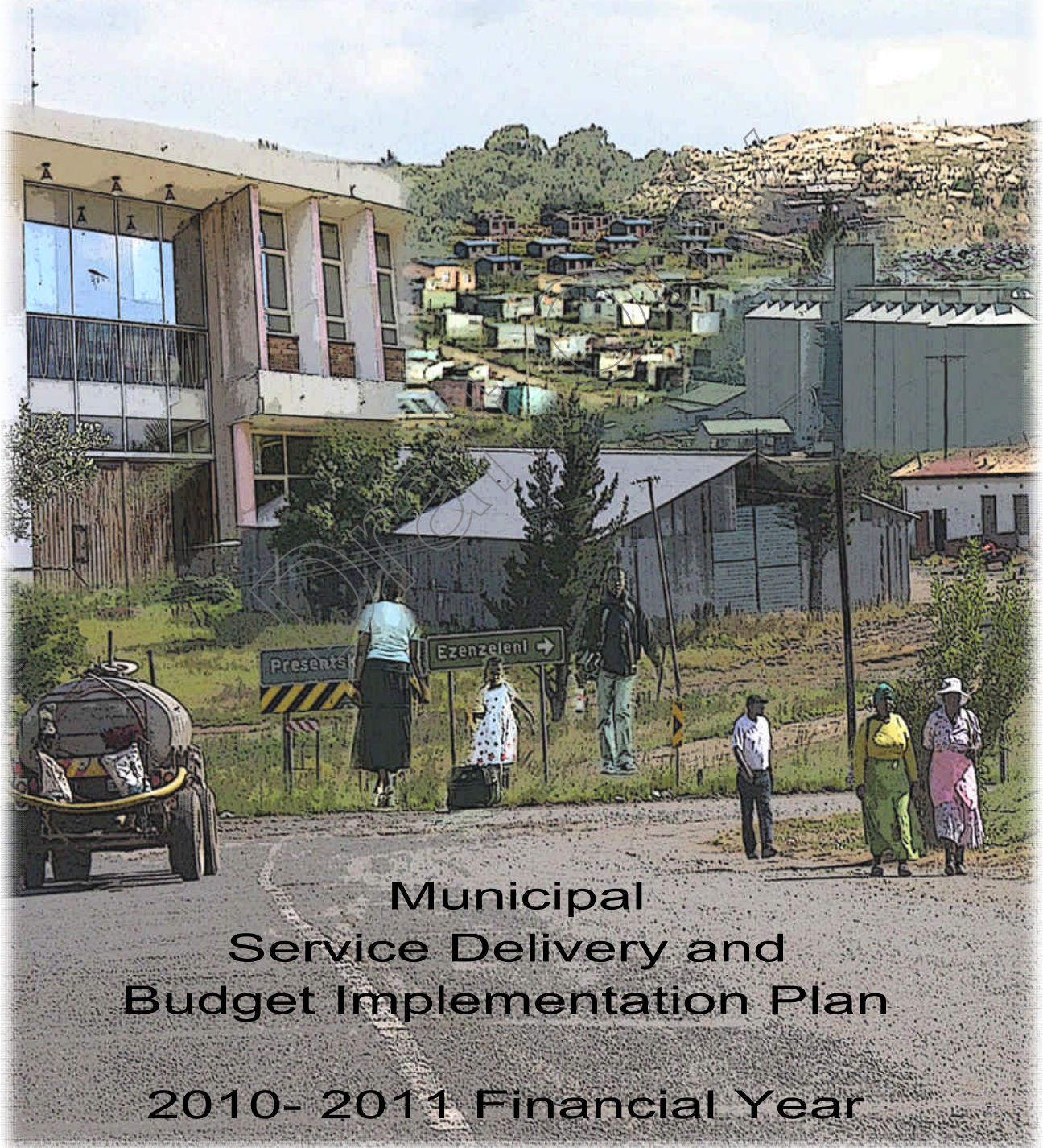


Phumelela Local Municipality

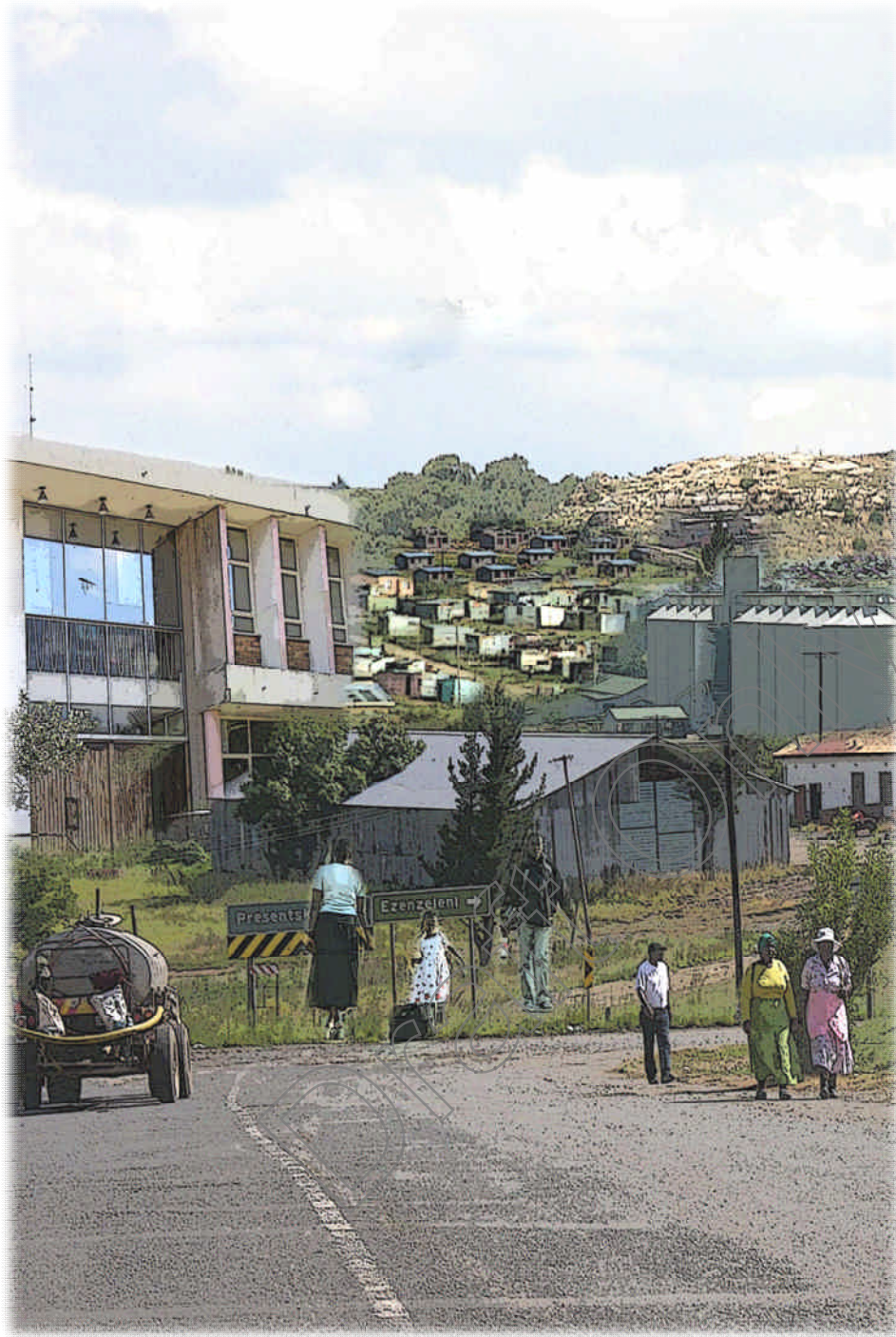


**Municipal
Service Delivery and
Budget Implementation Plan**

2010- 2011 Financial Year

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Chapter 1

Introduction

<ul style="list-style-type: none"> a. to provide democratic and accountable government for local communities; b. to ensure the provision of services to communities in a sustainable manner; c. to promote social and economic development; d. to promote a safe and healthy environment; and e. to encourage the involvement of communities and community organisations in the matters of local government. <p>2. A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).</p>	<p>A municipality must</p> <ul style="list-style-type: none"> a. structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and b. participate in national and provincial development programmes.
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In operationalising the indicated requirements of the Constitution, 1996 into the institutional Integrated Development Plan (IDP), the Municipality was guided by the requirements of sections 19, 83 (3) and 84 (1) of the Municipal Structures Act, 1998. The guidelines of the Municipal Systems Act, 2000 were followed with the design of municipal management systems and structures set up to ensure a sound foundation for the implementation of the municipal priorities exposed in the IDP.

<p><u>Section 19 (Structures Act, 1998):Municipal Objectives</u></p> <ul style="list-style-type: none"> (1) A municipal council must strive within its capacity to achieve the objectives set out in section 152 of the Constitution. (2) A municipal council must annually review - <ul style="list-style-type: none"> (a) the needs of the community; (b) its priorities to meet those needs; (c) its processes for involving the community; (d) its organizational and delivery mechanisms for meeting the needs of the community; and (e) its overall performance in achieving the objectives (3) A municipal council must develop mechanisms to consult the community and community organizations in performing its functions and exercising its powers. 	<p><u>Section 83: Municipal Structures Act</u></p> <ul style="list-style-type: none"> (1) A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution. (2) The functions and powers referred to in subsection (1) must be divided in the case of a Local municipality and the local municipalities within the area of the Local municipality, as set in this Chapter. (3) A Local municipality must seek to achieve the integrated, sustainable and equitable social economic development of its area as a whole by – <ul style="list-style-type: none"> (a) ensuring integrated development planning for the Local as a whole; (b) promoting bulk infrastructural development and services for the Local as a whole; (c) building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and (d) promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.
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Functions of Local municipalities (Section 84(1) of the Municipal Structures Act, 1998)

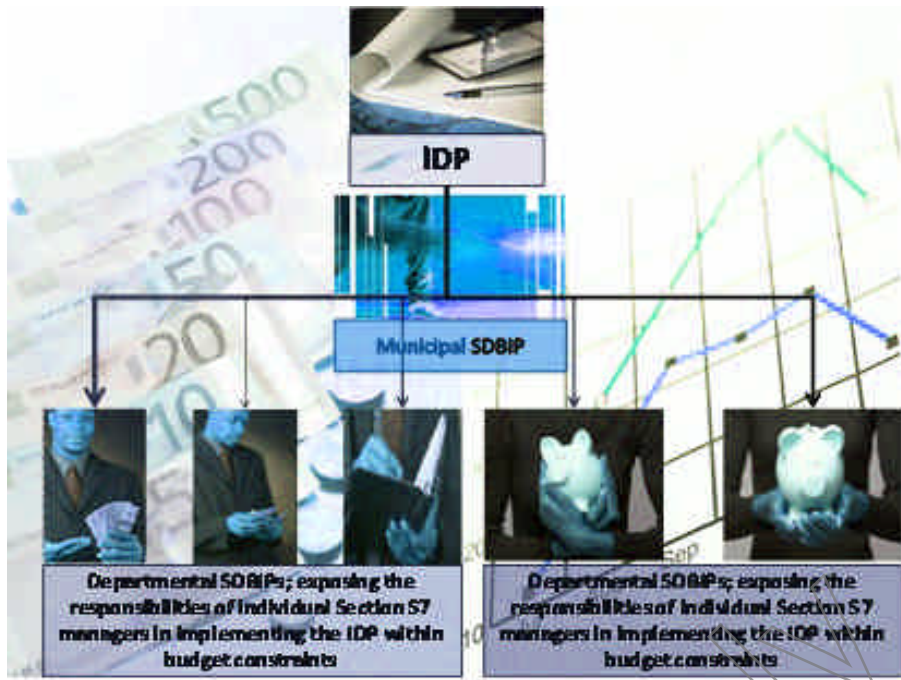
A Local municipality has the following functions and powers:

- (a) Integrated development planning for the Local municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the Local municipality.*
- (b) Potable water supply systems.*
- (c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.*
- (d) Domestic waste-water and sewage disposal systems.*
- (e) Solid waste disposal sites, in so far as it relates to –*
 - (i) the determination of a waste disposal strategy;*
 - (ii) the regulation of waste disposal;*
 - (iii) the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the Local.*
- (f) Municipal roads which form an integral part of a road transport system for the area of the Local municipality as a whole.*
- (g) Regulation of passenger transport services.*
- (h) Municipal airports serving the area of the Local municipality as a whole.*
- (i) Municipal health services.*
- (j) Fire fighting services serving the area of the Local municipality as a whole, which includes-*
 - (i) planning, co-ordination and regulation of fire services;*
 - (ii) specialized fire fighting services such as mountain, veld and chemical fire services;*
 - (iii) co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;*
 - (iv) training of fire officers.*
- (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the Local.*
- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the Local.*
- (m) Promotion of local tourism for the area of the Local municipality.*
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the Local municipality;*
- (o) The receipt, allocation and, if applicable, the distribution of grants made to the Local municipality.*
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the Local municipality in terms of national legislation.*

1.2 Service Delivery and Budget Implementation Plan (SDBIP)

The model utilized to guide the compilation of the Service Delivery and Budget Implementation Plans of the Municipality could be explained as follows:

Figure 1: Relationship between the IDP, Municipal SDBIP and Departmental SDBIPs



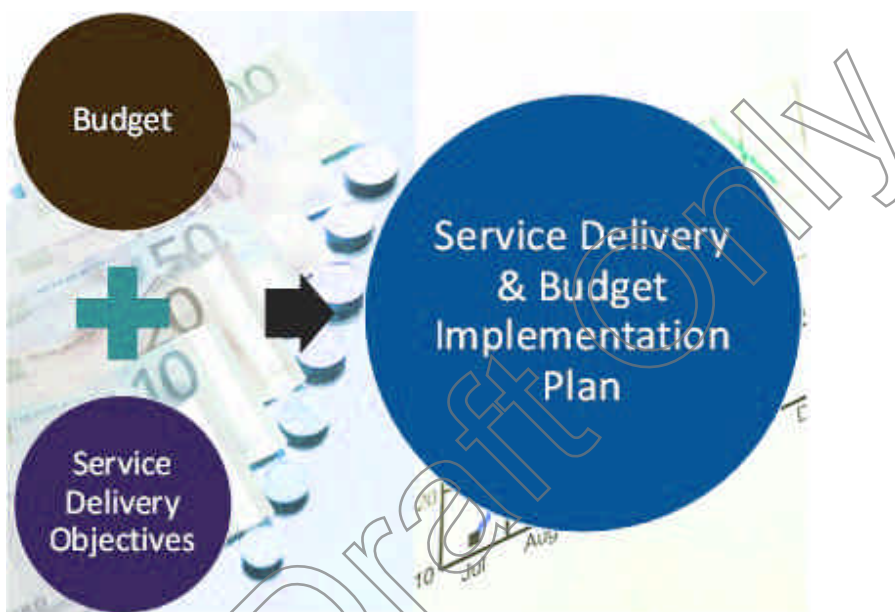
The IDP contains the main service delivery priorities of the municipality; exposed in measurable terms. These priorities are cascaded down into Departmental Service Delivery and Budget Implementation Plans (Departmental SDBIPs) with a view of allocation responsibilities for the implementation of the IDP to the respective section 57 managers and to align the budgets (resources) made available to each of these managers to engage in activities aimed at realizing IDP performance indicators and targets. The responsibilities (service delivery and budget) of the various section 57 managers are then consolidated in the Municipal SDBIP.

Figure 2: Perspective on the relationship between the IDP and Municipal SDBIPs



The Municipality utilizes the individual Municipal SDBIPs to operationalise the IDP in five year cycles: One Municipal IDP for each of the five individual years that constitute the 5-year IDP cycle. These individual SDBIPs are in-year implementation plans that are utilized by the Municipality to align its in-year performance management system (PMS) to its strategic (IDP) priorities.

Figure 3: Input Components to the SDBIPs



The Phumelela Local Municipality utilizes the SDBIPs to align its service delivery priorities with its budget; that is, demands for service delivery with the institution means to deliver these priorities.

Figure 4: The SDBIPs as a performance management tool



- ❑ The municipal key service delivery and budget objectives and priorities are cascaded down from the IDP to the annual (in-year) SDBIP. These objectives and priorities are expressed as performance indicators and targets in the SDBIP and used to provide the basis for the design and implementation of the Municipal Performance Management System (PMS).
- ❑ The performance indicators and targets are categorized according to implementation responsibility in each of the individual Departmental SDBIPs (for each of the Departments of the Municipality).
- ❑ The performance indicators and targets in the SDBIPs are then transferred to the Performance Plans of the different Section 57 managers in the Municipality, and they are subsequently evaluated and assessed against those indicators and targets.

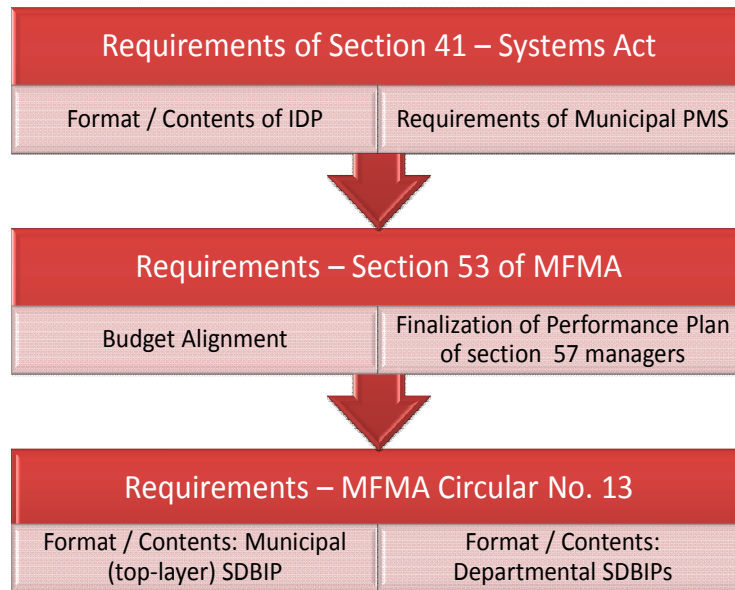
1.3 Contents and Format of the SDBIP

The Service Delivery and Budget Implementation Plan of the Municipality will be compiled --

- ❑ according to the operational requirements of MFMA Circular No. 13, issued by National Treasury on 31 January 2005, and
- ❑ according to the requirements of the Regulations for the Performance Management of Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 to allow the Municipality to align its organisational performance management system with the individual PMS.

The Phumelela Local Municipality has identified the following statutory guidelines as guidelines for developing a format for its SDBIPs. These are as follows:

Figure 6: Statutory framework for the compilation of SDBIPs



Other, operational guidelines that were also considered as practicalities in deciding the format and contents of the SDBIPs, were

- guidelines made available by the Northern Cape Provincial Government regarding the format and contents of SDBIPs in the Province,
- the formatic requirements of the Phumelela IDP;
- MFMA Circular No. 12, that prescribed the GFS system according to which the SDBIPs must be completed.

The SDBIPs are essentially implementation plans, and would therefore be based on the IDP goal (strategic objectives). These objectives will therefore ultimately provide the bases for the finalization of municipal performance indicators and targets, as well as those for individual section 57 managers.

Two statutory guidelines were eventually considered in finalizing the format for the SDBIPs, namely:

- The requirements of MFMA Circular No. 13, which was issued in January 2008; and
- The requirements of the Regulations for the Performance Management of Municipal Managers and Managers Directly Accountable to the Municipal Manager. 2006.

<u>Requirements of MFMA Circular No. 13</u>	<u>Requirements of the Regulations for the PMS – S. 57 Managers</u>
<ul style="list-style-type: none"> <input type="checkbox"/> <i>The SDBIPs must reflect the priorities and format of the performance indicators and targets in the Municipal IDP.</i> <input type="checkbox"/> <i>A secondary categorization must reflect the GFS classification system.</i> 	<ul style="list-style-type: none"> <input type="checkbox"/> <i>The Regulations stipulates that municipal performance must be measured in respect of the following identified areas:</i> <input type="checkbox"/> <i>Basic Services Delivery;</i> <input type="checkbox"/> <i>Local Economic Development;</i> <input type="checkbox"/> <i>Municipal Institutional Transformation and Development;</i> <input type="checkbox"/> <i>Financial Viability and Management; and</i> <input type="checkbox"/> <i>Good Governance and Public Participation.</i>

The Municipal Planning and Performance Management regulations, 2001 stipulates the following requirements in respect of performance indicators and targets:

<u>Regulation 9: Key Performance Indicators</u>	<u>Regulation 12: Key Performance Targets</u>
<p>(1) (a) A municipality must set key performance indicators, including input indicators, output indicators and outcome indicators, in respect of each of the development priorities and objectives referred to in section 26(c) of the Act.</p> <p>(b) A key performance indicator must be measurable, relevant, objective and precise.</p> <p>(2) In setting key performance indicators, a municipality must ensure that-</p> <p>(a) communities are involved; and</p> <p>(b) the key performance indicators inform the indicators set for-</p> <p>(i) all its administrative units and employees; and</p> <p>(ii) every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.</p>	<p>(1) A municipality must, for each financial year, set performance targets for each of the key performance indicators set by it.</p> <p>(2) A performance target set in terms of sub-regulation (1) must -</p> <p>(a) be practical and realistic;</p> <p>(b) measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;</p> <p>(c) be commensurate with available resources;</p> <p>(d) be commensurate with the municipality's capacity; and</p> <p>(e) be consistent with the municipality's development priorities and objectives set out in its integrated development plan.</p>

1.4 The SDBIP and the Organizational Performance Management System

The Performance Management Framework of the Municipality consists of the IDP, the budget, the municipal service delivery and budget implementation plan, the departmental service delivery and budget implementation plans, and the Performance Agreements of section 57 managers.

Performance outcomes will be set for the municipality as part of the integrated strategic planning and IDP review processes. These outcomes represent envisaged *deliverables* and could be regarded as the *performance indicators* for the municipality. These performance indicators would be published as required in terms of the Municipality Systems Act, 2000. In order to give practical effect to the legislative requirements of section 26 of the Municipal Systems Act, 2000, the Municipality identifies the developmental priorities and objectives from the IDP to inform the Municipal Performance Management System.

A *Departmental Service Delivery and Budget Implementation Plan* is prepared for each of the Departments in the municipality. These Plans are requirements for the structured cascading down of the IDP to implementation levels in the municipality. This is necessary align the performance management indicators and targets in the IDP to the performance of individual managers in the Municipality. The outcome-responsibilities of senior managers

are attached to these plans, and the key performance indicators and targets that feature in these plans must also be reflected in the departmental SDBIPs.

A *Municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* will be compiled to integrate the individual Departmental SDBIPs and guide the design and development of an organisational scorecard for the Municipality in respect of planned performance for a specific financial year. The format of the multi-year Departmental SDBIPs of the Municipality would be based on the requirements of MFMA Circular No. 13, dated 31 January 2005.

The Municipality align its budget with its Municipal (top-layer) Service Delivery and Budget Implementation Plan as part of the annual planning and budgeting processes as prescribed in the Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003.

The Municipality's performance measurement is based on a comparison between performance targets set for a certain period in respect of specific key performance indicators, and the actual performance delivered. The Municipality's performance measurement must, as a minimum, produce the results prescribed in Regulation 13 (3) and (4) of the Municipal Planning and Performance Management Regulations, 2001. This implies that the following will be considered when the PMS is reviewed annually:

- (a) *Costs, resources and time used to produce outputs in accordance with the input indicators set for the Municipality;*
- (b) *The extent to which the municipality's activities or processes produced outputs in accordance with the output indicators set for the Municipality; and*
- (c) *The total improvement brought about by the performance achieved.*

Regulation 13 (4):

- (a) *identify the strengths, weaknesses, opportunities and threats of the municipality in meeting the key performance indicators and performance targets set by it, as well as the general key performance indicators prescribed by regulation 10;*
- (b) *review the key performance indicators set by the municipality in terms of regulation 9; and*
- (c) *allow the local community to participate in the review process.*

The Municipality utilises the following reporting requirements as tools to report on mid-year and annual performance:

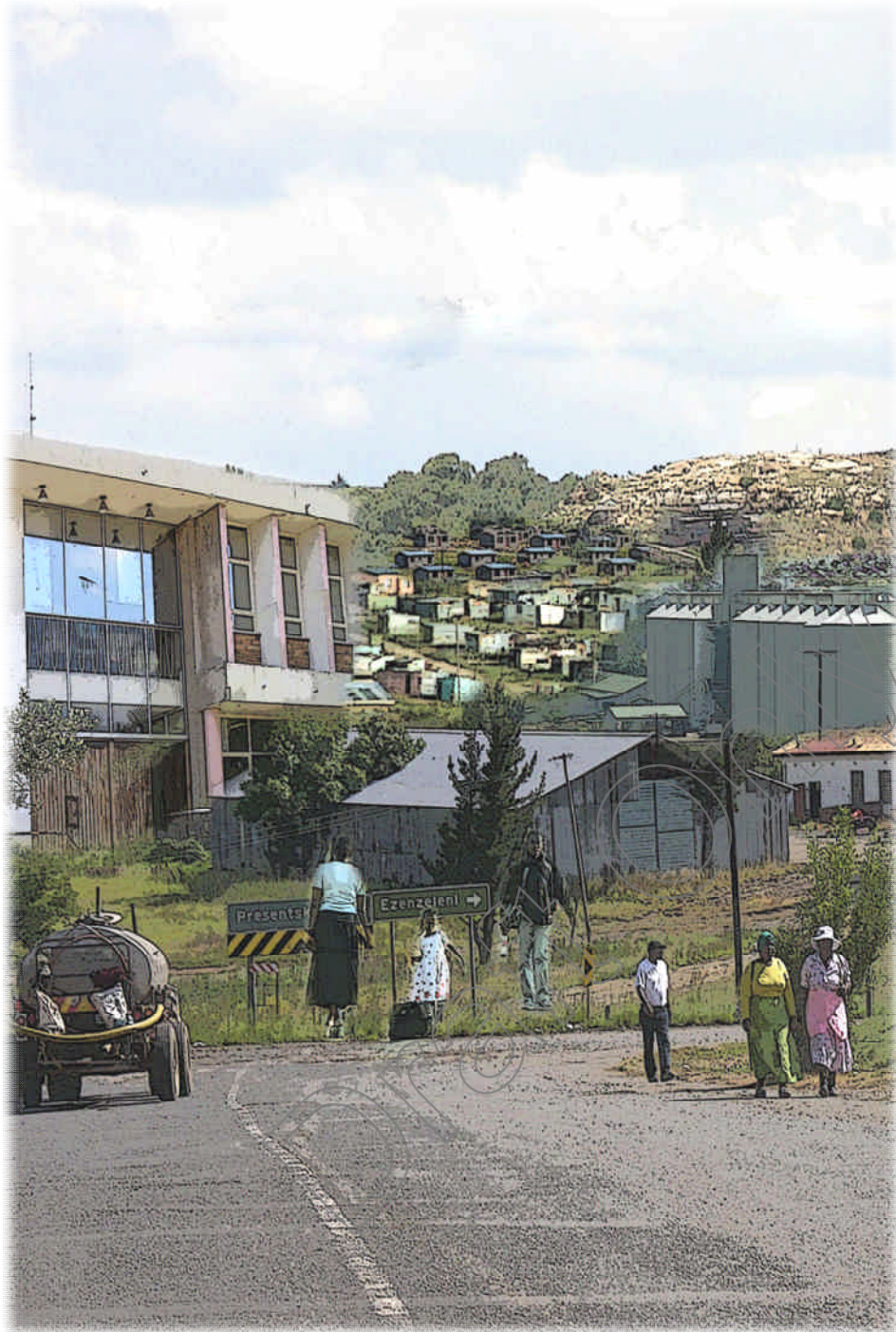
- The Mid-Year Budget and Performance Review Report, as prescribed in section 72 of the Municipal Finance Management Act, 2003 to report on mid-year performance; and
- The Annual and Oversight Reports, as prescribed in terms of section 46 of the Municipal Systems Act, 2000 and sections 121, 127 and 129 of the Municipal Finance Management Act, 2003 to report on annually performance.

1.5 The SDBIP and the Individual Performance Management System

Stipulations of Section 53 of the Municipal Finance Management Act, 2003 regarding SDBIPs, the budget and the Performance Agreements of individual Section 57 Managers

- (1) *The mayor of a municipality must-*
 - (a) *provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;*
 - (b) *co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget; and*
 - (c) *take all reasonable steps to ensure-*
 - (i) *that the municipality improves its annual budget before the start of the budget year;*
 - (ii) *that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and*
- (i) *that the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers-*
 - (aa) *comply with this Act in order to promote sound financial management;*
 - (bb) *are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and*
 - (cc) *are concluded in accordance with section 57(2) of the Municipal Systems Act.*
- (2) *The mayor must promptly report to the municipal council and the MEC for finance in the province any delay in the tabling of an annual budget, the approval of the service delivery and budget implementation plan or the signing of the annual performance agreements.*
- (3) *The mayor must ensure-*
 - (a) *that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery targets and budget implementation plan, are made public no later than 4 days after the approval of the service delivery and budget implementation plan; and*
 - (b) *that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.*

The Municipality has introduced a PMS that measures (1) municipal performance, based on the performance and budget indicators and targets in the Municipal SDBIP and (2) individual performance (of section 57 managers) based on the service delivery and budget indicators and targets in the Departmental SDBIPs.




Chapter 2

**2010/ 11
IDP Strategies**

2.1 WATER

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Access to water: National targets	<p>National Goal (Vision 2014) Strategic Objective 1.1 <input type="checkbox"/> All households to have basic level of water by 2014.</p>	National service delivery target: Vision 2014	<p>Indicator _ Number of households receiving basic level of water supply. Definition _ Higher level of service includes piped water inside dwelling. _ Basic level of service includes piped water inside yard and piped water within 200m. Indicator _ Number of households below basic level of water supply. Definition _ Below basic level constitutes backlogs and includes, piped water further than 200m, springs, rain water tanks, dam/pool/stagnant water and water vendors.</p>	<input type="checkbox"/> All households in formal residential areas have access to basic water <input type="checkbox"/> The need lies with the informal settlements <input type="checkbox"/> Movement of people make it difficult to formalise informal settlements. <input type="checkbox"/> New township developments are provided with basic infrastructure.	Provide clean, drinkable water to all households in formal areas in the municipality	100% households in formal urban areas access required level of service	100% households access required level of service Maintain. Formalise informal settlements to bring within the scope of the definition intended by the national goal
Access to water: National targets	<p>National Goal (Vision 2014) Strategic Objective 1.2 All indigent households to have access to Free Basic Water by 2014.</p>	National service delivery target: Vision 2014	<p>Indicator <input type="checkbox"/> Number of indigent households receiving Free Basic Water. Definition <input type="checkbox"/> An amount of water determined by government that should be provided free to poor households to meet basic needs, currently set at 6kl per month per household.</p>	<input type="checkbox"/> Indigent Register has been updated and finalised – will be maintained. <input type="checkbox"/> Free basic services are rendered to registered indigents. <input type="checkbox"/> Water tariff structures has been finalised (uniform system that includes a flat rate)	Indigent Register to be regularly updated and maintained.	Uninterrupted provision of clean, potable water to indigent communities	All members of the communities that qualify must have access to free basic water according to Government's policies and targets

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Water Services Development Plan	Strategic Objective 1.3: To review and approve the Water Services Development Plan according to legislative requirements	Requirement of the Water Services Act, 1997 (s. 23) WSDP required to access water grants	<input type="checkbox"/> Regulatory and statutory requirements for the compilation of a WSDP	<input type="checkbox"/> Municipality not sure what water use is. <input type="checkbox"/> Users patterns must be determine before water infrastructure requirements could be determined.	Short-term initiative: Finalisation of Water Masterplan	Compile WSDP according to regulatory requirements	Water provision and infrastructure maintenance according to WSDP
Water quality	Strategic Objective 1.4: To ensure that acceptable water quality (DWAf standards) is maintained at all times	 Blue drop accreditation requirements	<input type="checkbox"/> Requirements for blue drop accreditation <input type="checkbox"/> Train the communities about awareness when dealing with water <input type="checkbox"/> Policy approach: Existing sources must be used efficiently	<input type="checkbox"/> Work towards blue drop status, but not yet achieved <input type="checkbox"/> Acceptable minimum quality water <input type="checkbox"/> Selective areas subject to contamination: leaking toilets, old pipes, contaminated surface water	Launch continuous training and awareness campaigns within the community relating to water management and conservation: 1 per quarter (4 per year)	Launch continuous training and awareness campaigns within the community relating to water management and conservation: 1 per quarter (4 per year) Water Demand Management Plan	Blue drop status
			Results of monthly tests meet the quality standards set by DWAF	Daily quality tests	Continuous monitoring of water quality against DWAF standards	Continuous monitoring of water quality against DWAF standards	Continuous monitoring of water quality against DWAF standards
Unaccounted for water (water losses)	Strategic Objective 1.5: To reduce and limit unaccounted for water losses	WSDP / MIG	Old meters	Awareness campaigns about leakages	Concentrate on regularly testing extension of greater than 50mm Awareness campaigns about leakages	Reduce water losses to below 20% (100% reading according to schedule)	Reduce water losses to below 20% (100% reading according to schedule)
Uninterrupted water supply	Strategic Objective 1.6: To ensure uninterrupted water supply to all formal settlements	WSDP / MIG	<input type="checkbox"/> Adequate water source <input type="checkbox"/> Possible extension of water reticulation works	Dam at Warden not capable of providing water (quality and quantity) required.	Get conclusion from Water Affairs about the Project	Reliable water source for sustainable water provision	Reliable water source for sustainable water provision

2.2 SANITATION

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
National Sanitation Targets	National Goal Strategic Objective 2.1: All households to have basic level of sanitation by 2014.	Vision 2014	Indicator _ Number of households having access to basic level of sanitation. Definition _ Higher level of service includes, flush toilet connected to sewerage system _ Basic level of service includes flush toilet with septic tank and PIT latrine with ventilation. Indicator _ Number of households that have access to sanitation. Definition _ Below basic level constitutes a backlog and includes chemical toilets, pit latrine without ventilation, bucket latrine and no sanitation facility.	Provision of water for full waterborner systems. DWAF has done a status quo analysis. Warden, Vrede, Thebahihled, Memel achieved. Problem in Zamani – current financial year – 144 households to be connect.	300 households to be provided during 2010/11. (Total: 1,200 stands) Provision of sanitation to 300 erven (Zamani)	All stands in formal settlements to be served	All stands in formal settlements to be served
	National Goal Strategic Objective 2.2: _ All indigent households to have access to FBS by 2014.	Vision 2014	Indicator _ Total indigent households benefiting from free basic sanitation services.	Achieved in formal urban areas	Maintain access according to registered indigents on Indigent Register	Maintain access according to registered indigents on Indigent Register	Maintain access according to registered indigents on Indigent Register
Strategic Framework for water management	Strategic Objective 2.3: Develop a Water Treatment Masterplan	Water Services Act	Water Treatment Master plan completed	Water Treatment masterplan required to inform strategic management and control of waste water management	Commence work of Plan	Water Treatment Master plan completed	Implementation of the Water Treatment Master Plan
Access to sanitation	Strategic Objective 2.4: To provide full waterborne sanitation to all households on formally developed	WSDP / Green drop status	Full waterborne sanitation to all households on formally developed sites in urban areas	Provision of water for full waterborner systems. DWAF has done a status quo analysis. Warden, Vrede, Thebahihled, Memel	100% (address backlogs)	100% (amintenance) (All households have access to basic	100% (amintenance) (All households have access to basic

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
	sites in urban areas			achieved. Problem in Zamani – current financial year – 144 households to be connect.		sanitation by 2010)	sanitation by 2010)
		WSDP / Green drop status	Construct public toilets facilities (one in each town)	Lack of public toilet facilities deter tourists	No funds	Construct 1 public toilet facility per town	Maintenance and extension as required and affordable
Sanitation: Rural areas and schools	Strategic Objective 2.5: To ensure that schools and households in the rural areas has access to sanitation that at least comply to minimum RDP standards	WSDP / Green drop status Vision 2014	Ensure that all schools in rural areas have access to sanitation	--	Backlog reduced to 35% of schools and households	Address another 20% of the current backlog of schools and households	Alleviate the backlog (All households have access to basic sanitation by 2010)
			Ensure that the backlog in terms of sanitation in rural areas are reduced by 15% per year	--	15% reduction	15% reduction	Eradication of backlogs (All households have access to basic sanitation by 2010)
Asset register	Strategic Objective 2.6: To ensure internal capacity to effectively maintain sanitation services	--	Development of an asset register	Asset register developed and implemented	Asset register developed aligned with GRAP requirements	Asset Register updated and maintained	Asset Register updated and maintained. Provided for all municipal assets, current values and depreciation
		WSDP	Administration of sanitation services according to the Refurbishment and Maintenance Plan.	--	Not within capacity of the Municipality	Not within capacity of the Municipality	Refurbishment and Maintenance Plan developed and approved
		--	Awareness campaigns	--	Targets groups to be identified and sensitised in sanitation and hygiene-related matters		
Sanitation Infrastructu	Objective 2.7: To ensure maintenance of	WSDP	Sewerage purification and reticulation	Bucket eradication finished – all formal stands have been served	Phase III of Memel purification works:	Phase III of Memel purification works:	On-going operations and maintenance

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
re operation and maintenance	sanitation infrastructure and services			<p>Operation of current infrastructure have certain environmental risk due to the age thereof (pumping stations, as well as treatment works). Vrede's water treatment works are adequate for current demand. Both Memel and Warden need new treatment works.</p> <p>Memel's treatment works is currently under construction.</p> <p>Purification works in Warden are current being addressed (feasibility study for new dam in progress). New water treatment plant in progress.</p> <p>Purification works must also be replaced. Purification works are being investigated for possible relocation – closer to the source.</p> <p>Memel: Structure was built during phase I, but is not functional. Phase II currently in progress: Structures were finished</p>	Complete the works and commission it. Full waterborne systems in Memel	Complete the works and commission it. Full waterborne systems in Memel	

2.3 STREETS AND STORMWATER

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Strategic framework for Streets and Stormwater	Strategic Objective 3.1: To finalize the municipal strategic management framework for streets and stormwater.	--	To develop an Integrated Roads and Stormwater Master Plan (must also address O&M issues)	<p>MIG funds negotiated to address internal roads in settlements</p> <p>Access roads are priorities</p> <p>Streets and stormwater network is too large to operate and maintain properly with available funds</p>	Integrated Roads and Stormwater Master Plan approved (1 Plan)	Develop a proper Roads and Pavement Maintenance Plan for all areas in Phumelela	Good quality (acceptable standards) roads and stormwater

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				Ageing tar roads became dysfunctional There is a need to properly maintain gravel roads; but the huge backlog in this regard remains a problem Some roads are used by heavy vehicles – attention must be given to allocate specific roads to heavy vehicles to keep them out of the CBD areas of the main towns.		A pavement management strategy developed and implemented	
Urban transport	Strategic Objective 3.2: To promote safe, affordable and accessible public transport services in all urban areas	--	Traffic control: Enforcement of by-laws	No capacity – Staff to perform these functions have just been appointed	Enforcement of by-laws	Enforcement of by-laws	Enforcement of by-laws
		Integrated Transport Plan	Maintenance of road signs	60 road signs already obtained – still to be constructed	Maintenance and upgrading	Maintenance and upgrading	Maintenance and upgrading
		Disaster Management Plan	Fire fighting capacity	No capacity to perform this function to date	Function to be part of responsibilities of Law Enforcement Officer	Establish a fire fighting capacity within the confines of affordability	Fire fighting within the context of institutional capacity
Operations and maintenance	Strategic Objective 3.3: To maintain and upgrade streets and stormwater infrastructure.	Integrated Transport Plan	Maintenance and upgrading of municipal streets and stormwater infrastructure	No capacity to perform this function to date	Maintenance and upgrading as budgeted (Projects)	Maintenance and upgrading as budgeted (Projects)	Maintenance and upgrading as budgeted (Projects)

2.4 WASTE MANAGEMENT

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Landfill sites	Objective 4.1: To ensure that disposal sites to all areas and according to legal requirements and environmental health standards	Integrated Waste Management Plan	Development of legislatively compliant and environmentally friendly waste disposal sites	<p>None of the landfill sites are registered</p> <p>Environment impact studies required</p> <p>Existing sites must be closed down</p> <p>Vrede's dumping site next to airport, instead of legislatively required distance</p> <p>R1 million required</p> <p>The operation and maintenance of dumping sites need to be addressed as part of feasibility study</p> <p>Incinerator required to ensure compliance with environmental legislation</p> <p>Waste collection – inadequate equipment is a problem (e.g. all tractors are older than 10 years and need to be replaced). An application for R3 million has been prepared to the Development Bank</p>	<p>Registration and approval</p> <p>Development of registered landfill sites</p> <p>Waste Disposal site Vrede</p> <p>Waste Disposal Site Warden</p> <p>Waste Disposal Site Memel</p>	Implementation to be done	Legislatively compliant landfill sites
			Develop waste recycling capacity in the Phumelela area	No waste recycling capacity	--	Development of recycling capacity	Waste recycling: Implementation of environmental friendly practices for re-cycling and landfill sites
			Promote environmental health by the way in which the waste disposal function is managed	Gradual re-allocation of waste disposal sites (refer to Objective 4.1)	Awareness campaigns (4 [1 per quarter])	campaigns (4 [1 per quarter])	campaigns (4 [1 per quarter])

2.5 ELECTRICITY

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Electricity Maintenance Manual compiled	Objective 5.1: To compile an electricity maintenance manual to ensure proper maintenance of networks under control of the municipality	-	Electricity Maintenance Manual compiled	Electricity Maintenance Manual to be compiled – especially in Warden	Electricity Maintenance Manual compiled	Electricity maintenance in terms of the Electricity Maintenance Manual compiled	
Refurbishment of the electricity network in Warden – on-going	Objective 5.2: To refurbish the electricity network to reduce costs accumulating due to leakages and losses in Warden	-	To maintain electricity network in Warden	Refurbishment of the electricity network in Warden – on-going	Refurbishment of the electricity network in Warden – on-going	Refurbishment of the electricity network in Warden – on-going	
Electricity audit done and findings dealt with	Objective 5.3: To perform an electricity audit	-	Results of audit dealt with. Development of appropriate strategies	Development of appropriate strategies Upgrading of transformers – Funding requested (depending on result of requests 2010/11 or later Deal with tempering with electricity – 2010/11 law enforcement – remove illegal connections and correction at payment of re-connection fees Cabling to go underground – long term	Development and implementation of strategies	Continuation (if required)	Continuation (if required)

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				Conversion to prepaid meters – 2010/11 – 2011/12 Only in Warden town			
Number of defaulting accounts decreased	Objective 5.4: To maintain and expand access to electricity	-	Number of defaulting accounts decreased	Address defaulting accounts continuously	10 defaulters	Number of default accounts limited	
Consumers in Warden have access to electricity purchases over weekends		-	Consumers in Warden have access to electricity purchases over weekends	Consumers in Warden have access to electricity purchases over weekends	Access ensured (100%, in line with national targets)	Access ensured (100%, in line with national targets)	
Expansion of the electricity network		-	Electricity to all households	Long term objective	Long term objective due to budget constraints	Expansion of the electricity network – long term	Expansion of the electricity network – long term
Identification and implementation of renewable energy options	Objective 5.5: To research and implement strategies for renewable energy	Premier's strategy on renewable energy	Identification and implementation of renewable energy options	Long term objective	Long term strategy	Identification and implementation of renewable energy options – long-term (Premier's strategy)	Identification and implementation of renewable energy options – long-term (Premier's strategy)

2.6 CEMETERIES

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
An improved cemetery maintenance system developed and implemented	Objective 6.1: To provide and maintain sufficient cemeteries and facilities in all urban areas within the next year	Spatial Development Perspective	An improved cemetery maintenance system developed and implemented	An improved cemetery maintenance system developed and implemented EPWP Fencing of cemeteries Initiative: Planting grass – easier to maintain	Effective cemetery maintenance, upgrading and planning taking into consideration budget constraints	Effective cemetery maintenance, upgrading and planning	
Develop new sites for cemeteries in 2 areas namely Warden and Vrede		-	Develop new sites for cemeteries in 2 areas		Develop new sites for cemeteries in 2 areas: Warden and Vrede (2010/11)	Preliminary site identification and development (dependent on availability of money)	

2.7 LOCAL ECONOMIC DEVELOPMENT (LED)

Envisaged Project Outcomes:

- (1) Clear and measurable medium term and annual LED performance targets to inform the municipal IDP and PMS
- (2) Incorporate stakeholder and partners' local economic priorities in the municipal LED planning framework

Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To annually review the LED Strategy and align the LED Implementation Plan with the revisions	<ol style="list-style-type: none"> (1) Annual review of the LED Strategy (2) Annual alignment of the LED Implementation Plan with the reviewed Strategy 	IDP / LED Officer	R50,000	Annual performance review: 30 June 2011	<p>Reviewed, approved LED Strategy</p> <p>Approved LED Implementation Plan for the new Financial Year</p>	<p>1</p> <p>1</p>
To communicate LED strategies in the LED Annual Implementation Plan through the LED Forum, IGR Forum and the IDP / Budget engagement processes	(1) Annual discussions and deliberations regarding LED strategies and projects through the LED Forum, IGR Forum and the IDP / Budget engagement processes	Mayor	-- (Existing forums to be utilized)	30 June 2011	Minutes of forum discussions	(Not yet finalized)
To establish and effectively utilize a local LED Forum	<ol style="list-style-type: none"> (1) Co-ordinate and facilitate efforts for the establishment of a local LED Forum. (2) Formulate a clear mandate for the LED Forum 	Mayor, MM and IDP / LED Officer	R50,000	30 June 2011	<p>Functional LED Forum</p> <p>Constitution of the local LED Forum available</p>	<p>1</p> <p>1</p>
To improve the structural	(1) Investigate the feasibility of separating the	MM	R50,000 (cost of	30 June 2011	Results of feasibility	2

Envisaged Project Outcomes:						
(1) Clear and measurable medium term and annual LED performance targets to inform the municipal IDP and PMS						
(2) Incorporate stakeholder and partners' local economic priorities in the municipal LED planning framework						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
response capacity of the Phumelela Municipality in terms of LED	LED and IDP functions on the municipal staff establishment. (2) Investigate the feasibility of creating an additional LED post on the staff establishment.		feasibility investigations only)		studies considered by Council	

LED Strategy: Improving the Local Business Climate (Environment)

LED Goal 1: To have a fully functional and responsive LED capacity in the Phumelela Municipality

Envisaged Project Outcomes:						
<input type="checkbox"/> Finalization of SDF / IDP / LED Strategy Integration <input type="checkbox"/> Fully functional Land Use Management System <input type="checkbox"/> Finalization of a Poverty Alleviation Programme <input type="checkbox"/> Finalization of an HIV/Aids Strategy						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To finalise the SDF / IDP / LED Strategy Integration	Integration of economic development priorities from a spatial dimension in the	IDP / LED Officer	R100,000	30 June 2010	Integrated targets in the IDP that reflect	1

Envisaged Project Outcomes: <input type="checkbox"/> Finalization of SDF / IDP / LED Strategy Integration <input type="checkbox"/> Fully functional Land Use Management System <input type="checkbox"/> Finalization of a Poverty Alleviation Programme <input type="checkbox"/> Finalization of an HIV/Aids Strategy						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
process	IDP				the spatial development dimensions of the Phumelela communities	
To finalise a fully functional Land Use Management System	Develop an appropriate and legislative compliant Land Use Management System for the Phumelela Municipality	MM	R250,000	June 2015	Finalization of the main elements of the Land Use Management System: <input type="checkbox"/> Spatial Development Framework <input type="checkbox"/> Land Use (Planning) Schemes <input type="checkbox"/> Rates database <input type="checkbox"/> Cadastral and property (registration) database <input type="checkbox"/> Valuation system <input type="checkbox"/> Information regarding the provision of infrastructural services <input type="checkbox"/> Property ownership and tenure <input type="checkbox"/> Environmental management system <input type="checkbox"/> Transportation management system	1

Envisaged Project Outcomes:						
<input type="checkbox"/> Finalization of SDF / IDP / LED Strategy Integration <input type="checkbox"/> Fully functional Land Use Management System <input type="checkbox"/> Finalization of a Poverty Alleviation Programme <input type="checkbox"/> Finalization of an HIV/Aids Strategy						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
					<input type="checkbox"/> Information system GIS	
To finalise a Poverty Alleviation Programme for the Phumelela Municipality	Review of a comprehensive Poverty Alleviation Programme	Manager Administration – LED/IDP Officer	R50,000	30 June 2011	Indicators related to the key manifestations of poverty: <input type="checkbox"/> Income <input type="checkbox"/> Unemployment <input type="checkbox"/> Exploitation and <input type="checkbox"/> lack of access to clean water, sanitation, health-care and education.	
To finalise an HIV/Aids Strategy	Research and compile a comprehensive Municipal HIV Aids Strategy	Manager Administration	R70,000	30 June 2011	Define and respond to the following key elements of an HIV Aids Strategy: 1. Understanding the terrain 2. Drawing in stakeholders 3. Analyzing incidence, impact, available resources and key interventions 4. Deciding priorities and activities 5. Setting up coordination	

Envisaged Project Outcomes:						
<input type="checkbox"/> Finalization of SDF / IDP / LED Strategy Integration <input type="checkbox"/> Fully functional Land Use Management System <input type="checkbox"/> Finalization of a Poverty Alleviation Programme <input type="checkbox"/> Finalization of an HIV/Aids Strategy						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
					mechanisms	

LED Strategy: Investment in hard infrastructure

LED Goal 2: To ensure infrastructure maintenance and upgrading capable of supporting LED programmes and project

Envisaged Project Outcome:						
<input type="checkbox"/> Ensuring that the necessary infrastructure is in place to support the envisaged economic growth and expansion in the Phumelela municipal area						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To ensure that the basic infrastructure of the Phumelela Municipality is capable of supporting the proposed economic growth and expansion	Maintain, upgrade and expand internal roads, water, sanitation, electricity and waste removal capacity of the municipality to levels planned for the WSDP	Manager Technical Services	R150 million over a 3 year period	Continuously; according to targets in IDP and WSDP	Number of businesses served with key basic infrastructure: <ul style="list-style-type: none"> <input type="checkbox"/> Water <input type="checkbox"/> Sanitation <input type="checkbox"/> Refuse removal <input type="checkbox"/> Electricity (ESKOM's role is important) 	According to targets in IDP and WSDP

Envisaged Project Outcome:						
<input type="checkbox"/> Ensuring that the necessary infrastructure is in place to support the envisaged economic growth and expansion in the Phumelela municipal area						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
					Repair and maintenance of internal and access roads	
To revive the railway lines between Vrede and Standerton and between Warden and Harrismitn	Initial feasibility studies and engagement of sector institutions	Managers LED and Technical Services	Costing still to be finalised	Long term initiatives	Revival of railway lines	Availability of railway lines as indicated

LED Strategy: Investment in hard infrastructure

LED Goal 3: To promote SMMEs, BBEs and local businesses through the procurement practices of the Phumelela Local Municipality

LED Goal 4: To revive railway lines that could facilitate increased economic activity

Envisaged Project Outcome:						
<input type="checkbox"/> Promoting access to opportunities in the local economy to SMMEs and BBEEEs						
<input type="checkbox"/> Revival of the railway line between Vrede and Standerton						
<input type="checkbox"/> Revival of the railway line between Warden and Harrismith						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To develop and improve institutional capacity for	Establish a fully functional Supply Chain Management Unit, with specific	CFO	R500,000	30 June 2012	Establishment of fully functional SCM Unit	1

Envisaged Project Outcome:						
<input type="checkbox"/> Promoting access to opportunities in the local economy to SMMEs and BBBEES <input type="checkbox"/> Revival of the railway line between Vrede and Standerton <input type="checkbox"/> Revival of the railway line between Warden and Harrismith						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
SMME support	reference to the competitive bidding function.					
To incorporate targets set by national government for SMME and BBBEE involvement in the purchasing business of municipalities into the municipal monitoring and evaluation system	Utilisation of municipal procurement systems and processes to promote BBBEES and SMMEs	CFO	Continuous task of the SCM unit: Operating budget	Monitoring to start at 1 July 2011	1) Percentage (%) of goods and services procured from SMMEs (monetary value, calculated in terms of the total municipal purchases). 2) Percentage (%) of goods and services procured from BBEs SMMEs (monetary value, calculated in terms of the total municipal purchases). 3) Percentage (%) of goods and services locally procured Percentage (%) of goods and services procured from BBEs SMMEs (monetary value, calculated in terms of the total municipal purchases).	(Initial target: 65%) (Initial target: 40%) (Initial target: 33,33%).
To collect baseline information and provide the dataset to investors	Economic information management and dissemination (Maintain a municipal supplier data-base)	CFO / IDP/PMS Manager		30 June 2011	<input type="checkbox"/> Vendor performance <input type="checkbox"/> Supplier choice (utilization trends)	Operational activity of the Finance Department – provided for in the municipality’s operating budget

LED Goal 6: To promote the expansion of the tourism sector in the Phumelela Local Municipality

Envisaged Project Outcome:						
<input type="checkbox"/> Establish tourism as a second tier primary economic activity, additional agriculture, in the Phumelela municipal area						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To increase the economic value of tourists visiting the Phumelela area by 10% over a three year period	<ul style="list-style-type: none"> <input type="checkbox"/> Co-ordination of efforts: To maximise the potential of tourism within the area it is important that there is a coordinated approach in planning and developing the tourism industry. This will limit duplication and strengthen existing efforts. <input type="checkbox"/> Seekoeivlei development: The Seekoeivlei development forms the core of the Phumelela tourism attraction. It will however need to be developed to secure any substantial income to the area. Support infrastructure and services will furthermore determine the success of such a development. <input type="checkbox"/> Cultural tourism attraction: The cultural diversity of the area, coupled to the increase in international cultural interest should be exploited as integral part of the tourism effort. <input type="checkbox"/> Accessibility of facilities: Accessibility refers to both physical accessibility as well as socio-economic affordability. <input type="checkbox"/> Organize journalists to visit Memel. 	IDP / PMS Officer	R1 million per annum	30 June 2012	Percentage (%) increase in the economic value of tourists visiting the Phumelela municipal area	10%

Envisaged Project Outcome:						
<input type="checkbox"/> Establish tourism as a second tier primary economic activity, additional agriculture, in the Phumelela municipal area						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
	<ul style="list-style-type: none"> <input type="checkbox"/> Revive relationships with private tourism and businesses associations and potential partners. <input type="checkbox"/> Include the area's tourism attractions in the provincial and Local tourism brochures <input type="checkbox"/> Marketing through the municipal web-site <input type="checkbox"/> Promote the 7-pass route <input type="checkbox"/> Warden: Verkykerskop and the Standstone church promoted as tourism destinations <input type="checkbox"/> Bird watching in Memel <input type="checkbox"/> Warden to produce a black and white brochure (to be placed on municipal web-site) 					
To ensure effective co-ordination and organizing of tourism promotion initiatives through the formulation and adoption of a comprehensive <i>Tourism Promotion Plan</i>	<p>To maximise the potential of tourism within the area it is important that there is a coordinated approach in planning and developing the tourism industry. This will limit duplication and strengthen existing efforts.</p> <p>Cultural tourism attraction: The cultural diversity of the area, coupled to the increase in international cultural interest should be exploited as integral part of the tourism effort.</p>		R70,000	30 June 2011	Finalization of a comprehensive <i>Tourism Promotion Plan</i>	1

Envisaged Project Outcome:						
<input type="checkbox"/> Establish tourism as a second tier primary economic activity, additional agriculture, in the Phumelela municipal area						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To complete the branding of the municipality and engage in comprehensive annual marketing	<input type="checkbox"/> Branding of the Municipality <input type="checkbox"/> Annual marketing campaign[s] <input type="checkbox"/> Develop a pamphlet that contains the background and history of Phumelela (Anglo Boer War, New Zealand soldiers burial site, bushmen art)			Branding: 30 June 2011; Annual marketing campaign: To commence during the 2011/12 financial year	(1) Branding of the municipality finalized. (2) Annual marketing campaign launched.	1 1 per annum

LED Goal 7: To promote the establishment of light industries in the Phumelela Local Municipality

Envisaged Project Outcome:						
<input type="checkbox"/> Expansion of the value generated by light industries in the Phumelela municipal area						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To establish new businesses in the Phumelela municipal area	<input type="checkbox"/> Low market potential: Consumer price indexes should be targeted to stimulate local markets and expenditure <input type="checkbox"/> Cost of infrastructure and services: To establish industries are expensive. Furthermore, the specialized services needed by many of the industries are not found in Phumelela. The key is to develop what is in place and to encourage people to start small. <input type="checkbox"/> Organized and mobile labour force: A large	LED/IDP Manager	Projected cost is difficult to determine. The municipality's role will be facilitator in nature, and the money is provided for in the operating budget.	30 June 2012 for first project to commences	Number of new businesses established per year	5

Envisaged Project Outcome:						
<input type="checkbox"/> Expansion of the value generated by light industries in the Phumelela municipal area						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
	<p>contribution to the high unemployment rates are the fact the major portion of the potential labour market is unskilled or unstructured, making it difficult to access information and opportunities which might arise.</p> <ul style="list-style-type: none"> <input type="checkbox"/> SEDA to be approached for funding and training. <input type="checkbox"/> Cooperatives to be funded after receipt of registration certificates. <input type="checkbox"/> IDT linkage (and other relevant sector departments) 					

LED Goal 8: To support the local agricultural sector in order to increase employment in the sector

Envisaged Project Outcome:						
<input type="checkbox"/> The agriculture sector capable of creating additional employment opportunities and continue to add value to the local economy						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To broaden access to the agricultural sector	<input type="checkbox"/> Support cooperatives focusing on small scale agriculture linked to organic products	Manager Administration IDP / PMA Officer	R1,5 million	30 June 2012	No. of beneficiaries and turnover of cooperatives	2 co-operatives
To increase the economic value of value adding in the	<input type="checkbox"/> Very little value adding taking place: The fact that very limited value adding is taking place	Manager	R2 million	30 June 2011	Economic value of value adding activities	5%

Envisaged Project Outcome:						
<input type="checkbox"/> The agriculture sector capable of creating additional employment opportunities and continue to add value to the local economy						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
agricultural sector by the end of the current MTREF period	<p>places a large burden on the agricultural sector and makes the region very vulnerable to factors influencing agriculture. Many of these factors cannot be controlled such as the weather and prices. To limit the vulnerability to markets it is important to add value to products before it is exported out of the municipality.</p> <p><input type="checkbox"/> Good agriculture potential: The Phumelela area has proven that it has good agricultural potential. This should be exploited, but as mentioned above the necessary supporting sectors will have to be developed before the agricultural sector can expand.</p>	Administration IDP / PMA Officer			must equal or exceeds a growth of 5% by 30 June 2011	
To support the Provincial Government in identifying land for redistribution	<input type="checkbox"/> Support the Provincial Department responsible for land distribution to identify land for re-distribution in support of government's comprehensive land redistribution policies.	Manager Administration IDP / PMA Officer	Absorbed in the municipality's operating budget. It is not foreseen that additional money will be allocated to this activity at this stage.	Continuously	Related to government's land redistribution targets.	
To render support to the agricultural sector to ensure that Current agricultural practices are maintained and further enhanced as this forms the	<p><input type="checkbox"/> Sustain existing agricultural practices</p> <p><input type="checkbox"/> Explore and establish agri-processing industries</p> <p><input type="checkbox"/> Sustain existing agricultural practices</p> <p>1. Establish a communication</p>	IDP/LED Manager	Part of the on-going activities of the LED personnel: Catered for in the operating	<i>Current IDP, as well as the 2011-2015 IDP cycle</i>	Number of job opportunities in agriculture	Current + 2% by 30 June 2012

Envisaged Project Outcome:						
<input type="checkbox"/> The agriculture sector capable of creating additional employment opportunities and continue to add value to the local economy						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
back bone of the local economy	<ul style="list-style-type: none"> channel with local farmers' association. 2. Ensure existing farms and smallholdings are provided with basic services and maintain infrastructure 3. Support initiatives taken by farmers in the region to process farm products and market them effectively in the broader regional and provincial area 		budget			

LED Strategy: Integrating hard-to-employ and low income workers

LED Goal 10: To create jobs in the Phumelela Local Municipality in support of government's employment creation targets

LED Goal 11: To expand the EPWP in the Phumelela municipal area

Envisaged Project Outcome:						
<input type="checkbox"/> Optimize job creation						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets

Envisaged Project Outcome: <input type="checkbox"/> Optimize job creation						
Objective	Activities	Responsibility	Estimated cost	Target dates	Performance Indicators (project outputs)	Performance Targets
To optimize job creation in the Phumelela Municipal area, <i>with specific reference to the utilization of the EPWP as an employment creation tool</i>	<input type="checkbox"/> Proper implementation of the EPWP in the Municipality <input type="checkbox"/> Clear identification and costing of EPWP projects that could optimize job creation through the request and utilization of the MIG <input type="checkbox"/> Job creation through networking; with specific reference to farmers and retail outlays	MM IDP/LED Officer Section 57 managers	--	2010/11 to be utilized to lay the foundation	Number of temporary vs number of permanent job opportunities created Clear identification of EPWP projects and the number of jobs created as a result of such projects	Still to be finalised

2.8 LAND DEVELOPMENT & LAND REFORM

Municipal Strategies		Outputs / Outcomes		
IDP Objective	Strategy Response	Short term (2009/10)	Medium Term (2011/12)	Long-term 3-25 Years
Objective 8.1: To promote sustainable land development	(1) Employee appointed to manage commonage	One (1) Employee appointed		Translate targets into indicators that reflect good land development that result in proper spatial planning and sustained economic growth

Municipal Strategies		Outputs / Outcomes		
IDP Objective	Strategy Response	Short term (2009/10)	Medium Term (2011/12)	Long-term 3-25 Years
Objective 8.2: To support the national and provincial government in realizing the objective of transferring 30% of agriculture land to HDIs by 2014	(1) Identification of suitable land for redistribution	Identification of land for redistribution, according to operational requirements	Identification of land for redistribution	Assist the Provincial Government in transferring 30% of agriculture land to HDIs by 2014
Objective 8.3: To provide support in to the Provincial Department of Local Government and Housing in delivering houses to the community of the Phumelela area	(1) Provision of erven and beneficiary administration	Provision of erven and beneficiary administration according to requirements and targets of the Provincial Department	Provision of erven and beneficiary administration according to requirements and targets of the Provincial Department	Translate indicators into the level of access to decent standard of housing to the communities of Phumelela
	(2) Conduct a housing needs analysis in collaboration with ESKOM	Needs analysis conducted and prioritized in collaboration with sector partners	Review and update of the needs analysis	Eradication of the housing backlog
Objective 8.4: To ensure sustainable land development, transport and housing planning in line with the Spatial Development Framework	(1) Integration of spatial and land planning systems and strategies			Integrated spatial and land, housing and transport planning through the Land Use System. Measurable indicators to be formulated when the budget allows for the funding of the objective.

2.9 DISASTER & ENVIRONMENTAL MANAGEMENT

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Local assistance provided for the alleviation of disasters	Objective 9.1: To provide local assistance with the alleviation of disasters	National Disaster Management strategy	Local assistance provided for the alleviation of disasters	<p>(1) Fire – Westly winds – N3 west of Phumelela – fires start on N3 – accidents, recklessness etc (route that trucks – R108 (alternative route between Villiers and Warden). Informal settlements – fire dangers. Terrain not flat – inaccessible to fire vehicles. Every year</p> <p>Agricultural Union – Bartoleus – 0823782951</p> <p>Department of Agriculture has provided farmers with fire fighters.</p> <p>Locals suppose to make fire breaks. Area divided into sections. Municipality must be involved. Town supposed to be surrounded by fire breaks.</p> <p>Registration with the Fire Association of Phumelela. Once registered, the Association will plan for proper fire breaks for the town and farmers alike. The</p>	Pro active preventative measures taken to deal with fire issues	Pro active preventative measures taken to deal with fire issues	Pro active preventative measures taken to deal with fire issues

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				<p>Association is currently co-ordinated by the Fire Protection Association.</p> <p>Fire fighting offices build in Warden by the Local – fully equipped. It will be transferred to Phumelela Municipality. Can also serve as a call center.</p> <p>Previously no firefunction capacity. A Chief Protection Officer has been appointed since to co-ordinate the function. With fire fighting Next phase is to identify people to be trained with a view of establishing a fire fighting capacity in each of the towns of the Municipality; either on-call or as permanent employees that could perhaps also perform other functions.</p>			
Promote environmental awareness	Objective 9.2: To promote a safe and secure environment	National Disaster Management Strategy	Promote environmental awareness	(1) Drought (minor – not very likely) – Dam in Warden has salted up. Storage capacity. With the slightest drought, there is a water problem. Shortage of water (Warden). New waterborne sewerage + influx of new	Community education about environmental protection (4 awareness campaigns per year)	Community education about environmental protection (4 awareness campaigns per year)	Community education about environmental protection (4 awareness campaigns per year)

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				<p>people caused water shortage. 500 new sites planned – will increase the problem.</p> <p>Proposal to build new dam. Three options: (1) Build new dam, (2) increase capacity of dam, (3) tap water from Sterkfontein dam.</p> <p>Short term solution: Boreholes, which are very expensive.</p> <p>(2) Landfill sites – health risk (Vrede – landfill sites too close to residential areas)</p> <p>Warden – landfill sites in commonage area</p> <p>Memel – Too close to Pampeonspruit</p> <p>Specialists to determine appropriate location for landfill sites already busy.</p> <p>R7million to build a single landfill site that comply with all regulations required for full compliance.</p>			

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				<p>Municipality will phase the re-location of landfill site in over a period. R21 million required will be obtained from MIG)</p> <p>ENVIRONMENTAL ISSUES:</p> <p>(1) Old sewerage network – spillages, overflowing</p> <p>Grow in municipality – infrastructure need to be expanded constantly</p> <p>Demand too big for available infrastructure</p> <p>Attend to emergency breakdowns</p> <p>(2) Water pollution in Warden due to shut-down of electricity – sewerage cannot be pumped to sewerage works.</p> <p>(3) Old Vrede Marina dam and the Greyling dam. Old Vrede Marina dam is salted up. Water sometimes smelly.</p> <p>Prioritise usage from Greyling dam, which will</p>			

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				allow the old dam to be used for recreation and be allowed to fill up. When it is full, it will provide water to the Greyling dam. De-saulting of the old dam will be a long term objective.			

2.10 INSTITUTIONAL DEVELOPMENT

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Organisational Structure	Objective 10.1: To review and populize the organizational structure of the Municipality based on the requirements of the IDP and institutional affordability	Municipal Systems Act Human Resources Strategy	Review of the organizational structure Revised staff establishment (June 2009)	Staff establishment revised, to be approved by Council	Annual Review	Annual Review	Annual Review
Filling of key vacancies		Employment Equity Act	Filling of key vacancies, based on the requirements of the Employment Equity Plan	The following posts are identified as key vacancies that needs to be filled subject to availability of funds <ul style="list-style-type: none"> CFO (2010/11) Payroll / Salaries Clerk (filled according to availability of 			

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				funds) <ul style="list-style-type: none"> Registry Clerk (filled according to availability of funds) HR Officer (filled according to availability of funds) Technical Officer: Memel (filled according to availability of funds) Admin Officer/secretary to the Mayor (filled according to availability of funds) Electrician (filled according to availability of funds) 			
Employment Equity Plan to be reviewed		Employment equity act	Review of the Employment Equity Plan	Annual review and reporting on Employment Equity Staff establishment not 100% in line with equity plan. Will be addressed with future appointments.	Employment Equity plan to be submitted	Employment Equity plan to be submitted	Employment Equity plan to be submitted
Review of the Workplace Skills Plan	Objective 10.2: To review and implement the Workplace Skills Plan	Skills Development Act	Review of the Workplace Skills Plan	Workplace Skills Plan submitted on 30 June Review of Skills Plan (2010/11)	Annual Review, informed by the scarce skills requirements and capacity challenges of the Municipality	Annual Review, informed by the scarce skills requirements and capacity challenges of the Municipality	Annual Review, informed by the scarce skills requirements and capacity challenges of the Municipality
Compilation of an HR Strategy	Objective 10.3: To compile and implement an HR Strategy	Sector requirement	Compilation of an HR Strategy	(1) Compilation of an HR Strategy Implementation in 2010/11	Approval of the HR Strategy	Annual review of the HR Strategy	Annual review of the HR Strategy
Impleme		Sector	Implementation / utilization of the HR	Recruitment and selection according	Annual review and	Annual review and	Annual review and

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Implementation / utilization of the HR Strategy		requirement	Strategy	to the HR Strategy Succession planning according to the HR Strategy	continuous implementation of the HR Strategy	continuous implementation of the HR Strategy	continuous implementation of the HR Strategy
Utilization of Intergovernmental Engagement Structures and Forums	Objective 10.4: To facilitate intergovernmental dialogue and co-operation with relevant Local, national and provincial institutions	Inter Governmental Relations Framework Act	Utilization of Intergovernmental Engagement Structures and Forums	Engage with relevant IG Forums and structures to streamline their functioning <ul style="list-style-type: none"> • Municipal Managers' Forum • Corporate Managers' Forum • CFO Forum • Technical Managers' Forum • Functionality not 100% - to be improved. To be co-ordinated at a regional and provincial levels 	Utilize IGR Forums and Structures to promote good governance and effective administration	Utilize IGR Forums and Structures to promote good governance and effective administration	Utilize IGR Forums and Structures to promote good governance and effective administration
Implementation of the PMS	Objective 10.5: Implementation and annual review of the Performance Management System (PMS)	Municipal Systems Act Performance Management regulations (2006)		Finalizing the implementation of the organizational and individual PMS Finalised. To be reviewed	Finalise Project: Implementation of the PMS		
Review of the Performance Plans and Performance Contracts of section 57 manager		Municipal Systems Act Performance Management regulations (2006)	Review of the Performance Plans and Performance Contracts of section 57 managers	Review of the Performance Plans and Performance Contracts of section 57 managers	Review of Performance Agreements and Performance Plans of section 57 managers	Review of Performance Agreements and Performance Plans of section 57 managers	Review of Performance Agreements and Performance Plans of section 57 managers

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Evaluation of the performance of section 57 managers		Municipal Systems Act Performance Management regulations (2006)	Evaluation of the performance of section 57 managers	Mid-year and annual evaluation Evaluation of the performance of section 57 managers	Mid-year and annual evaluation	Mid-year and annual evaluation	Mid-year and annual evaluation
Finalisation and utilization of the Organisational Performance Management System		Municipal Systems Act Performance Management regulations (2006)	Compilation of the Municipal and Departmental SDBIPs	Finalisation and utilization of the Organisational Performance Management System Compilation of the Municipal and Departmental SDBIPs	Compilation of the Municipal and Departmental SDBIPs	Compilation of the Municipal and Departmental SDBIPs	Compilation of the Municipal and Departmental SDBIPs
Quarterly evaluation of organizational performance		Municipal Systems Act Performance Management regulations (2006)	Quarterly performance report to Council	Quarterly evaluation of organizational performance	Quarterly performance report to Council	Quarterly performance report to Council	Quarterly performance report to Council
Mid-year organizational performance evaluation		Municipal Systems Act Performance Management regulations (2006)	Mid-year organizational performance evaluation	Section 72 report submitted to Council	Compilation of mid-year performance and budget evaluation report	Compilation of mid-year performance and budget evaluation report	Compilation of mid-year performance and budget evaluation report
Annual performance evaluation and		Municipal Systems Act Performance Management	Annual performance evaluation and reporting	Annual Performance Report, Annual Report and Oversight Report	Annual Performance Report, Annual Report and Oversight Report	Annual Performance Report, Annual Report and Oversight Report	Annual Performance Report, Annual Report and Oversight Report

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
reporting		regulations (2006)					
Batho Pele implementation programme developed and implemented	Objective 10.6: To ensure that the Municipality's regulatory framework is finalized to facilitate legislative compliance in the manner in which the Municipality is governed and managed	Batho Pele	Batho Pele implementation programme developed	Batho Pele implementation programme developed	Batho Pele implementation programme reviewed and implemented	Batho Pele implementation programme reviewed and implemented	Legislatively compliant municipal governance and administration

FINANCIAL MANAGEMENT

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Increase the operational cash flows of the Municipality by 15%	Objective 10.7: To improve the financial viability of the Municipality	Municipal Financial Management Act	Increase the operational cash flows of the Municipality by 15%	<p>The post of Chief Financial Officer is vacant and urgently needs to be filled</p> <p>Get overdraft facility re-established</p> <p>Current monthly payments on billings to be increased by 100%</p> <p>Collect at least R1,2 per month more on arrears</p> <p>Critical situation of finances</p> <p>Credit Control must be improved</p>	Sustained improvement in cash flow situation of the Municipality	Sustained improvement in cash flow situation of the Municipality	Stabilise the cash flow situation in the municipality

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				<p>dramatically</p> <p>67% payment level</p> <p>Poor community: Unemployment rate 82%, influx of poor people. Huge demand on municipal service infrastructure and services.</p> <p>Loss of more than R5 million because of inefficiencies of Local municipality in Memel; over R5 million for municipal valuation of farms; electricity audit – DBSA still owns the unicipality R700 000</p> <p>Valuations; should have been funded by DBSA – ultimately no funding were received. Council decision was that valuation must start after money has been received.</p> <p>Incentive to increase payment – R20 million was supposed to be written off – only R8 million to date. Outstaning debt = R50 million. Interests accumulatively increase the debt.</p> <p>Outstanding payments: R2 million</p> <p>Section 139</p> <p>MIG funds not utilised according to intial business pans due to financial pressures. Strategic implications.</p>			

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				<p>Initial budget not a cash backed budget.</p> <p>ESKOM account overspent; travel allowances overspent; underspent on repairs and maintenance</p> <p>Old equipment and infrastructure expensive to maintain</p> <p>R10 m received for equitable share and not R11 million, because of grants money owned</p> <ul style="list-style-type: none"> • Turn around payment rate • Collect money on arrears • Stick to IDP. Alignment of IDP to budget NB • Expenditure control via Budget and Expenditure Committees. No expenditure without the signature of the MM. 3 meetings a month. (Everybody affected must be present) • Performance Management System – Performance evaluation – cascade to all officials. 			
Financial record-keeping, compliance and management improved	Objective 10.8: To improve the financial management of the Municipality	Municipal Financial Management Act	Financial record-keeping, compliance and management improved	<p>Updating of financial record-keeping system</p> <p>Accounting system upgraded</p> <p>Policy Register regularly updated</p>	<p>Key initiatives:</p> <p>Updating of financial record-keeping system</p> <p>Accounting system</p>	<p>Key initiatives:</p> <p>Updating of financial record-keeping system</p> <p>Accounting system</p>	

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				<p>Sundry creditors system and GAMAP / GRAP compliance have already commenced.</p> <p>GAMAP compliant, except for fixed asset register. Module will be implemented when the asset register is in place.</p> <p>Investment register – updated</p> <p>Loans register - updated</p>	<p>upgraded</p> <p>Policy Register regularly updated</p>	<p>upgraded</p> <p>Policy Register regularly updated</p>	
Upgrade / improve the debt control / debt collection capacity of the Municipality		Municipal Financial Management Act	Upgrade / improve the debt control / debt collection capacity of the Municipality	<p>Item needs to go to Council. Credit Control Manager was appointed.</p> <p>Credit Control Manager in Vrede and soon one in Warden to built up a credit control team.</p> <p>First target: R20 million that needs to be written off</p>	Effective writing-off of debts, in accordance with the guiding policy	Effective writing-off of debts, in accordance with the guiding policy	
Purification of indigent records		Municipal Financial Management Act	Purification of indigent records	<p>Up to date (Indigent register)</p> <p>Finance department reliant on temporary workers</p> <p>Lack of personnel to maintain</p> <p>Measures will be put in place to record indigent information</p>	Purification (100%)	Purification (100%)	
Phased implementation of the turnaround strategy	Objective 10.9: To undertake a comprehensive financial turnaround	Municipal Financial Management Act	A comprehensive financial turn-around strategy developed and implemented	A comprehensive financial turn-around strategy developed by service provider	Phased implementation of the turnaround strategy	Phased implementation of the turnaround strategy	

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
	strategy						
Implementation of the credit control policy		Municipal Financial Management Act	Implementation of Credit control policy approved by Council	Credit control policy approved. Implmenetation to commenced in 2009/10. Revised in 2010/11 and a by-law is currntly prepared to empower the municipality act to the outside.	Implementation of the credit control policy	Implementation of the credit control policy	Compliance with regularity framework
A qualified audit report obtained by 2011	Objective 10.10: To formalize audit and risk systems and procedures in the Municipality	Municipal Financial Management Act	Annual Financial Statements completed and submitted as legislatively prescribed	Smith and Kruger has commissioned a senior manager to ensure an adverse by the end of the 2009/10 financial year. <u>Target: 2010/11 - unqualified</u>	Annual Financial Statements completed and submitted as legislatively prescribed	Qualified audit opinion	Unqualified audit opion
Risks are identified, evaluated and managed		Municipal Financial Management Act	Risks are identified, evaluated and managed	Risks are identified, evaluated and managed	Risk Management Plan reviewed	Risk Management Plan reviewed	Effective risk prioritisation and management
Conduct the legislatively prescribed functions of the audit committee		Municipal Financial Management Act	Conduct the legislatively prescribed functions of the audit committee	Shared function with Local Advertise for audit committee members	Audit Committee performs legislative functions	Audit committee functions effectively performed	
Asset management system developed and implemented	Objective 10.11: To implement an asset management system	Municipal Financial Management Act	Asset management system developed and implemented	Asset maintenance and management plan developed and implemented	Asset acquisition and disposal policy approved	Effective asset control	
Property Rates Act implemented	Objective 10.12: To implement and execute the Property rates Act	Municipal Financial Management Act	Property Rates Act implemented	Act implemented Objections currently being addressed Farms not yet included on billing system Implementation: New financial year	Implementation	Optimise revenue from the property rates system	

2.11 INSTITUTIONAL DEVELOPMENT: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Sports Development Programme developed and implemented	Objective 11.1: To develop and implement a Municipal Sports Development Programme	-	<p>Sports Development Programme developed and implemented</p> <p>Sports Development Programme developed and implemented</p> <ul style="list-style-type: none"> • Organizing of sports in the area • Vandalized sport facilities to be upgraded. • Priority: Soccer sport fields; upgrading and fenced in • Establishment of sport association. Better organizing of such associations. All areas to be covered. Engage all participants to take ownership of sport facilities. • Place caretakers at the sport facilities that were 	Sports Development Programme developed and implemented	Sports Development Programme developed	Sports Development Programme implemented	Sports Development Programme developed

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
			<p>repaired and/or upgraded</p> <ul style="list-style-type: none"> • Functionality of the Sport Council • Group 5 has been requested to refurbish the sport facilities in Thembahihle. Proposal already submitted. • Look for funding through sector departments or other donors. <p>2010/11: Sport Council is functional; sport associations in each town established. Integration of sport facilities and codes in the Municipality. Funding could then be sought through the structures.</p>				
Co-ordinate and promote local sports development and maintenance of facilities	Objective 11.2: Utilisation of the local Sports Council. (Sectoral Initiative – Sports, Art and Culture)	-	Co-ordinate and promote local sports development and maintenance of facilities	Co-ordinate and promote local sports development and maintenance of facilities	Utilisation of the Sports Council	Utilisation of the Sports Council	Utilisation of the Sports Council
Management of libraries	Objective 11.3: To effectively manage library services		Management of libraries	Management of libraries 5 Libraries: Vrede, Warden (on in Ezenzeleni, Thembahihle, Memel). One in Memel need to be upgraded. (Mobile library?)	Uninterrupted management of libraries	Under interrupted management of libraries	Under interrupted management of libraries

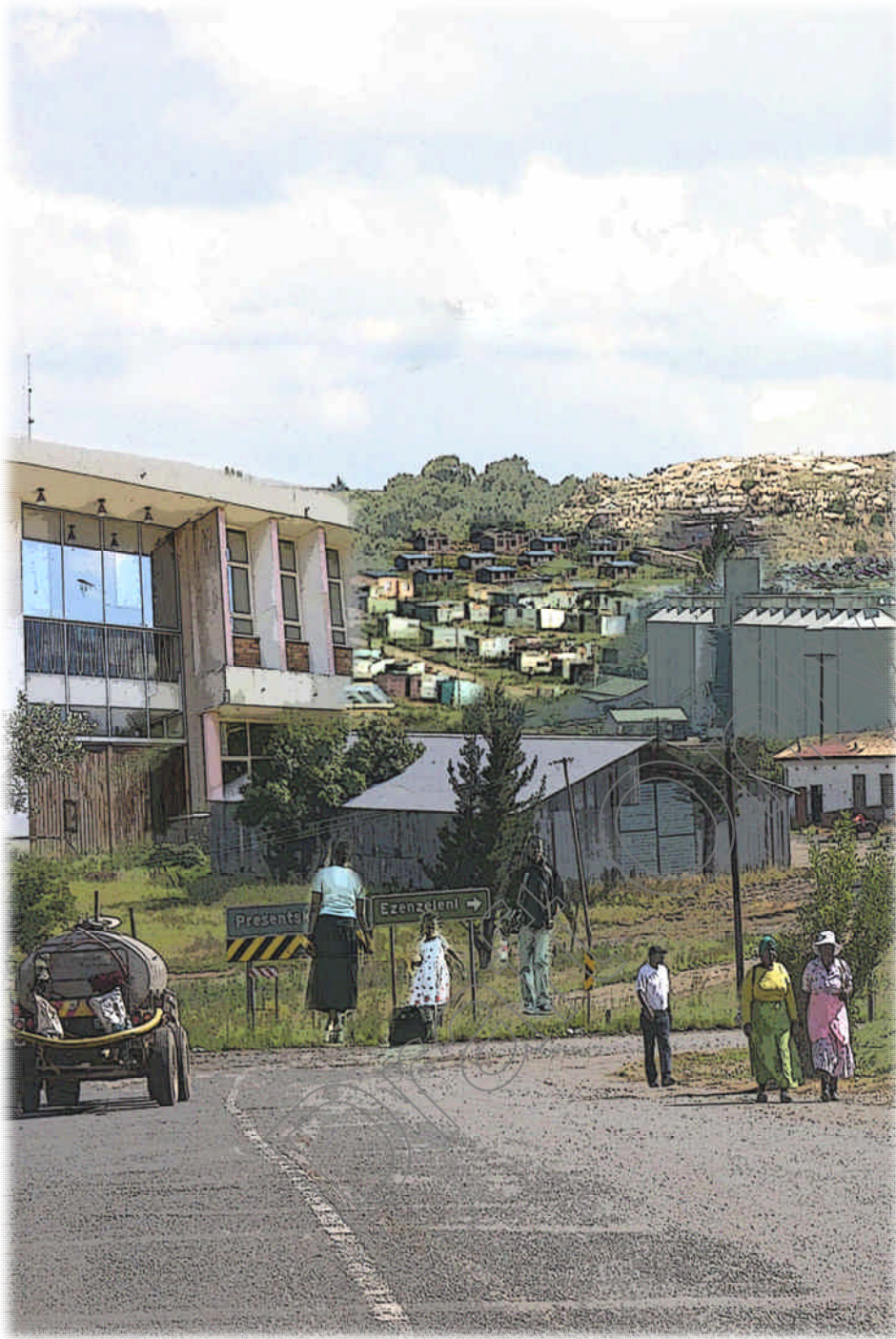
Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				<p>Upgrade Memel library – not fenced – security risk – computer can only be provided once the security has been improved.</p> <p>Regional Library Services offered library containers to Memel. Follow-up will be done in respect of physical inspection of containers (temporary structures).</p>			
Maintenance and upgrading of parks and other recreational facilities	Objective 11.4: To maintain parks and other recreational facilities	-		<p>Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget</p> <p>Wilgespruit Conservancy</p> <p>Plans to develop it into a recreational area. Fencing required. Long-term plans.</p> <p>Caravan Park in Memel vandalized and not utilized presently. Possibility of PPP arrangement. Long-term.</p> <p>Community halls: Vrede, Warden, Ezenzeleni, Thembahihle and Zamani</p> <p>Maintenance</p> <p>New one in Memel: 2010/11 (try to source funds) urgent.</p>	Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget	Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget	Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
				Problem with youth in Memel – lack of recreational facilities.			

2.12 SAFETY & SECURITY

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
Business Plan to resource and implement a Community Safety Plan formulated	Goal 12.1: To develop a Business Plan to resource and implement a Community Safety Plan	-	Business Plan to resource and implement a Community Safety Plan formulated	To develop a Business Plan to resource and implement a Community Safety Plan <ul style="list-style-type: none"> • Research about exact contents / formulation of strategy: Method for involvement of communities and the Municipality • Sector meetings: Police with ward councilors • Response times • Community Policing Forums • Assistance to Police to combat crime 	Formulation of a Business Plan to resource and implement a Community Safety Plan	Implementation of a Community Safety Plan	Implementation of a Community Safety Plan
Safety and security	Goal 12.2: To support law-enforcement agencies to combat crime in the	-	Safety and security related services provided in order to enhance law enforcement	Grass cutting/herbicide spraying in	Grass cutting/herbicide	Grass cutting/herbicide	

Issue	Strategic Objective	Alignment with National and Provincial Plans and Priorities	Indicators	Situation analysis	Short-term Outputs: 2010/11 Financial Year	Medium Term Outcomes: MTREF 2010/11-2012/13	Medium Term Outcomes: 10 Years +
related services provided in order to enhance law enforcement	Phumelela local area			<p>all public areas</p> <p>Street and area lighting maintained</p> <p>Public trees pruning plan developed and implemented</p>	<p>spraying in all public areas</p> <p>Street and area lighting maintained</p> <p>Public trees pruning plan developed and implemented</p>	<p>spraying in all public areas</p> <p>Street and area lighting maintained</p> <p>Public trees pruning plan developed and implemented</p>	
Municipal law enforcement established	Goal 12.3: To establish a municipal law enforcement function	-	Municipal law enforcement established	<p>Chief Protection Officer appointed, acting as Law Enforcement Officer</p> <ul style="list-style-type: none"> • Insufficient • Position on organogram for Traffic Officer (appointment: 2010/11) • By-laws still to be promulgated 	Municipal law enforcement	Municipal law enforcement	



Chapter 3

Municipal Turnaround Strategy

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
1.	Basic Service Delivery								
1.1	Access to water	11 372 stands	Install 4000 water meters in unmetered stands	Registration of business plan to MIG, upgrade water treatment works in Warden & Memel	WSMP to be in place	DWA Approval of plans & MIG allocation	13	R2.2. m for water meters	R11.2 m Memel WTW
						Municipality to submit Business Plan to MIG/DWA	MM forum	R2.0 Memel T W	R10. 1 m Warden WTW
		Feasibility study for the new dam in Warden						R200 000 for feasibility study DWA ? to confirm with DWA	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		All registered stands has water stand pipe.	Boreholes	Application to DWA	Water license as Service Provider				
						Not yet in place 60%			
			Implementation stage			Blue & Green drop requirements			
		0	Water connection in Ezenzeleni 505 stands	Service Provider appointed	505 connection by December 2010	HS allocation		5 m HS	
1.2	Access to sanitation	550 in Warden consist of French drains	Waterborne sewerage in all registered stands in Phumelela	Business Plans are submitted to MIG for approval		Access to more funding to implement sanitation projects	12 working in sewer dept	R3.5 M for sewer T W	R 14. 5
		1892 stands in Memel has pit latrine toilets & 8930 stands has waterborne for 143 stands		550 stands in Warden and 1892 in Memel				R5.1m sewer in stands, Memel & Complete Oxidation pond in	R14.9

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		by Local						Memel	
		Installation of water & sewer for 250 stands in Warden by CoGTA						R6.4m by Local	
		Warden T W is under Construction						R5.0m for sewer & water in Warden by CoGTA	
					Thembalihle ext 4:Sewer network			R7, 253, 250. 00	
					Warden: Upgrading of Bulk sewer			R5, 469, 520. 26	
					Memel outfall sewer & pumps			R3, 300, 000. 00	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
1.3	Access to electricity	3540 stands in Ezenzeleni	Install electricity in single Durant Vrede	ESKOM was informed with this area which is without electricity also new developments of ext 4.	Audit report is in place for Ezenzeleni electricity	DME & ESKOM to access funds	Private company in Ezenzeleni	R1.4m DME	R1.4 DME
		7831 is Eskom area, Vrede & Memel	12 stands ESKOM & connect 50 house in Ezenzeleni DME	Application to DME for 200 houses in Ezenzeleni			ESKOM in Vrede & Memel		R5.6m to upgrade electrical network in Ezenzeleni R8.5m ESKOM ext 4

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
1.4	Refuse removal and solid waste disposal	Collected weekly in all units	Provide registered landfills sites	Applied to DTEEA & MIG Budget for refuse removal trucks	WMDP not in place	Technical support & intervention to access funds	48	R2.1m equitable share	R21.0m for construction of registered landfill side
1.5	Access to municipal roads	All have access to roads		Improved paved roads		More funds	Private company	R3.2.for paving 1.7 km road in Thembalihle	
		Construction of 1 km paved road in Thembalihle & Zamani		To advertise for next financial yr 3 km paved road in Thembalihle-Vrede.					
			Pave 1.5. km in Thembalihle & access roads to in new developed areas						R56.0m for entire Phumelela

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		3.7 km in Ezenzeleni by CoGTA		Business plans submitted to MIG				R10 m HS	
					Zamani Construction of internal road				
					Thembalihle: Paved internal roads				
					Thembalihle: Paved internal roads-Mhlambi				
1.6	Formalisation of informal settlements	New township developemnt		Servicing the Greenfield areas for new RDP houses & medium income houses	250 Zamani 350 Zamani	2 New townships establishment in progress	3		
			Sewer & water by CoGTA	Business palns submitted to MIG for registration					

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		Installing infrastructure in new developments	Sewer by Municipality		250 stands in Warden 250 stands in Vrede 250 stands in Memel?	HS ?		?	
1.7	Access to Housing		?		?			?	
1.8	Indigent Register Updated	1200 households	500 additional households	Threshold increased from existing R1100 to R1700 Updating of Indigent Register	Free water, electricity, refuse removal, sewerage			?	
2.	Public Participation								
2.1	Functionality of Ward Committees	6	7	by-elections to take place in May 2010 (roughly)		IEC must assist in filling a vacant in Ward 5		R250 000	
2.2	Broader public participation policies and plans	No Policy	Development of Policy	Development of Policy	Policy in place	CoGTA to provide guidelines			

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
2.3	Public Communication systems	Loud hailing Public meetings, news papers	Must be fully functional	Must develop a Notice board		SITA, GCIS	0	R	
		Website		Allocate budget for maintenance of the website					
				Must have an IT Policy					
				Must appoint the person to deal with Contract Management					
2.4	Complaints management systems	Suggestion Boxes		Establish the Complaints and Grievance Committee in the office of the Speaker					
2.5	Feedback to communities								
3.	Governance								

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
3.1	Political Management and Oversight								
3.1.1	Stability of Councils	Municipality is a plenary type (Sec) Speaker called a Mayor	Submit application for the municipality to change from being a Plenary to an Executive type	To prepare a submission for an Executive Type to MEC CoGTA & HS		CoGTA to provide guidance the municipality with policy guidelines			
		14 Councillors							
		Section 79 Committees (HR, LED & IDP, Housing & Infrastructure Finance & Technical) & 2 section 57 Managers	Committees must sit regularly & adhere to schedules	To restructure and cluster committees in line with Section 57 appointees					
				Support staff for committees must be reconsidered					
		Schedule of meetings in place and adhered to (12	Adopted by Council						

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		p/a)							
		Standard Rules & Orders	Adopted by Council						
3.1.2	Delegation of functions between political and administration	Delegation adopted by Council on 30 January 2009	Will be reviewed annually	Review annually	Revised delegation of functions by June 2010	Local CoGTA must provide policy guidelines in terms of Delegation of Powers	Director Corporate Services		
3.1.3	Training of Councillors	Councillors have attended the following trainings Project Management (1), CPMD (1), EMDP (1)	All councillors have undergone computer training Certificate on Governance			SDF & DBSA LGSETA Labour LGSETA		SALGA R15 000 per person DBSA, SALGA, LGSETA Own funding	

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		Submitted application for DBSA with computer training for Councillors		Follow with DBSA on the application					
		WSP in place							
3.2	Administration								
3.2.1	a) Recruitment and selection policies and procedures developed	Policy in place	Align HR issues to GRAP standards & to prepare relevant policies			Assistance with leave policy & other HR policies: CoGTA			
						Treasury			
						Municipal Manager			
			Review policies in line with IDP						

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget		
								Allocated	Projected	
3.2.2	Vacancies (Top 4-MM, CFO, Planner, Engineer)	No CFO, Community Services & Engineer	Appoint CFO & Town Planner	Review Organogram & adopt by end June 2010		CoGTA will pay for the CFO for 2 & half years and also consider support staff for this office.	CFO	Funded by CoGTA	R111 5826 00 for CFO (2 & ½ yrs)	
				Ensure that skills transfer and strategic financial information take plans						
						For the CFO to be effective this appointment are crucial Income division , Supply Chain Manager, Budgeting and Finance		No funds		
				Appoint CFO, Community Services Director			Budget Office			
			Advert on Sunday (14.03.10)							
3.2.3	Vacancies other S57	Vacancy list attached	Establish PMU	Create an IDP position						

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
				Review Organogram by June 2010					
3.2.4	Top 4 appointed with signed Performance Agreements	Performance contract signed	Appoint CFO & sign Performance contract	Assistance with financing of the CFO position The municipality will provide a SDBIP	Municipality will provide an assessment report of the 1 st & 2 nd of 09/10 financial year quarter by 17.03.10	Assistance with financing of the CFO position			
					Present an assessment report for 09/10 by end of June 2010				
				Appoint an IDP person					
				Create PMS coordinator in the Organogram					

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
3.2.6	Skills development plan for employees	WSP in place	Implement training identified	Follow up with LGSETA once the declaration of intent is submitted		LGSETA to fast track training CoGTA must engage LGSETA (meeting)		Own funds	
3.3	Labour Relations								
3.3.1	a) LLF meetings convened as planned	LLF functional		Functionality is maintained		CoGTA to familiarize itself with Collective Agreement for advisory purposes			
				Finalization of job evaluation					
				Wage and HR Policies					
4.	Financial Management								
4.1	Revenue enhancement programme developed	Meter reading are not correct	Own personnel to be appointed & trained to read meters	Identify and Training of personnel for meter reading			12 6 Ezenzeleni & 3 for other	R300 000	R300 000

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		Collection rate is at 51%		Meter readers must be included in the Organogram			towns		
		All consumers not billed (new extensions)	Ensure that all addresses & consumers captured on system	Liaising with farmers & organizations & master's office for addresses					
		Addresses of Farmers not available		Capture info on system					
4.2	Debt management programme developed	R42m outstanding debtors	10% collection of areas by December 2010	Awareness with the involvement of Councillors		CoGTA must assist in identifying Sector Departments owing the municipality	3	R260 000	R260 000
				Will provide a list of all outstanding debts by state					

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
				institutions					
				Provide each household with respective title deeds		CoGTA must appoint a Conveyance to register and transfer to correct owners			
				Municipality must identify households without title deeds					
			An 80% collection of monthly billing	Constant management follow up of arrangements Legal Action					
4.3	Cash flow management model developed	R3.5m overdraft	To have no overdraft	Revenue & Debt management		Financial assistance needed to repay the Bank	2	R500 000	R500 000

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
				Budget control		CoGTA must learn & understand the matter of the Trust			R3 500 000
				Municipality must present leave policy, disclose how much they are paying Senior Officials, Contract Management issues		DBSA			
				To collect 4.2m					
				Over expenditure					
4.5	Funding Plan shows capital expenditure	Crucial equipment needed in order to deliver services i.e. (4) tractors, (4) waste collection trailers, (2)	Procure needed equipment	Secure funds		Financial support			R1 280 000 R600 000 R1 300 000

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
		Tractor/ loader/backhoe							
4.6	Clean Audit plan developed	Disclaimer	Qualified	Register of various properties will be compiled	Have responded to AG report		MM	R400 000 + grants	R400 000 + grants
		No Audit Plan	To develop an Audit Plan	Municipality to submit an Audit Plan					
4.7	Submission of Annual Financial Statements	Will be submitted by August 2010	08/09 submitted	09/10submitted to AG			MM		
4.8	Repairs & maintenance provision	R5 905m for 09/10	Spend the remaining budget efficiently	Auction old & obsolete equipment					
		Exp R3 432m to date	Sufficient funds for 10/11	Utilise funds for equipment					
			Replace equipment in order to save on maintenance	Manage maintenance more efficiently					

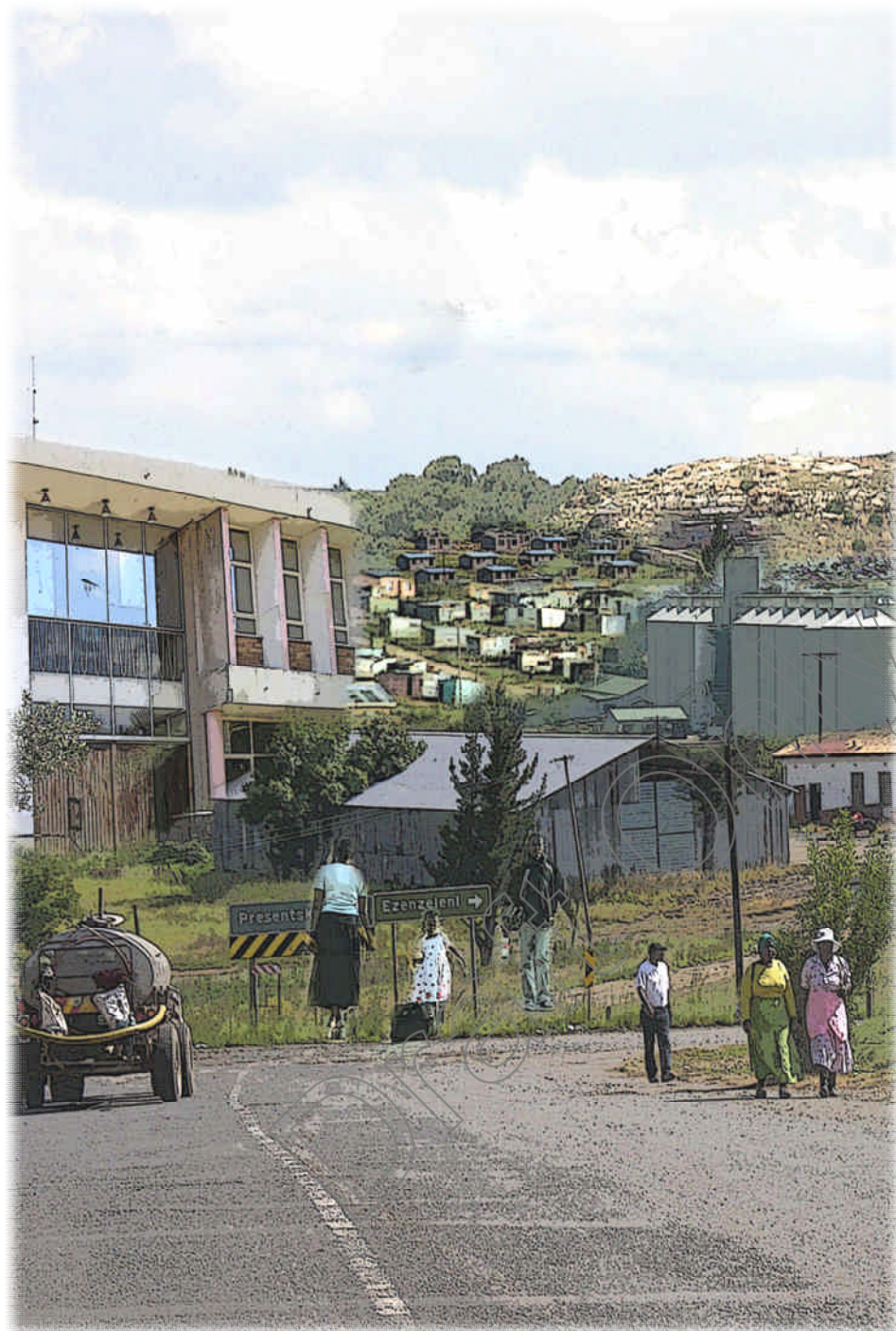
No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
4.9	% MIG expenditure by end of financial year	Expenditure in line with the budget except for expenditure from own source	Meet MIG requirements	Monitor expenditure					
4.10	Asset management register developed.	Not properly safeguarded i.e. machinery, equipment, vehicles etc	Proper sites (fenced) to safeguard assets	Fencing of existing sites			4	R600 000	R600 000
		No proper logbooks & records of maintenance of individual items	Logbooks & better records	Appointment of supervisors & security guards					
4.11	Supply Chain Management policy	Tender process transparent	Tender process transparent	Procurement Office must be					

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
	applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established).			capacitated					
		Procurement process not functioning optimal	Procurement process efficient	Review the entire process			1	R100 000	R100 000
		Committees are in place		Review the Committees					
		Policy in place							
5.	Local Economic Development								
5.1	LED Plan aligned to the PGDS; adopted by Council.	Drafting of an LED strategy	Adopt & Implement the strategy	Formation of Project Steering Committee: 01.03.10		Funding	2	R160 000	
				Workshop on LED: 18.3.10					

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
				Establish LED project office: 25.3.10					
				Issuing of LED notices: 18.3.10					
				Demarcation of Sectors, Data Collection, data Capturing & Market analysis: 25.3.10					
				Consultation with Government Department: 29.3.10					
				Consultation with Private Sector: 30.3.10					
				Consultation with investors: 31.3.10					

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Indicators	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated	Projected
				Consultation of General Public: 01.4.10					
				Final Draft report: 07.4.10					
				LED Summit: 9.4.10					
				Amendments: 16.4.10					
				Final Report: 30.4.10					
				Implementation of LED Strategy: 1.5.10					

Chapter 4



Municipal Service Delivery Performance Indicators and Targets for the 2010/11 Financial Year

WATER

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Water, No Split Total									
Basic Services and Infrastructure	National Goal (Vision 2014) Strategic Objective 1.1 All households to have basic level of water by 2014	Indicator _ Number of households receiving basic level of water supply. Definition _ Higher level of service includes piped water inside dwelling. _ Basic level of service includes piped water inside yard and piped water within 200m. Indicator _ Number of households below basic level of water supply. Definition _ Below basic level constitutes backlogs and includes, piped water further than 200m, springs, rain water tanks, dam/pool/stagnant water and water vendors.	Number of households receiving basic level of water supply Number of households below basic level of water supply	100% - formal residential areas	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)
Basic Services and Infrastructure	National Goal (Vision 2014) Strategic Objective 1.2 All indigent households to have access to Free Basic Water by 2014.	Indicator <input type="checkbox"/> Number of indigent households receiving Free Basic Water. Definition <input type="checkbox"/> An amount of water determined by government that should be provided free to poor households to meet basic needs, currently set at	All members of the communities that qualify must have access to free basic water according to Government's policies and targets	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)	100% (1)

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
		6kl per month per household.							
Basic Services and Infrastructure	Strategic Objective 1.3: To review and approve the Water Services Development Plan according to legislative requirements	Regulatory and statutory requirements for the compilation of a WSDP	Finalisation of Water Masterplan	0				1	1
Basic Services and Infrastructure	Strategic Objective 1.4: To ensure that acceptable water quality (DWAF standards) is maintained at all times	Requirements for blue drop accreditation	Launch continuous training and awareness campaigns within the community relating to water management and conservation: 1 per quarter (4 per year)	0	1	1	1	1	4
Basic Services and Infrastructure		Results of monthly tests meet the quality standards set by DWAF	Daily quality tests	365	91	92	91	92	365
Basic Services and Infrastructure	Strategic Objective 1.5: To reduce and limit unaccounted for water losses	Reduce water losses to below 20% (100% reading according to schedule)	Awareness campaigns about leakages	0	1	1	1	1	4
Basic Services and Infrastructure	Strategic Objective 1.6: To ensure uninterrupted water supply to all formal settlements	<input type="checkbox"/> Adequate water source <input type="checkbox"/> Possible extension of water reticulation works	Get conclusion from Water Affairs about the Warden Dam Project (Conclusion obtained and a decision taken = 1)	Process has started				1	1

Vote 11:

Water	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING EXPENDITURE				
Service Charges				
WATER: RESIDENTIAL	4 209 149	4 473 000	4 696 650	4 931 483
WATER: BUSINESS	445 385	525 000	551 250	578 813
WATER: DEPARTMENTAL	5 096	0	0	0
Total Service Charges	4 659 629	4 998 000	5 247 900	5 510 295
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	500 276	577 500	606 375	636 694
Total Interest Earned - Outstanding Debtors	500 276	577 500	606 375	636 694
Transfers Recognised - Operational				
EQUITABLE SHARE	7 766 398	8 154 718	8 562 454	8 990 576
GRANT: DWAF - DRAUGHT RELIEF	0	0	0	0
Total Transfers Recognised - Operational	7 766 398	8 154 718	8 562 454	8 990 576
Other Revenue				
CONNECTION FEES: WATER	6 510	8 400	8 820	9 261
Total Other Revenue	6 510	8 400	8 820	9 261
Income Foregone				
FREE BASIC WATER	-813 798	-840 000	-882 000	-926 100
Total Income Foregone	-813 798	-840 000	-882 000	-926 100
Total Operating Revenue	12 119 014	12 898 618	13 543 549	14 220 726

OPERATING EXPENDITURE	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Employee Related Costs - Salaries				
SALARIES	1 176 393	1 302 000	1 412 670	1 532 747
LEAVE BONUS	128 790	100 905	109 482	118 788
OVERTIME	298 972	271 250	294 306	319 322
OCCUPATIONAL ALLOW.	95 530	100 905	109 482	118 788
STANDBY ALLOWANCE	18 088	18 992	20 606	22 358
Total Employee Related Costs - Salaries	1 717 771	1 794 052	1 946 546	2 112 003
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	1 125	1 302	1 413	1 533
CONTR. MEDICAL AID	37 953	39 386	42 733	46 366
CONTR. PENSION FUND	163 998	173 600	188 356	204 366
CONTR. UIF	16 892	17 360	18 836	20 437
SKILLS DEVELOPMENT LEVY	15 965	19 530	21 190	22 991
Total Employee Related Costs - Social Contr.	235 932	251 178	272 528	295 692
Debt Impairment				
CONTR. DOUBTFUL DEBTS	2 178 000	1 197 000	1 256 850	1 319 693
Total Debt Impairment	2 178 000	1 197 000	1 256 850	1 319 693
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	2 310 000	2 425 500	2 546 775
Total Depreciation	0	2 310 000	2 425 500	2 546 775
Repairs And Maintenance				
NETWORK	856 241	840 000	882 000	926 100
TOOLS & EQUIPMENT	26 877	52 500	55 125	57 881
VEHICLES & EQUIPMENT	6 522	52 500	55 125	57 881
Total Repairs And Maintenance	889 640	945 000	992 250	1 041 863
Interest Expense - External Borrowings				
INTEREST: EXTERNAL	203 387	315 000	330 750	347 288
Total Interest Expense - External Borrowings	203 387	315 000	330 750	347 288
Bulk Purchases				
ELECTRICITY	137 684	126 000	132 300	138 915
WATER	371 113	525 000	551 250	578 813

Total Bulk Purchases	508 796	651 000	683 550	717 728
Contracted Services				
MAINTENANCE CONTRACTS	156 156	199 500	209 475	219 949
Total Contracted Services	156 156	199 500	209 475	219 949
General Expenses – Other				
CHEMICALS	607 901	735 000	771 750	810 338
FUEL & OIL	81 531	69 300	72 765	76 403
STOCK & MATERIAL	1 919	1 470	1 544	1 621
WATER RESEARCH	0	31 500	33 075	34 729
CONTR. COMPENSATION FUND	0	16 275	17 089	17 943
PROFESSIONAL SERVICES	1 319 099	1 385 053	1 454 306	1 527 021
ADMINISTRATION COSTS	0	0	0	0
Total General Expenses – Other	2 010 449	2 238 598	2 350 528	2 468 055
Transfers & Grants				
CONTR. LEAVE RESERVE	35 508	37 283	39 148	41 105
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	35 508	37 283	39 148	41 105

Total Operating Expenditure	7 935 639	9 938 611	10 507 125	11 110 149
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SANITATION

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Waste Water Management, No Split Total									
Basic Services and	National Goal Strategic Objective 2.1:	Indicator _ Number of households having	300 households to be provided during 2010/11. (Total: 1,200	300	300	300	300	300	300

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Infrastructure	All households to have basic level of sanitation by 2014.	access to basic level of sanitation. Definition _ Higher level of service includes, flush toilet connected to sewerage system _ Basic level of service includes flush toilet with septic tank and PIT latrine with ventilation. Indicator _ Number of households that have access to sanitation. Definition _ Below basic level constitutes a backlog and includes chemical toilets, pit latrine without ventilation, bucket latrine and no sanitation facility.	stands): Number of Households						
Basic Services and Infrastructure	National Goal Strategic Objective 2.2: _ All indigent households to have access to FBS by 2014.	Indicator _ Total indigent households benefiting from free basic sanitation services.	Maintain access according to registered indigents on Indigent Register: Percentage of registered indigents served	100%	100%	100%	100%	100%	100%
Basic Services and Infrastructure	Strategic Objective 2.3: Develop a Water Treatment Masterplan	Water Treatment Master plan required to inform strategic management and control of waste water management	Water Treatment Masterplan finalised	0				1	1
Basic Services and Infrastructure	Strategic Objective 2.4: To provide full waterborne sanitation to all households on formally developed sites in urban areas	Provision of water for full waterborner systems. DWAF has done a status quo analysis. Warden, Vrede, Thebahihled, Memel achieved. Problem in Zamani – current financial year – 144 households to be connect.	Percentage of population in formal residential areas with access to full waterborne sanitation systems	100%	100%	100%	100%	100%	100%
Basic Services and			Number of additional households in Zamani to be connected	0				144	144

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Infrastructure									
Basic Services and Infrastructure		Construct public toilets facilities (one in each town)	Number of public facilities constructed (1 per town for 2010/11)	0				3	3
Basic Services and Infrastructure	Strategic Objective 2.5: To ensure that schools and households in the rural areas has access to sanitation that at least comply to minimum RDP standards	Ensure that all schools in rural areas have access to sanitation	Percentage backlog remaining (of schools and households in rural areas)	40%				35%	35%
Basic Services and Infrastructure	Strategic Objective 2.6: To ensure internal capacity to effectively maintain sanitation services	Development of an asset register	Number of GRAP compliant asset registers developed	0				1	1
Basic Services and Infrastructure	Objective 2.7: To ensure maintenance of sanitation infrastructure and services	Phase III of Memel purification works: Complete the works and commission it. Full waterborne systems in Memel	Phase III of Memel purification works finished	Phase II				1	1

Vote 9:

Waste Water Management - Sewerage	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Service Charges				
SEWERAGE: RESIDENTIAL	4 220 382	4 424 700	4 645 935	4 878 232
SEWERAGE: BUSINESS	606 185	630 000	661 500	694 575
Total Service Charges	4 826 567	5 054 700	5 307 435	5 572 807
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	615 207	735 000	771 750	810 338
Total Interest Earned - Outstanding Debtors	615 207	735 000	771 750	810 338
Transfers Recognised - Operational				
EQUITABLE SHARE	6 428 684	6 750 118	7 087 624	7 442 005
Total Transfers Recognised - Operational	6 428 684	6 750 118	7 087 624	7 442 005
Other Revenue				
SEWERAGE REPAIRS	797	1 050	1 103	1 158
Total Other Revenue	797	1 050	1 103	1 158
Total Operating Revenue	11 871 254	12 540 868	13 167 912	13 826 307

OPERATING REVENUE	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Employee Related Costs - Salaries				
SALARIES	2 461 804	2 712 500	2 943 063	3 193 223
LEAVE BONUS	305 527	231 105	250 749	272 063
OVERTIME	348 123	325 500	353 168	383 187
OCCUPATIONAL ALLOW.	87 569	93 310	101 241	109 847
STANDBY ALLOWANCE	7 271	7 635	8 284	8 988
Total Employee Related Costs - Salaries	3 210 295	3 370 050	3 656 504	3 967 307
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	2 312	2 387	2 590	2 810
CONTR. MEDICAL AID	93 101	95 480	103 596	112 401
CONTR. PENSION FUND	394 931	434 000	470 890	510 916
CONTR. UIF	31 615	33 635	36 494	39 596
SKILLS DEVELOPMENT LEVY	30 173	32 550	35 317	38 319
Total Employee Related Costs - Social Contr.	552 131	598 052	648 886	704 042
Debt Impairment				
CONTR. DOUBTFUL DEBTS	1 250 000	1 312 500	1 378 125	1 447 031
Total Debt Impairment	1 250 000	1 312 500	1 378 125	1 447 031
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	2 100 000	2 205 000	2 315 250
Total Depreciation	0	2 100 000	2 205 000	2 315 250
Repairs And Maintenance				
NETWORK	517 914	630 000	661 500	694 575
TOOLS & EQUIPMENT	5 742	5 250	5 513	5 788
VEHICLES & EQUIPMENT	175 157	157 500	165 375	173 644
Total Repairs And Maintenance	698 813	792 750	832 388	874 007
Interest Expense - External Borrowings				

INTEREST: EXTERNAL	77 505	84 000	88 200	92 610
Total Interest Expense - External Borrowings	77 505	84 000	88 200	92 610
Bulk Purchases				
ELECTRICITY	184 521	183 750	192 938	202 584
Total Bulk Purchases	184 521	183 750	192 938	202 584

FUNDED PROJECTS

Department	Funding Source	Capital Projects	Funding CURRENT YEAR		
			Budget Year 2010/2011 Budget	R	MIG
Sewerage	Prov Gov	Water and Sanitation Ezenzeleni	1 500 000	-	1 500 000
Sewerage	MIG	Memel Outfall Sewer	3 041 344	3 041 344	-
Sewerage	MIG	Water Treatment Works Memel	2 800 000	2 800 000	-
Sewerage	MIG	PMU	922 000	922 000	-
Sewerage	Prov Gov	Water and Sanitation Zamani	7 000 000	-	7 000 000
Sewerage	MIG	Thembalihle Ext 4 Sewer Network (Phase 2)	1 500 000	1 500 000	-
Sewerage	MIG	Warden(Ezenzeleni)Upgrade bulk sewer	1 000 000	1 000 000	-

STREETS AND STORMWATER

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Road Transport, No Split Total									
Basic Services and Infrastructure	Strategic Objective 3.1: To finalize the municipal strategic management framework for streets and stormwater.	To develop an Integrated Roads and Stormwater Master Plan (must also address O&M issues)	Integrated Roads and Stormwater Masterplan	0				1	1
Basic Services and Infrastructure	Strategic Objective 3.2: To promote safe, affordable and accessible public transport services in all urban areas	Maintenance of road signs	Number of road signs constructed	0				60	60
Basic Services and Infrastructure	Goal 3.3: To maintain and upgrade streets and stormwater infrastructure.	Maintenance and upgrading of municipal streets and stormwater infrastructure	Number of streets projects undertaken	0				4	4

Vote 10

Transport-Public Works	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
SALE OF GRAVEL	14 097	14 700	15 435	16 207
OPERATING EXPENDITURE				
Employee Related Costs – Salaries				
SALARIES	1 325 094	1 540 700	1 671 660	1 813 751
LEAVE BONUS	107 534	130 200	141 267	153 275
OVERTIME	147 936	151 900	164 812	178 820
SALARIES: TEMPORARY WORKERS	2 190	5 425	5 886	6 386
STANDBY ALLOWANCE	33 893	35 587	38 612	41 894
Total Employee Related Costs – Salaries	1 616 647	1 863 812	2 022 236	2 194 126
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	1 063	1 194	1 295	1 405
CONTR. MEDICAL AID	81 301	86 800	94 178	102 183
CONTR. PENSION FUND	189 912	217 000	235 445	255 458
CONTR. UIF	15 759	16 275	17 658	19 159
SKILLS DEVELOPMENT LEVY	19 160	19 530	21 190	22 991
Total Employee Related Costs - Social Contr.	307 194	340 799	369 766	401 197
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	1 575 000	1 653 750	1 736 438
Total Depreciation	0	1 575 000	1 653 750	1 736 438
Repairs And Maintenance				
TOOLS & EQUIPMENT	10 400	12 600	13 230	13 892
VEHICLES & EQUIPMENT	339 246	367 500	385 875	405 169
Total Repairs And Maintenance	349 646	380 100	399 105	419 060

Transport-Public Works	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Bulk Purchases				
ELECTRICITY	161 276	136 500	143 325	150 491
Total Bulk Purchases	161 276	136 500	143 325	150 491
General Expenses – Other				
FUEL & OIL	215 817	241 500	253 575	266 254
RENTAL: EQUIPMENT	172 800	315 000	330 750	347 288
POSTAGE	1 772	2 100	2 205	2 315
PRINTING & STATIONERY	14 412	15 750	16 538	17 364
PROTECTIVE CLOTHING	349 650	215 460	226 233	237 545
STOCK & MATERIAL	17 549	10 500	11 025	11 576
TELEPHONE	108 027	96 600	101 430	106 502
TRAVEL & SUBSISTANCE	85 058	84 000	88 200	92 610
CONTR. COMPENSATION FUND	0	18 900	19 845	20 837
Total General Expenses – Other	965 084	999 810	1 049 801	1 102 291
Transfers & Grants				
CONTR. LEAVE RESERVE	42 525	59 536	62 513	65 638
Total Transfers & Grants	42 525	59 536	62 513	65 638
Total Operating Expenditure	3 442 371	5 355 557	5 700 496	6 069 241

Roads-Public Works	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
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OPERATING EXPENDITURE

Repairs And Maintenance

STREETS & SIGNS	1 429 287	1 890 000	1 984 500	2 083 725
VEHICLES & EQUIPMENT	37 989	63 000	66 150	69 458
Total Repairs And Maintenance	1 467 276	1 953 000	2 050 650	2 153 183
Total Operating Expenditure	1 467 276	1 953 000	2 050 650	2 153 183

FUNDED PROJECTS

Department	Funding Source	Capital Projects	Budget Year 2010/2011 Budget	Funding CURRENT YEAR		
	Category		R	MIG	Prov Gov	
Roads	Roads, pavements, bridges and stormwater	MIG	Roads Thembalihle	6 176 008	6 176 008	-
Roads	Roads, pavements, bridges and stormwater	MIG	Roads paved Zamani	1 850 000	1 850 000	-
Roads	Roads, pavements, bridges and stormwater	Prov Gov	Main Road Warden	1 500 000	-	1 500 000
Roads	Maintenance of streets (access roads): Vrede and Warden	Local	Access roads: Warden; re-sealing of roads, Vrede	1 000 000	--	Local: 1 million

WASTE MANAGEMENT

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS Link: Waste Management, Solid Waste									
Basic Services and Infrastructure	Objective 4.1: To ensure that disposal sites to all areas and according to legal requirements and environmental health standards	Development of legislatively compliant and environmentally friendly waste disposal sites	Number of landfill sites registered and approved	0				3	3
Basic Services and Infrastructure		Promote environmental health by the way in which the waste disposal function is managed	Awareness campaigns	0	1	1	1	1	4

Vote 8

Waste Management; Solid Waste	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
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OPERATING REVENUE

Service Charges

REFUSE REMOVAL: RESIDENTIAL	4 182 596	4 383 750	4 602 938	4 833 084
REFUSE REMOVAL: BUSINESS	438 923	462 000	485 100	509 355
Total Service Charges	4 621 518	4 845 750	5 088 038	5 342 439

Interest Earned - Outstanding Debtors

INTEREST: ARREARS	820 128	877 800	921 690	967 775
Total Interest Earned - Outstanding Debtors	820 128	877 800	921 690	967 775

Waste Management; Solid Waste	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Transfers Recognised – Operational				
EQUITABLE SHARE	6 757 191	7 095 051	7 449 803	7 822 293
Total Transfers Recognised – Operational	6 757 191	7 095 051	7 449 803	7 822 293
Total Operating Revenue	12 198 837	12 818 601	13 459 531	14 132 507
Employee Related Costs – Salaries				
SALARIES	2 318 469	2 604 000	2 825 340	3 065 494
LEAVE BONUS	271 237	211 575	229 559	249 071
OVERTIME	109 856	119 350	129 495	140 502
SALARIES: TEMPORARY WORKERS	2 535	4 340	4 709	5 109
STANDBY ALLOWANCE	9 198	9 658	10 479	11 370
Total Employee Related Costs – Salaries	2 711 296	2 948 923	3 199 582	3 471 546
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	2 278	2 496	2 708	2 938
CONTR. MEDICAL AID	44 389	45 570	49 443	53 646
CONTR. PENSION FUND	325 175	347 200	376 712	408 733
CONTR. UIF	26 775	30 380	32 962	35 764
SKILLS DEVELOPMENT LEVY	25 973	28 753	31 196	33 848
Total Employee Related Costs - Social Contr.	424 590	454 398	493 022	534 929
Debt Impairment				
CONTR. DOUBTFUL DEBTS	2 272 728	1 575 000	1 653 750	1 736 438
Total Debt Impairment	2 272 728	1 575 000	1 653 750	1 736 438
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	105 000	110 250	115 763
Total Depreciation	0	105 000	110 250	115 763

Waste Management; Solid Waste	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Repairs And Maintenance				
NETWORK	30 882	42 000	44 100	46 305
VEHICLES & EQUIPMENT	396 462	378 000	396 900	416 745
Total Repairs And Maintenance	427 344	420 000	441 000	463 050
General Expenses – Other				
INDIGENT SUBSIDIES	485 658	932 400	979 020	1 027 971
FUEL & OIL	89 682	84 000	88 200	92 610
RENTAL: EQUIPMENT	12 615	210 000	220 500	231 525
PRINTING & STATIONERY	144	1 050	1 103	1 158
STOCK & MATERIAL	10 262	6 300	6 615	6 946
CONTR. COMPENSATION FUND	0	18 900	19 845	20 837
ADMINISTRATION COSTS	0	0	0	0
Total General Expenses – Other	598 360	1 252 650	1 315 283	1 381 047
Transfers & Grants				
CONTR. LEAVE RESERVE	74 724	78 461	82 384	86 504
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	74 724	78 461	82 384	86 504
Total Operating Expenditure	6 509 042	6 834 433	7 295 270	7 789 275

ELECTRICITY (ENERGY)

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Electricity, No Split									
Basic Services and Infrastructure	Objective 5.1: To compile an electricity maintenance manual to ensure proper maintenance of networks under control of the municipality	Electricity maintenance in terms of the Electricity Maintenance Manual compiled	Electricity Maintenance Manual compiled	0				1	1
Basic Services and Infrastructure	Objective 5.2: To refurbish the electricity network to reduce costs accumulating due to leakages and losses in Warden	To maintain electricity network in Warden	Refurbishment of the electricity network in Warden according to available funds	0	Ongoing maintenance in Warden	Ongoing maintenance in Warden	Ongoing maintenance in Warden	Ongoing maintenance in Warden	Ongoing maintenance in Warden
Basic Services and Infrastructure	Objective 5.3: To perform an electricity audit	Results of audit dealt with. Development of appropriate strategies	Electricity audit conducted and strategies developed (appropriate strategies = 1)	1 (audit)				1	1
Basic Services and Infrastructure	Objective 5.4: To maintain and expand access to electricity	Address defaulting accounts continuously	Number of defaulting accounts decreased	0		5		5	10
Basic Services and Infrastructure		Consumers in Warden have access to electricity purchases over weekends	Percentage of electricity users that have access to electricity over weekends (100% = 1)	1	1	1	1	1	1

With the exception of Warden, Eskom distributes electricity throughout the region. Although the distribution of electricity is seen as an additional source of income to the council, the network within Warden is old and in desperate need of repair, the proper metering of this service will also need to be attended to. The Objectives below therefore reflect the Phumelela Municipality's obligations and capacity to respond to the above-mentioned needs. Actual expansion of access to electricity is primarily the responsibility of Eskom.

Vote 12

Electricity	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Service Charges				
ELECTRICITY: RESIDENTIAL	951 981	1 500 000	1 875 000	2 343 750
ELECTRICITY: BUSINESS	1 087 556	1 375 000	1 718 750	2 148 438
ELECTRICITY: BULK SALES	2 191 460	3 125 000	3 906 250	4 882 813
Total Service Charges	4 230 996	6 000 000	7 500 000	9 375 000
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	117 894	126 000	132 300	138 915
Total Interest Earned - Outstanding Debtors	117 894	126 000	132 300	138 915
Transfers Recognised – Operational				
EQUITABLE SHARE	10 044 640	10 546 872	11 074 216	11 627 926
INTEGRATED NATIONAL ELECTRIFICATION GRANT: DM – ELECTRICITY	720 000	2 000 000	0	0
	0	0	0	0
Total Transfers Recognised – Operational	10 764 640	12 546 872	11 074 216	11 627 926
Other Revenue				
CONNECTION FEES	132 131	105 000	110 250	115 763
Total Other Revenue	132 131	105 000	110 250	115 763
Income Foregone				
FREE ELECTRICITY	-1 082 685	-1 100 000	-1 375 000	-1 718 750
Total Income Foregone	-1 082 685	-1 100 000	-1 375 000	-1 718 750
Total Operating Revenue	14 162 976	17 677 872	17 441 766	19 538 854

Electricity	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING EXPENDITURE				
Debt Impairment				
CONTR. DOUBTFUL DEBTS	200 004	210 000	220 500	231 525
Total Debt Impairment	200 004	210 000	220 500	231 525
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	1 470 000	1 543 500	1 620 675
Total Depreciation	0	1 470 000	1 543 500	1 620 675
Repairs And Maintenance				
STREET LIGHTS	433 727	630 000	661 500	694 575
ELECTRICITY NETWORK	0	472 500	496 125	520 931
TOOLS & EQUIPMENT	378	5 250	5 513	5 788
VEHICLES & EQUIPMENT	350	5 250	5 513	5 788
Total Repairs And Maintenance	434 454	1 113 000	1 168 650	1 227 083
Bulk Purchases				
ELECTRICITY	7 341 591	9 375 000	11 718 750	14 648 438
Total Bulk Purchases	7 341 591	9 375 000	11 718 750	14 648 438
Contracted Services				
MAINTENANCE CONTRACTS	156 156	182 175	191 284	200 848
Total Contracted Services	156 156	182 175	191 284	200 848
General Expenses – Other				
TELEPHONE	51 416	43 050	45 203	47 463
CONTR. COMPENSATION FUND	0	8 400	8 820	9 261
EXPENSES: GRANT - DME	21 317	0	0	0
Total General Expenses – Other	72 732	51 450	54 023	56 724

Electricity	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Total Operating Expenditure	8 204 937	12 401 625	14 896 706	17 985 292

FUNDED PROJECTS

Department	Funding Source	Capital Projects	Funding CURRENT YEAR	Budget Year 2010/2011 Budget	MIG	Prov Gov
	Category			R		
Street Lighting	Electricity reticulation	MIG	High Mast Lighting Thembalihle	3 000 000	3 000 000	-

CEMETERIES

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Community and Social Services, Cemeteries and Crematoriums									
Basic Services and Infrastructure	Objective 6.1: To provide and maintain sufficient cemeteries and facilities in all urban areas within the next year	An improved cemetery maintenance system developed and implemented	Improvement of the cemetery maintenance system, considering budget constraints = 1	0				1	1

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Basic Services and Infrastructure		Develop new sites for cemeteries in 2 areas	Develop new sites for cemeteries in 2 areas: Warden and Vrede (2010/11)	0				2	2

Vote 5

Cemeteries	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
CEMETERY FEES	153 629	183 750	192 938	202 584
OPERATING EXPENDITURE				
Employee Related Costs – Salaries				
SALARIES	326 194	354 806	384 965	417 687
LEAVE BONUS	41 761	30 207	32 775	35 561
OVERTIME	26 895	23 870	25 899	28 100
Total Employee Related Costs – Salaries	394 849	408 884	443 639	481 348
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	315	314	341	370
CONTR. MEDICAL AID	4 235	3 601	3 907	4 240
CONTR. PENSION FUND	60 154	64 114	69 563	75 476

Cemeteries	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
CONTR. UIF	3 922	3 548	3 850	4 177
SKILLS DEVELOPMENT LEVY	3 675	3 548	3 850	4 177
Total Employee Related Costs - Social Contr.	72 302	75 125	81 511	88 440
Repairs And Maintenance				
LAND & BUILDINGS	226 160	237 467	249 341	261 808
TOOLS & EQUIPMENT	33 504	26 250	27 563	28 941
VEHICLES & EQUIPMENT	0	0	0	0
Total Repairs And Maintenance	259 664	263 717	276 903	290 749
General Expenses – Other				
RENTAL: EQUIPMENT	417 684	239 400	251 370	263 939
PAUPER BURIALS	16 482	42 000	44 100	46 305
STOCK & MATERIAL	1 661	3 150	3 308	3 473
CONTR. COMPENSATION FUND	0	10 500	11 025	11 576
Total General Expenses – Other	435 827	295 050	309 803	325 293
Transfers & Grants				
CONTR. LEAVE RESERVE	10 464	10 988	11 537	12 114
Total Transfers & Grants	10 464	10 988	11 537	12 114
Total Operating Expenditure	1 173 105	1 053 764	1 123 393	1 197 943

DISASTER AND ENVIRONMENTAL HEALTH

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Public Safety, Other									
Basic Services and Infrastructure	Objective 9.1: To provide local assistance with the alleviation of disasters	Local assistance provided for the alleviation of disasters	Updating / review of the Disaster Management Strategy	0				1	1
Basic Services and Infrastructure	Objective 9.2: To promote a safe and secure environment	Promote environmental awareness	Community education initiatives and awareness campaigns	0	1	1	1	1	4

Vote 1: General Expenses

General Expenses – Other	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
DISASTER MANAGEMENT	141 410	105 000	110 250	115 763

SPORT AND RECREATION

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Sport and Recreation									
Basic Services and Infrastructure	Objective 11.1: To develop and implement a Municipal Sports Development Programme	<p>Sports Development Programme developed and implemented</p> <p>Sports Development Programme developed and implemented</p> <p>Organizing of sports in the area</p> <p>Vandalized sport facilities to be upgraded.</p> <p>Priority: Soccer sport fields; upgrading and fenced in</p> <p>Establishment of sport association.</p> <p>Better organizing of such associations. All areas to be covered. Engage all participants to take ownership of sport facilities.</p> <p>Place caretakers at the sport facilities that were repaired and/or upgraded</p> <p>Functionality of the Sport Council</p> <p>Group 5 has been requested to refurbish the sport facilities in Thembahihle. Proposal already submitted.</p> <p>Look for funding through sector departments or other donors.</p>	<p>2010/11: Sport Council is functional; sport associations in each town established. Integration of sport facilities and codes in the Municipality. Funding could then be sought through the structures.</p> <p>Sport Council established (1) + Sport associations in all town established (1) + sport facilities and codes integrated (1) = 3</p>	0				3	3
Basic Services and	Objective 11.2: Utilisation of the local Sports Council. (Sectoral	Co-ordinate and promote local sports development and	Relates to the indicators in Objective 11.1	0				3	3

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Infrastructure	Initiative – Sports, Art and Culture)	maintenance of facilities							
Basic Services and Infrastructure	Objective 11.3: To effectively manage library services	Management of libraries 5 Libraries: Vrede, Warden (on in Ezenzeleni, Thembahihle, Memel). One in Memel need to be upgraded.	Uninterrupted and effective management and operations of libraries in the municipal area = 1	1	1	1	1	1	1
Basic Services and Infrastructure	Objective 11.4: To maintain parks and other recreational facilities	Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget	Effective maintenance of all existing parks and recreational facilities in the municipal area = 1	1				1	1

Vote 7

Financial Year 2009/10
(Unaudited - Adjusted)

Financial Year 2010/11
(Projected - Budgeted)

Financial Year 2011/12
(Projected)

Financial Year 2012/13
(Projected)

OPERATING EXPENDITURE

Employee Related Costs – Salaries

SALARIES	1 117 740	1 247 750	1 353 809	1 468 882
LEAVE BONUS	137 871	99 820	108 305	117 511
OVERTIME	19 077	18 445	20 013	21 714

	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
STANDBY ALLOWANCE	2 322	2 438	2 645	2 870
TELEPHONE ALLOWANCE	0	0	0	0
SALARIES: TEMPORARY WORKERS	0	0	0	0
Total Employee Related Costs – Salaries	1 277 010	1 368 453	1 484 771	1 610 977
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	1 148	1 302	1 413	1 533
CONTR. MEDICAL AID	23 933	23 870	25 899	28 100
CONTR. PENSION FUND	199 313	200 725	217 787	236 298
CONTR. UIF	12 639	14 105	15 304	16 605
SKILLS DEVELOPMENT LEVY	11 855	13 020	14 127	15 327
Total Employee Related Costs - Social Contr.	248 887	253 022	274 529	297 864
Repairs And Maintenance				
TOOLS & EQUIPMENT	7 388	8 400	8 820	9 261
VEHICLES & EQUIPMENT	39 204	37 800	39 690	41 675
Total Repairs And Maintenance	46 592	46 200	48 510	50 936
Bulk Purchases				
ELECTRICITY	13 502	12 600	13 230	13 892
Total Bulk Purchases	13 502	12 600	13 230	13 892
General Expenses – Other				
FUEL & OIL	77 532	68 250	71 663	75 246
PRINTING & STATIONERY	0	0	0	0
SEED AND PLANTS	0	10 500	11 025	11 576
STOCK & MATERIAL	390	1 050	1 103	1 158
CONTR. COMPENSATION FUND	0	13 125	13 781	14 470
Total General Expenses – Other	77 922	92 925	97 571	102 450
Transfers & Grants				
CONTR. LEAVE RESERVE	41 520	43 592	45 771	48 060
CONTR. EX INCOME	0	0	0	0
Total Transfers & Grants	41 520	43 592	45 771	48 060
Total Operating Expenditure	1 705 432	1 816 792	1 964 383	2 124 177

Vote 5, Libraries

Libraries	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Fines				
LIBRARY FINES	686	630	662	695
Total Fines	686	630	662	695
Transfers Recognised - Operational				
EQUITABLE SHARE	919 740	965 727	1 014 013	1 064 714
Total Transfers Recognised - Operational	919 740	965 727	1 014 013	1 064 714
Total Operating Revenue	920 426	966 357	1 014 675	1 065 409
OPERATING EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	601 124	672 700	729 880	791 919
LEAVE BONUS	74 057	56 058	60 823	65 992
OVERTIME	0	0	0	0
SALARIES: TEMPORARY WORKERS	0	0	0	0
ACTING ALLOWANCE	19 519	16 275	17 658	19 159
Total Employee Related Costs - Salaries	694 700	745 033	808 360	877 071
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	461	543	589	639
CONTR. MEDICAL AID	40 321	41 556	45 088	48 920
CONTR. PENSION FUND	103 929	114 142	123 844	134 371

Libraries	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
CONTR. UIF	6 719	6 727	7 299	7 919
SKILLS DEVELOPMENT LEVY	6 473	6 727	7 299	7 919
Total Employee Related Costs - Social Contr.	157 903	169 694	184 118	199 768
Repairs And Maintenance				
LAND & BUILDINGS	0	1 500	1 575	1 654
TOOLS & EQUIPMENT	60	1 050	1 103	1 158
Total Repairs And Maintenance	60	2 550	2 678	2 811
Bulk Purchases				
ELECTRICITY	9 459	7 350	7 718	8 103
Total Bulk Purchases	9 459	7 350	7 718	8 103
General Expenses - Other				
PRINTING & STATIONERY	116	1 575	1 654	1 736
PUBLICITY	0	5 250	5 513	5 788
STOCK & MATERIAL	8 304	5 250	5 513	5 788
TELEPHONE	23 916	30 450	31 973	33 571
TRAINING	0	1 050	1 103	1 158
TRAVEL & SUBSISTANCE	0	2 100	2 205	2 315
CONTR. COMPENSATION FUND	0	10 500	11 025	11 576
Total General Expenses - Other	32 336	56 175	58 984	61 933
Transfers & Grants				
CONTR. LEAVE RESERVE	20 880	21 918	23 014	24 164
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	20 880	21 918	23 014	24 164
Total Operating Expenditure	915 337	1 002 719	1 084 871	1 173 851

FUNDED PROJECT

Department	Funding Source	Capital Projects	Funding CURRENT YEAR			
			Budget Year 2010/2011 Budget			
	Category		R	MIG	Prov Gov	
Parks	Sport Facilities	MIG	Vrede Sport Facilities	1 000 000	1 000 000	-

SAFETY & SECURITY

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Public Safety, No Split									
Basic Services and Infrastructure	Goal 12.1: To develop a Business Plan to resource and implement a Community Safety Plan	Business Plan to resource and implement a Community Safety Plan formulated	Business Plan finalised = 1 Community Safety Plan formulated = 1	0		1		1	2
Basic Services and Infrastructure	Goal 12.2: To support law-enforcement agencies to combat crime in the Phumelela local area	Safety and security related services provided in order to enhance law enforcement	Grass cutting/herbicide spraying in all public areas = 1	0		1		1	1
			Street and area lighting maintained = 1		1	1	1	1	1
			Public trees pruning plan developed and implemented = 1					1	1
Basic Services and Infrastructure	Goal 12.3: To establish a municipal law enforcement function	Municipal law enforcement established	Filling of budgeted vacancies for Law Enforcement function					1	1
Basic Services and Infrastructure									

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Basic Services and Infrastructure									
Basic Services and Infrastructure									

Vote 6

Traffic	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Fines				
TRAFFIC FINES	74 853	441 000	463 050	486 203
Total Fines	74 853	441 000	463 050	486 203
Total Operating Revenue	74 853	441 000	463 050	486 203

OPERATING EXPENDITURE

Employee Related Costs – Salaries
SALARIES

135 600	147 126	159 632	173 200
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Traffic	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
LEAVE BONUS	0	13 020	14 127	15 327
OVERTIME	53 442	43 400	47 089	51 092
STANDBY ALLOWANCE	30 712	32 248	34 989	37 963
Total Employee Related Costs – Salaries	219 754	235 794	255 836	277 582
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	39	109	118	128
CONTR. MEDICAL AID	2 552	0	0	0
CONTR. PENSION FUND	19 827	19 530	21 190	22 991
CONTR. UIF	1 470	1 519	1 648	1 788
SKILLS DEVELOPMENT LEVY	2 009	2 170	2 354	2 555
Total Employee Related Costs - Social Contr.	25 898	23 328	25 310	27 462
General Expenses – Other				
PRINTING & STATIONERY	8 979	12 600	13 230	13 892
PROTECTIVE CLOTHING	8 913	6 300	6 615	6 946
TELEPHONE	3 929	4 200	4 410	4 631
TRAVEL & SUBSISTANCE	1 658	2 310	2 426	2 547
VEHICLE LEASE	25 736	120 000	126 000	132 300
Total General Expenses – Other	49 214	145 410	152 681	160 315
Total Operating Expenditure	294 865	404 531	433 827	465 359

LOCAL ECONOMIC DEVELOPMENT

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarte r 1	Quarte r 2	Quarte r 3	Quarte r 4	Annual Perfor mance Report
GFS link: Planning and Development									
Local Economic Development	To annually review the LED Strategy and align the LED Implementation Plan with the revisions	Annual review of the LED Strategy	Compilation of LED Strategy	0		1			1
Local Economic Development		Annual alignment of the LED Implementation Plan with the reviewed Strategy	Alignment of LED Implementation Plan with Strategy	0		1			1
Local Economic Development	To communicate LED strategies in the LED Annual Implementation Plan through the LED Forum, IGR Forum and the IDP / Budget engagement processes	Annual discussions and deliberations regarding LED strategies and projects through the LED Forum, IGR Forum and the IDP / Budget engagement processes	Quarterly meetings of LED forums	0	1	1	1	1	4
Local Economic Development	To establish and effectively utilize a local LED Forum	Co-ordinate and facilitate efforts for the establishment of a local LED Forum. Formulate a clear mandate for the LED Forum	Establishment of Local LED Forum	0				1	1
Local Economic Development	To finalise a Poverty Alleviation Programme for the Phumelela Municipality	Review of a comprehensive Poverty Alleviation Programme	Reviewed Poverty Alleviation Programme finalised	0		1			1

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Local Economic Development	To revive the railway lines between Vrede and Standerton and between Warden and Harrismitn	Initial feasibility studies and engagement of sector institutions	Feasibility Study finalised	0				1	1
Local Economic Development	To incorporate targets set by national government for SMME and BBBEE involvement in the purchasing business of municipalities into the municipal monitoring and evaluation system	Utilisation of municipal procurement systems and processes to promote BBBEEs and SMMEs	Finalisation of targets to promote BBBEEs and SMMEs in municipal SCM planning documents	0		1			1
Local Economic Development	To ensure effective co-ordination and organizing of tourism promotion initiatives through the formulation and adoption of a comprehensive <i>Tourism Promotion Plan</i>	To maximise the potential of tourism within the area it is important that there is a coordinated approach in planning and developing the tourism industry. This will limit duplication and strengthen existing efforts. Cultural tourism attraction: The cultural diversity of the area, coupled to the increase in international cultural interest should be exploited as integral part of the tourism effort.	Finalisation of a Tourism Promotion Plan	0		1			1

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Local Economic Development	To complete the branding of the municipality and engage in comprehensive annual marketing	Branding of the Municipality	Number of branding campaigns	1				1	1
Local Economic Development		Develop a pamphlet that contains the background and history of Phumelela (Anglo Boer War, New Zealand soldiers burial site, bushmen art)	Pamphlets prepared and available	0		1			1

The LED function has been funded through a variety of Votes on the Municipality's operating budget.

Roads-Public Works	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
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POVERTY ALLEVIATION
PUBLICITY

4 050	52 500	55 125	57 881
0	5 250	5 513	5 788

The human resources cost associated with the LED function are provided for under Vote 2 (Office of the Municipal Manager). In general, however, the budget provision made for the LED function is not projected to be adequate. It must also be considered, however, that a sizable portion of the costs associated with the function will be covered by sector institutions and departments.

LAND DEVELOPMENT AND LAND REFORM

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Local Economic Development	Objective 8.1: To promote sustainable land development	Sustainable Land Development	Officials appointed	0	1				
Local Economic Development	Objective 8.2: To support the national and provincial government in realizing the objective of transferring 30% of agriculture land to HDIs by 2014	Support Land Redistribution initiatives of Government	Identification of suitable land for redistribution; as and when required = 1	1	1	1	1	1	1
Local Economic Development	Objective 8.3: To provide support in to the Provincial Department of Local Government and Housing in delivering houses to the community of the Phumelela area	Support the Provincial Department to identify land for housing	Support as and when required = 1	1	1	1	1	1	1
Local Economic Development	Objective 8.4: To ensure sustainable land development, transport and housing planning in line with the Spatial Development Framework	Review of the SDF	Approval of reviewed SDF	0	1				1

Commonage	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Rent Of Facilities And Equipment				
RENT: AUCTION	17 015	11 910	12 506	13 131
RENT: CAMPS	3 375	6 300	6 615	6 946
RENT: FARMS	177 840	124 488	130 712	137 248
RENT: PLOTS	157 857	164 243	172 455	181 078
Total Rent Of Facilities And Equipment	356 087	306 941	322 288	338 403
Total Operating Revenue	356 087	306 941	322 288	338 403
EXPENDITURE				
Repairs And Maintenance				
LAND & BUILDINGS	0	10 500	11 025	11 576
Total Repairs And Maintenance	0	10 500	11 025	11 576
General Expenses - Other				
FUEL & OIL	0	2 100	2 205	2 315
STOCK & MATERIAL	0	0	0	0
Total General Expenses - Other	0	2 100	2 205	2 315
Total Operating Expenditure	0	12 600	13 230	13 892

FINANCIAL VIABILITY AND MANAGEMENT

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarte r 1	Quarte r 2	Quarte r 3	Quarte r 4	Annual Perfor mance Report
GFS link: Finance and Admin, Finance									
Financial Viability and Management	Objective 10.7: To improve the financial viability of the Municipality	Increase the operational cash flows of the Municipality by 15%	Sustained improvement in cash flow situation of the Municipality = 1	0	1	1	1	1	1
Financial Viability and Management	Objective 10.8: To improve the financial management of the Municipality	Financial record-keeping, compliance and management improved	Updating of financial record-keeping system	0				1	1
Financial Viability and Management			Accounting system upgraded	0				1	1
Financial Viability and Management			Policy Register regularly update	0				1	1
Financial Viability and Management		Upgrade / improve the debt control / debt collection capacity of the Municipality	Effective writing-off of debts, in accordance with the guiding policy (Identified irrecoverable debts written off = 1)	0		1 (R20 million)		1	1
Financial Viability and Management		Purification of indigent records	Complete purification of indigent records = 1	0				1	1
Financial Viability and Management	Objective 10.9: To undertake a comprehensive financial turnaround strategy	A comprehensive financial turnaround strategy developed and implemented	Financial Turnaround Strategy part of Municipality Turnaround Strategy (Targets in Turnaround Strategy related to Finance = 1)	0		1			1
Financial Viability and Management		Implementation of Credit control policy approved by Council	Credit control policy approved. Implmenetation to commenced in 2009/10. Revised in 2010/11 and a by-law is currntly prepared to empower the municipality act to the outside. (Revied credit control policy)	1	1				1

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Financial Viability and Management	Objective 10.10: To formalize audit and risk systems and procedures in the Municipality	Annual Financial Statements completed and submitted as legislatively prescribed	Submission of Annual Financial Statements as required in terms of the MFMA	1	1				1
Financial Viability and Management		Risks are identified, evaluated and managed	Risk Management Plan reviewed	1				1	1
Financial Viability and Management		Conduct the legislatively prescribed functions of the audit committee	Shared function with Local Advertise for audit committee members	0				1	1
Financial Viability and Management									
Financial Viability and Management									
Financial Viability and Management	Objective 10.11: To implement an asset management system	Asset maintenance and management plan developed and implemented	Asset acquisition and disposal policy approved	0		1			1
Financial Viability and Management	Objective 10.12: To implement and execute the Property rates Act	Property Rates Act implemented	Property Rates Act implemented according to legislative requirements = 1	0		1	1	1	1

Vote 1, CFO

Chief Financial Officer	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Grant COGTA – CFO	111 583	472 625	512 798	556 386
EXPENDITURE				
Employee Related Costs – Salaries				
MANAGER'S SALARY	0	325 500	353 168	383 187
MANAGER'S LEAVE BONUS	0	27 125	29 431	31 932
MANAGER'S TRAVEL & CAR ALLOWANCE	0	120 000	130 200	141 267
Total Employee Related Costs – Salaries	0	472 625	512 798	556 386

Vote 2, Finance

Finance: Finance	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Interest Earned - External Investments				
INTEREST: CURRENT ACCOUNT	7 344	31 500	33 075	34 729
INTEREST: INVESTMENT	38 391	84 000	88 200	92 610
Total Interest Earned - External Investments	45 735	115 500	121 275	127 339
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	520 395	0	0	0

Finance: Finance	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Total Interest Earned - Outstanding Debtors	520 395	0	0	0
Licenses & Permits				
CLEARANCE CERTIFICATES	11 571	12 600	13 230	13 892
VALUATION CERTIFICATE	2 124	2 625	2 756	2 894
Total Licenses & Permits	13 695	15 225	15 986	16 786
Transfers Recognised – Operational				
EQUITABLE SHARE	34 748 493	43 021 288	46 967 899	50 000 000
GRANT: FMG	2 750 000	3 000 000	1 250 000	1 250 000
GRANT: DBSA - RECOVERY PLAN	1 238 498	1 000 000	1 000 000	1 000 000
GRANT: PROV GOV - RECOVERY PLAN	1 500 000	1 500 000	1 500 000	1 500 000
Total Transfers Recognised – Operational	40 236 991	48 521 288	50 717 899	53 750 000
Other Revenue				
COLLECTING FEES	15 825	18 900	19 845	20 837
TELEPHONE PERSONNEL	1 412	2 625	2 756	2 894
PHOTOCOPIES	0	525	551	579
SUNDRY INCOME	11	525	551	579
EXCEEDING FEES	84	105	110	116
Total Other Revenue	17 332	22 680	23 814	25 005
Total Operating Revenue	40 834 148	48 674 693	50 878 974	53 919 129
OPERATING EXPENDITURE				
Employee Related Costs – Salaries				
SALARIES	981 124	1 032 920	1 120 718	1 215 979
LEAVE BONUS	106 612	86 800	94 178	102 183
OVERTIME	30 443	29 295	31 785	34 487
SALARIES: TEMPORARY WORKERS	496 866	542 500	588 613	638 645
GRATUITY	91 268	66 017	71 628	77 717

Finance: Finance	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
ACTING ALLOWANCE	66 022	86 800	94 178	102 183
HOUSING ALLOWANCE	15 028	16 275	17 658	19 159
Total Employee Related Costs – Salaries	1 787 362	1 860 607	2 018 758	2 190 353
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	529	543	589	639
CONTR. GROUP INSURANCE	2 103	2 387	2 590	2 810
CONTR. MEDICAL AID	32 236	34 720	37 671	40 873
CONTR. PENSION FUND	135 651	141 050	153 039	166 048
CONTR. UIF	10 430	10 850	11 772	12 773
SKILLS DEVELOPMENT LEVY	11 520	14 105	15 304	16 605
Total Employee Related Costs - Social Contr.	192 470	203 655	220 965	239 747
Repairs And Maintenance				
FURNITURE & EQUIPMENT	72 834	36 750	38 588	40 517
Total Repairs And Maintenance	72 834	36 750	38 588	40 517
Contracted Services				
MAINTENANCE CONTRACTS	21 969	304 500	319 725	335 711
Total Contracted Services	21 969	304 500	319 725	335 711
Transfers and Grants				
OFFICE OF THE MAYOR	694 000	728 700	765 135	803 392
LIBRARY	919 740	965 727	1 014 013	1 064 714
SOLID WASTE	6 757 191	7 095 051	7 449 803	7 822 293
SEWERAGE	6 428 684	6 750 118	7 087 624	7 442 005
ELECTRICITY DISTRIBUTION	10 044 640	10 546 872	11 074 216	11 627 926
WATER DISTRIBUTION	7 766 398	8 154 718	8 562 454	8 990 576
Total Transfers & Grants	32 610 653	34 241 186	35 953 245	37 750 907
General Expenses – Other				

Finance: Finance	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
ADVERTISEMENTS	1 125	2 100	2 205	2 315
AUDIT FEES	1 028 309	701 400	736 470	773 294
BANK FEES	213 863	241 500	253 575	266 254
ENTERTAINMENT	0	0	0	0
RENTAL: COMPUTERS	0	136 500	143 325	150 491
RENTAL: EQUIPMENT	1 250 240	1 155 000	1 212 750	1 273 388
RENTAL: COPIERS	108 833	126 000	132 300	138 915
INSURANCE	515 442	525 000	551 250	578 813
INTEREST: BANK OVERDRAFT	425 106	525 000	551 250	578 813
POSTAGE	264 779	304 500	319 725	335 711
PRINTING & STATIONERY	153 012	168 000	176 400	185 220
PROFESSIONAL SERVICES	0	0	0	0
REFRESHMENTS	3 987	4 200	4 410	4 631
TELEPHONE	122 801	105 000	110 250	115 763
TRAVEL & SUBSISTANCE	82 623	54 600	57 330	60 197
STOCK & MATERIAL	0	0	0	0
CONTR. COMPENSATION FUND	92 196	21 000	22 050	23 153
EXPENSES: FMG	2 429 952	2 887 500	3 031 875	3 183 469
EXPENSES: GRANT - DBSA/PROV	771 633	1 300 423	1 365 444	1 433 716
EXPENSES: GRANT - PROV GOV (RECOVERY)	0	0	0	0
Total General Expenses – Other	7 463 898	8 257 723	8 670 609	9 104 139
Transfers & Grants				
CONTR. LEAVE RESERVE	40 536	42 560	44 688	46 922
CONTR. EX INCOME	0	0	0	0
CONTR. CAPITAL DEVELOPMENT FUND				
WORKING CAPITAL	0	0	0	0
Total Transfers & Grants	40 536	42 560	44 688	46 922
OPERATING EXPENDITURE	42 189 722	44 946 980	47 266 578	49 708 297

Vote 2, Property Rates

REVENUE	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Property Rates				
ASSESSMENT RATES	2 389 971	2 499 000	2 623 950	2 755 148
ASSESSMENT RATES: FARMS	0	3 243 100	4 053 875	4 256 569
ADMIN FEES: VREDE MARINA	39 357	42 000	44 100	46 305
Total Property Rates	2 429 328	5 784 100	6 721 925	7 058 021
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	394 160	551 823	579 414	608 385
Total Interest Earned - Outstanding Debtors	394 160	551 823	579 414	608 385
OPERATING REVENUE	2 823 488	6 335 923	7 301 339	7 666 406
EXPENDITURE				
Debt Impairment				
CONTR. DOUBTFUL DEBTS	200 004	1 446 025	1 680 481	1 764 505
Total Debt Impairment	200 004	1 446 025	1 680 481	1 764 505
OPERATING EXPENDITURE	200 004	1 446 025	1 680 481	1 764 505

Vote 3, Town Planning

Town Planning	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
BUILDING FEES	8 104	10 500	11 025	11 576
EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	171 883	197 470	214 255	232 467
LEAVE BONUS	12 539	16 275	17 658	19 159
HOUSING ALLOWANCE	10 528	11 423	12 394	13 447
Total Employee Related Costs - Salaries	194 949	225 168	244 307	265 073
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	79	65	71	77
CONTR. PENSION FUND	17 911	19 530	21 190	22 991
CONTR. UIF	1 782	1 790	1 942	2 108
SKILLS DEVELOPMENT LEVY	1 890	1 790	1 942	2 108
Total Employee Related Costs - Social Contr.	21 662	23 176	25 146	27 283
Repairs And Maintenance				
TOOLS & EQUIPMENT	18 348	21 000	22 050	23 153
Total Repairs And Maintenance	18 348	21 000	22 050	23 153
General Expenses - Other				
RENTAL: EQUIPMENT	0	31 500	33 075	34 729
POSTAGE	0	525	551	579
PRINTING & STATIONERY	2 753	10 500	11 025	11 576
REFRESHMENTS	1 254	1 575	1 654	1 736
STOCK & MATERIAL	1 572	2 100	2 205	2 315
EXPENSES: GRANT - TOWN PLANNING	63 750	44 625	46 856	49 199
Total General Expenses - Other	69 329	90 825	95 366	100 135

Town Planning	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Transfers & Grants				
CONTR. LEAVE RESERVE	3 216	3 371	3 539	3 716
Total Transfers & Grants	3 216	3 371	3 539	3 716
Total Operating Expenditure	307 504	363 539	390 408	419 359

INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Finance and Admin, Human Resources, Other Admin									
Institutional Transformation and Development	Objective 10.1: To review and populize the organizational structure of the Municipality based on the requirements of the IDP and institutional affordability	Review of the organizational structure Revised staff establishment (June 2009)	Annual review of the organisational structure	1				1	1
Institutional Transformation and Development		Filling of key vacancies, based on the requirements of the Employment Equity Plan	The following posts are identified as key vacancies that needs to be filled subject to availability of funds 100% of identified posts filled = 1 CFO (2010/11) Payroll / Salaries Clerk (filled according to availability of funds)	0		1			1

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
			Registry Clerk (filled according to availability of funds) HR Officer (filled according to availability of funds) Technical Officer: Memel (filled according to availability of funds) Admin Officer/secretary to the Mayor (filled according to availability of funds) Electrician (filled according to availability of funds)						
Institutional Transformation and Development		Review of the Employment Equity Plan	Annual review of the Employment Equity Plan	1				1	1
Institutional Transformation and Development	Objective 10.2: To review and implement the Workplace Skills Plan	Review of the Workplace Skills Plan	Workplace Skills Plan submitted on Review of Skills Plan (2010/11)	1		1			1
Institutional Transformation and Development	Objective 10.3: To compile and implement an HR Strategy	Review of the HR Strategy	Annual review of the HR Strategy	Compiled and approved				1	1

Vote 1, Manager Corporate Services

Manager Corporate Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
EXPENDITURE				
Employee Related Costs – Salaries				
MANAGER'S SALARY	254 403	325 500	353 168	383 187
MANAGER'S LEAVE BONUS	0	26 653	28 919	31 377
MANAGER'S TRAVEL & CAR ALLOWANCE	185 800	156 240	169 520	183 930
Total Employee Related Costs – Salaries	440 203	508 393	551 606	598 493

Vote 2, Corporate Services

Corporate Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Transfers Recognised – Operational				
GRANT: MSIG	735 000	750 000	790 000	790 000
Total Transfers Recognised – Operational	735 000	750 000	790 000	790 000
SETA: TRAINING REFUND	99 785	0	0	0
OPERATING REVENUE	834 785	750 000	790 000	790 000

Corporate Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
EXPENDITURE				
Employee Related Costs – Salaries				
SALARIES	835 840	629 300	682 791	740 828
LEAVE BONUS	47 248	52 441	56 899	61 735
OVERTIME	365	1 085	1 177	1 277
TRAVEL & CAR ALLOWANCE	24 251	26 311	28 548	30 974
Total Employee Related Costs – Salaries	907 704	709 138	769 414	834 814
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	236	434	471	511
CONTR. GROUP INSURANCE	3 091	4 340	4 709	5 109
CONTR. MEDICAL AID	21 778	26 040	28 253	30 655
CONTR. PENSION FUND	78 786	86 800	94 178	102 183
CONTR. UIF	6 810	11 579	12 563	13 631
SKILLS DEVELOPMENT LEVY	12 894	15 162	16 451	17 849
Total Employee Related Costs - Social Contr.	123 596	144 355	156 625	169 938
Repairs And Maintenance				
FURNITURE & EQUIPMENT	8 504	10 500	11 025	11 576
Total Repairs And Maintenance	8 504	10 500	11 025	11 576
General Expenses – Other				
EXPENSES: GRANT - THETHA LEARNERS	272 700	0	0	0
MAINTENANCE CONTRACT	2 228	3 150	3 308	3 473
BOOKS & ORDINANCES	2 220	3 150	3 308	3 473
FUEL & OIL	29 100	42 000	44 100	46 305
POSTAGE	8 319	6 300	6 615	6 946
PRINTING & STATIONERY	28 646	14 700	15 435	16 207
REFRESHMENTS	4 529	1 050	1 103	1 158
STOCK & MATERIAL	4 976	5 250	5 513	5 788
TELEPHONE	98 406	84 000	88 200	92 610

Corporate Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
TRAINING	101 877	15 750	16 538	17 364
TRAVEL & SUBSISTANCE	111 722	126 000	132 300	138 915
CONTR. COMPENSATION FUND	0	15 750	16 538	17 364
EXPENSES: MSIG	326 112	750 000	790 000	790 000
Total General Expenses – Other	990 833	1 067 100	1 122 955	1 139 603
Transfers & Grants				
CONTR. LEAVE RESERVE	38 040	39 944	41 941	44 038
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	38 040	39 944	41 941	44 038
OPERATING EXPENDITURE	2 068 677	1 971 037	2 101 961	2 199 970

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
GFS link: Executive and Council									
Good Governance & Public Participation	Objective 10.4: To facilitate intergovernmental dialogue and co-operation with relevant Local, national and provincial institutions	Utilization of Intergovernmental Engagement Structures and Forums	Engage with relevant IG Forums and structures to streamline their functioning Municipal Managers' Forum	0				1	1

Key Performance Area	IDP Strategic Objective	Key Performance Indicator	Unit of measurement	Base-line	Key Performance Target				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Performance Report
Good Governance & Public Participation	Objective 10.5: Implementation and annual review of the Performance Management System (PMS)	Finalizing the implementation of the organizational and individual PMS Finalised. To be reviewed	PMS Review finalised	0		1			1
Good Governance & Public Participation			Review of the Performance Plans and Performance Contracts of section 57 managers	1	1				1
Good Governance & Public Participation			Evaluation of the performance of section 57 managers	1		1		1	2
Good Governance & Public Participation			Compilation of the Municipal and Departmental SDBIPs	1	1				1
Good Governance & Public Participation			Quarterly performance report to Council	4	1	1	1	1	4
Good Governance & Public Participation			Mid-year organizational performance evaluation				1		1
Good Governance & Public Participation		Annual performance evaluation and reporting	Annual Performance Report, Annual Report and Oversight Report	3				3	3
Good Governance & Public Participation	Objective 10.6: To ensure that the Municipality's regulatory framework is finalized to facilitate legislative compliance in the manner in which the Municipality is governed and managed	Legislatively compliant municipal governance and administration	Batho Pele implementation programme developed	0				1	1

Vote 1, Mayor & Council

Councillors	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
EQUITABLE SHARE: COUNCILLORS' SALARIES	694 000	728 700	765 135	803 392
GRANT: SOCIAL DEVELOPMENT	1 290 000	0	0	0
GRANT: LOCAL MUNICIPALITY	0	0	0	0
Total Transfers Recognised - Operational	1 984 000	728 700	765 135	803 392
EXPENDITURE				
Remuneration Of Councillors				
COUNCILLORS' ALLOWANCE	1 457 513	1 761 376	1 911 093	2 073 536
COUNCILLORS' TRAVEL ALLOWANCE	485 837	541 958	588 024	638 006
COUNCILLORS' CELL PHONE ALLOWANCE	124 535	150 472	163 262	177 140
MAYOR'S ALLOWANCE	287 285	451 638	490 027	531 679
MAYOR'S TRAVEL ALLOWANCE	130 809	150 546	163 342	177 226
MAYOR'S CELL PHONE ALLOWANCE	16 124	18 554	20 131	21 842
SKILLS DEVELOPMENT LEVY	21 246	30 745	33 359	36 194
Total Remuneration Of Councillors	2 523 348	3 105 288	3 369 238	3 655 623
Repairs And Maintenance				
FURNITURE & EQUIPMENT	1 717	1 803	1 893	1 988
VEHICLES & EQUIPMENT	8 597	9 026	9 478	9 952
Total Repairs And Maintenance	10 314	10 829	11 371	11 939
Interest Expense - External Borrowings				
INTEREST: EXTERNAL	130 000	136 500	143 325	150 491
Total Interest Expense - External Borrowings	130 000	136 500	143 325	150 491

General Expenses – Other	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
ADVERTISEMENTS	103 618	147 000	154 350	162 068
BURSARY FUND	41 954	105 000	110 250	115 763
COLLECTION COSTS	1 225	2 100	2 205	2 315
DISASTER MANAGEMENT	141 410	105 000	110 250	115 763
MAYOR ENTERTAINMENT	24 029	25 230	26 491	27 816
FUEL & OIL	64 293	26 250	27 563	28 941
HIV/AIDS PROGRAMME	2 250	1 575	1 654	1 736
LEGAL FEES	173 666	262 500	275 625	289 406
LEGISLATION	0	2 100	2 205	2 315
MEMBERSHIP FEES	108 200	113 610	119 291	125 255
PENSIONERS (MEDICAL AID CONTRIBUTION)	175 080	183 834	193 026	202 677
POSTAGE	189	1 050	1 103	1 158
POVERTY ALLEVIATION	4 050	52 500	55 125	57 881
PRINTING & STATIONERY	41 226	52 500	55 125	57 881
PROFESSIONAL SERVICES	0	2 625	2 756	2 894
RADIO LICENSES	9 840	7 350	7 718	8 103
REFRESHMENTS	34 850	42 000	44 100	46 305
SCHOOLS PROGRAMME	5 970	26 250	27 563	28 941
STOCK & MATERIAL	3 845	2 100	2 205	2 315
TELEPHONE	77 985	57 750	60 638	63 669
TRAINING	9 749	42 000	44 100	46 305
TRANSFER OF STANDS	6 555	105 000	110 250	115 763
TRAVEL & SUBSISTANCE	155 385	168 000	176 400	185 220
WARD COMMITTEE	67 603	157 500	165 375	173 644
Total General Expenses – Other	1 252 969	1 690 824	1 775 365	1 864 134

Vote 1, Municipal Manager

Municipal Manager	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
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EXPENDITURE

Employee Related Costs - Salaries

SALARIES	459 460	499 100	541 524	587 553
LEAVE BONUS	56 821	41 230	44 735	48 537
OVERTIME	550	0	0	0
HOUSING ALLOWANCE	7 004	8 680	9 418	10 218
TRAVEL & CAR ALLOWANCE	54 140	58 742	63 735	69 152
MANAGER'S SALARY	435 258	473 928	514 212	557 920
MANAGER'S LEAVE BONUS	0	54 250	58 861	63 864
MANAGER'S TRAVEL & CAR ALLOWANCE	144 000	156 240	169 520	183 930
Total Employee Related Costs - Salaries	1 157 232	1 292 170	1 402 004	1 521 175

Employee Related Costs - Social Contr.

CONTR. PENSION FUND	19 379	21 700	23 545	25 546
CONTR. UIF	6 039	12 912	14 009	15 200
INDUSTRIAL COUNCIL LEVY	225	217	235	255
CONTR. MEDICAL AID	7 259	8 680	9 418	10 218
SKILLS DEVELOPMENT LEVY	17 399	12 912	14 009	15 200
Total Employee Related Costs - Social Contr.	50 301	56 420	61 216	66 419

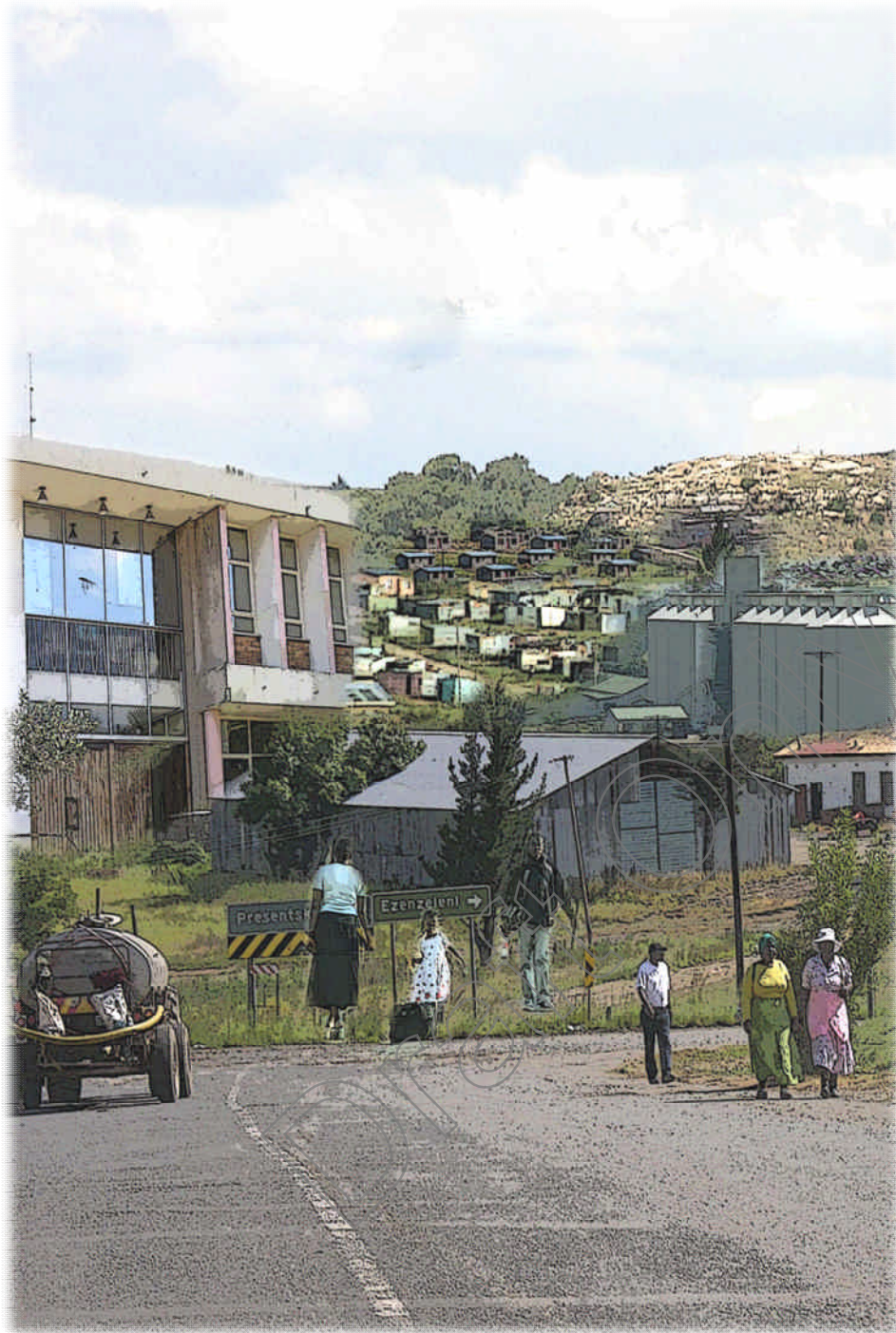
Repairs And Maintenance

FURNITURE & EQUIPMENT	25 448	0	0	0
TOOLS & EQUIPMENT	36 465	31 500	33 075	34 729
Total Repairs And Maintenance	61 913	31 500	33 075	34 729

General Expenses – Other

ADVERTISEMENTS	0	2 100	2 205	2 315
BOOKS & ORDINANCES	135	0	0	0
ENTERTAINMENT	0	15 750	16 538	17 364

Municipal Manager	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
POSTAGE	4 493	5 250	5 513	5 788
PRINTING & STATIONERY	545	1 050	1 103	1 158
REVIEW OF IDP	0	2 100	2 205	2 315
TELEPHONE	99 935	84 000	88 200	92 610
TRAVEL & SUBSISTANCE	112 742	157 500	165 375	173 644
CONTR. COMPENSATION FUND	0	15 750	16 538	17 364
Total General Expenses – Other	217 848	283 500	297 675	312 559
Transfers & Grants				
CONTR. LEAVE RESERVE	20 712	21 750	22 837	23 979
CONTR. EX INCOME	0	0	0	0
Total Transfers & Grants	20 712	21 750	22 837	23 979
TOTAL EXPENDITURE	1 508 005	1 685 340	1 816 807	1 958 860

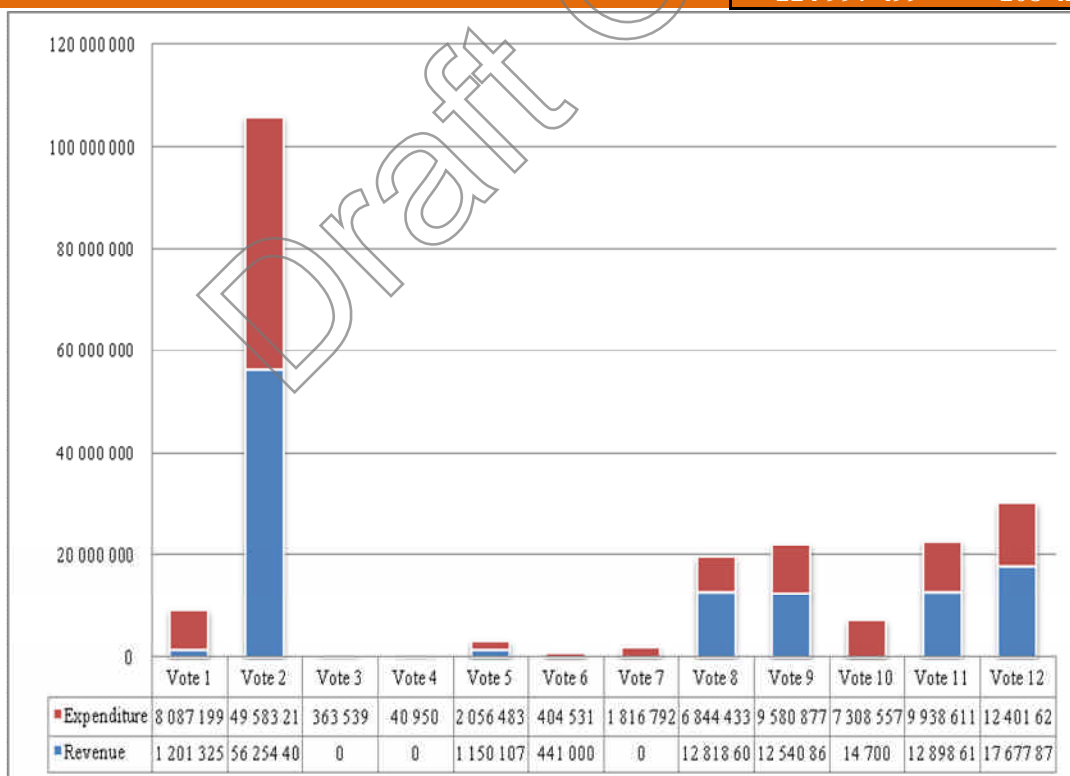


Chapter 5

**2010/11
Budget**

BUDGET SUMMARY

VOTE		Revenue	Expenditure
Vote 1	Mayor and Councillors	728 700	4 943 441
Vote 1	Municipal Manager	0	1 685 340
Vote 1	Chief Financial Officer	472 625	472 625
Vote 1	Manager Corporate Services	0	508 393
Vote 1	Manager Technical Services	0	477 400
Vote 2	Finance: Finance	48 674 693	44 946 980
Vote 2	Property Rates	6 335 923	1 446 025
Vote 2	Corporate Services	750 000	1 974 637
Vote 2	Property Services	186 851	1 202 977
Vote 2	Property Services - Commonage	306 941	12 600
Vote 3	Town Planning	0	363 539
Vote 4	Health	0	40 950
Vote 5	Cemeteries	183 750	1 053 764
Vote 5	Libraries	966 357	1 002 719
Vote 6	Traffic	441 000	404 531
Vote 7	Sport and Recreation	0	1 816 792
Vote 8	Waste Management	12 818 601	6 844 433
Vote 9	Sewerage	12 540 868	9 580 877
Vote 10	Transport	14 700	5 355 557
Vote 10	Roads	0	1 953 000
Vote 11	Water	12 898 618	9 938 611
Vote 12	Electricity Distribution	17 677 872	12 401 625
		114 997 499	108 426 816



BUDGET PER VOTE

Vote 1

Councillors	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
EQUITABLE SHARE: COUNCILLORS' SALARIES	694 000	728 700	765 135	803 392
GRANT: SOCIAL DEVELOPMENT	1 290 000	0	0	0
GRANT: LOCAL MUNICIPALITY	0	0	0	0
Total Transfers Recognised - Operational	1 984 000	728 700	765 135	803 392
EXPENDITURE				
Remuneration Of Councillors				
COUNCILLORS' ALLOWANCE	1 457 513	1 761 376	1 911 093	2 073 536
COUNCILLORS' TRAVEL ALLOWANCE	485 837	541 958	588 024	638 006
COUNCILLORS' CELL PHONE ALLOWANCE	124 535	150 472	163 262	177 140
MAYOR'S ALLOWANCE	287 285	451 638	490 027	531 679
MAYOR'S TRAVEL ALLOWANCE	130 809	150 546	163 342	177 226
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SKILLS DEVELOPMENT LEVY	21 246	30 745	33 359	36 194
Total Remuneration Of Councillors	2 523 348	3 105 288	3 369 238	3 655 623
Repairs And Maintenance				
FURNITURE & EQUIPMENT	1 717	1 803	1 893	1 988
VEHICLES & EQUIPMENT	8 597	9 026	9 478	9 952
Total Repairs And Maintenance	10 314	10 829	11 371	11 939
Interest Expense - External Borrowings				
INTEREST: EXTERNAL	130 000	136 500	143 325	150 491
Total Interest Expense - External Borrowings	130 000	136 500	143 325	150 491
General Expenses - Other				
ADVERTISEMENTS	103 618	147 000	154 350	162 068
BURSARY FUND	41 954	105 000	110 250	115 763
COLLECTION COSTS	1 225	2 100	2 205	2 315
DISASTER MANAGEMENT	141 410	105 000	110 250	115 763
MAYOR ENTERTAINMENT	24 029	25 230	26 491	27 816
FUEL & OIL	64 293	26 250	27 563	28 941
HIV/AIDS PROGRAMME	2 250	1 575	1 654	1 736
LEGAL FEES	173 666	262 500	275 625	289 406

LEGISLATION	0	2 100	2 205	2 315
MEMBERSHIP FEES	108 200	113 610	119 291	125 255
PENSIONERS (MEDICAL AID CONTRIBUTION)	175 080	183 834	193 026	202 677
POSTAGE	189	1 050	1 103	1 158
POVERTY ALLEVIATION	4 050	52 500	55 125	57 881
PRINTING & STATIONERY	41 226	52 500	55 125	57 881
PROFESSIONAL SERVICES	0	2 625	2 756	2 894
RADIO LICENSES	9 840	7 350	7 718	8 103
REFRESHMENTS	34 850	42 000	44 100	46 305
SCHOOLS PROGRAMME	5 970	26 250	27 563	28 941
STOCK & MATERIAL	3 845	2 100	2 205	2 315
TELEPHONE	77 985	57 750	60 638	63 669
TRAINING	9 749	42 000	44 100	46 305
TRANSFER OF STANDS	6 555	105 000	110 250	115 763
TRAVEL & SUBSISTANCE	155 385	168 000	176 400	185 220
WARD COMMITTEE	67 603	157 500	165 375	173 644
Total General Expenses - Other	1 252 969	1 690 824	1 775 365	1 864 134

Municipal Manager	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	459 460	499 100	541 524	587 553
LEAVE BONUS	56 821	41 230	44 735	48 537
OVERTIME	550	0	0	0
HOUSING ALLOWANCE	7 004	8 680	9 418	10 218
TRAVEL & CAR ALLOWANCE	54 140	58 742	63 735	69 152
MANAGER'S SALARY	435 258	473 928	514 212	557 920
MANAGER'S LEAVE BONUS	0	54 250	58 861	63 864
MANAGER'S TRAVEL & CAR ALLOWANCE	144 000	156 240	169 520	183 930
Total Employee Related Costs - Salaries	1 157 232	1 292 170	1 402 004	1 521 175
Employee Related Costs - Social Contr.				
CONTR. PENSION FUND	19 379	21 700	23 545	25 546
CONTR. UIF	6 039	12 912	14 009	15 200
INDUSTRIAL COUNCIL LEVY	225	217	235	255
CONTR. MEDICAL AID	7 259	8 680	9 418	10 218
SKILLS DEVELOPMENT LEVY	17 399	12 912	14 009	15 200
Total Employee Related Costs - Social Contr.	50 301	56 420	61 216	66 419
Repairs And Maintenance				
FURNITURE & EQUIPMENT	25 448	0	0	0
TOOLS & EQUIPMENT	36 465	31 500	33 075	34 729
Total Repairs And Maintenance	61 913	31 500	33 075	34 729
General Expenses - Other				

Municipal Manager	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
ADVERTISEMENTS	0	2 100	2 205	2 315
BOOKS & ORDINANCES	135	0	0	0
ENTERTAINMENT	0	15 750	16 538	17 364
POSTAGE	4 493	5 250	5 513	5 788
PRINTING & STATIONERY	545	1 050	1 103	1 158
REVIEW OF IDP	0	2 100	2 205	2 315
TELEPHONE	99 935	84 000	88 200	92 610
TRAVEL & SUBSISTANCE	112 742	157 500	165 375	173 644
CONTR. COMPENSATION FUND	0	15 750	16 538	17 364
Total General Expenses - Other	217 848	283 500	297 675	312 559
Transfers & Grants				
CONTR. LEAVE RESERVE	20 712	21 750	22 837	23 979
CONTR. EX INCOME	0	0	0	0
Total Transfers & Grants	20 712	21 750	22 837	23 979
TOTAL EXPENDITURE	1 508 005	1 685 340	1 816 807	1 958 860

Chief Financial Officer	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Grant COGTA - CFO	111 583	472 625	512 798	556 386
EXPENDITURE				
Employee Related Costs - Salaries				
MANAGER'S SALARY	0	325 500	353 168	383 187
MANAGER'S LEAVE BONUS	0	27 125	29 431	31 932
MANAGER'S TRAVEL & CAR ALLOWANCE	0	120 000	130 200	141 267
Total Employee Related Costs - Salaries	0	472 625	512 798	556 386

Manager Corporate Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
EXPENDITURE				
Employee Related Costs - Salaries				
MANAGER'S SALARY	254 403	325 500	353 168	383 187
MANAGER'S LEAVE BONUS	0	26 653	28 919	31 377
MANAGER'S TRAVEL & CAR ALLOWANCE	185 800	156 240	169 520	183 930
Total Employee Related Costs - Salaries	440 203	508 393	551 606	598 493

Manager Technical Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Employee Related Costs - Salaries				
MANAGER'S SALARY	343 208	325 500	353 168	383 187
MANAGER'S LEAVE BONUS	0	21 700	23 545	25 546
MANAGER'S TRAVEL & CAR ALLOWANCE	120 000	130 200	141 267	153 275
Total Employee Related Costs - Salaries	463 208	477 400	517 979	562 007

Vote 2

Finance: Finance	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Interest Earned - External Investments				
INTEREST: CURRENT ACCOUNT	7 344	31 500	33 075	34 729
INTEREST: INVESTMENT	38 391	84 000	88 200	92 610
Total Interest Earned - External Investments	45 735	115 500	121 275	127 339
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	520 395	0	0	0
Total Interest Earned - Outstanding Debtors	520 395	0	0	0
Licenses & Permits				
CLEARANCE CERTIFICATES	11 571	12 600	13 230	13 892
VALUATION CERTIFICATE	2 124	2 625	2 756	2 894
Total Licenses & Permits	13 695	15 225	15 986	16 786
Transfers Recognised - Operational				
EQUITABLE SHARE	34 748 493	43 021 288	46 967 899	50 000 000
GRANT: FMG	2 750 000	3 000 000	1 250 000	1 250 000
GRANT: DBSA - RECOVERY PLAN	1 238 498	1 000 000	1 000 000	1 000 000
GRANT: PROV GOV - RECOVERY PLAN	1 500 000	1 500 000	1 500 000	1 500 000
Total Transfers Recognised - Operational	40 236 991	48 521 288	50 717 899	53 750 000
Other Revenue				
COLLECTING FEES	15 825	18 900	19 845	20 837
TELEPHONE PERSONNEL	1 412	2 625	2 756	2 894
PHOTOCOPIES	0	525	551	579
SUNDRY INCOME	11	525	551	579
EXCEEDING FEES	84	105	110	116
Total Other Revenue	17 332	22 680	23 814	25 005

Total Operating Revenue	40 834 148	48 674 693	50 878 974	53 919 129
OPERATING EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	981 124	1 032 920	1 120 718	1 215 979
LEAVE BONUS	106 612	86 800	94 178	102 183
OVERTIME	30 443	29 295	31 785	34 487
SALARIES: TEMPORARY WORKERS	496 866	542 500	588 613	638 645
GRATUITY	91 268	66 017	71 628	77 717
ACTING ALLOWANCE	66 022	86 800	94 178	102 183
HOUSING ALLOWANCE	15 028	16 275	17 658	19 159
Total Employee Related Costs - Salaries	1 787 362	1 860 607	2 018 758	2 190 353
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	529	543	589	639
CONTR. GROUP INSURANCE	2 103	2 387	2 590	2 810
CONTR. MEDICAL AID	32 236	34 720	37 671	40 873
CONTR. PENSION FUND	135 651	141 050	153 039	166 048
CONTR. UIF	10 430	10 850	11 772	12 773
SKILLS DEVELOPMENT LEVY	11 520	14 105	15 304	16 605
Total Employee Related Costs - Social Contr.	192 470	203 655	220 965	239 747
Repairs And Maintenance				
FURNITURE & EQUIPMENT	72 834	36 750	38 588	40 517
Total Repairs And Maintenance	72 834	36 750	38 588	40 517
Contracted Services				
MAINTENANCE CONTRACTS	21 969	304 500	319 725	335 711
Total Contracted Services	21 969	304 500	319 725	335 711
Transfers and Grants				
OFFICE OF THE MAYOR	694 000	728 700	765 135	803 392
LIBRARY	919 740	965 727	1 014 013	1 064 714
SOLID WASTE	6 757 191	7 095 051	7 449 803	7 822 293
SEWERAGE	6 428 684	6 750 118	7 087 624	7 442 005
ELECTRICITY DISTRIBUTION	10 044 640	10 546 872	11 074 216	11 627 926
WATER DISTRIBUTION	7 766 398	8 154 718	8 562 454	8 990 576
Total Transfers & Grants	32 610 653	34 241 186	35 953 245	37 750 907
General Expenses - Other				
ADVERTISEMENTS	1 125	2 100	2 205	2 315
AUDIT FEES	1 028 309	701 400	736 470	773 294
BANK FEES	213 863	241 500	253 575	266 254
ENTERTAINMENT	0	0	0	0
RENTAL: COMPUTERS	0	136 500	143 325	150 491
RENTAL: EQUIPMENT	1 250 240	1 155 000	1 212 750	1 273 388
RENTAL: COPIERS	108 833	126 000	132 300	138 915
INSURANCE	515 442	525 000	551 250	578 813
INTEREST: BANK OVERDRAFT	425 106	525 000	551 250	578 813
POSTAGE	264 779	304 500	319 725	335 711
PRINTING & STATIONERY	153 012	168 000	176 400	185 220
PROFESSIONAL SERVICES	0	0	0	0
REFRESHMENTS	3 987	4 200	4 410	4 631

TELEPHONE	122 801	105 000	110 250	115 763
TRAVEL & SUBSISTANCE	82 623	54 600	57 330	60 197
STOCK & MATERIAL	0	0	0	0
CONTR. COMPENSATION FUND	92 196	21 000	22 050	23 153
EXPENSES: FMG	2 429 952	2 887 500	3 031 875	3 183 469
EXPENSES: GRANT - DBSA/PROV	771 633	1 300 423	1 365 444	1 433 716
EXPENSES: GRANT - PROV GOV (RECOVERY)	0	0	0	0
Total General Expenses - Other	7 463 898	8 257 723	8 670 609	9 104 139
Transfers & Grants				
CONTR. LEAVE RESERVE	40 536	42 560	44 688	46 922
CONTR. EX INCOME	0	0	0	0
CONTR. CAPITAL DEVELOPMENT FUND				
WORKING CAPITAL	0	0	0	0
Total Transfers & Grants	40 536	42 560	44 688	46 922
OPERATING EXPENDITURE	42 189 722	44 946 980	47 266 578	49 708 297

REVENUE	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Property Rates				
ASSESSMENT RATES	2 389 971	2 499 000	2 623 950	2 755 148
ASSESSMENT RATES: FARMS	0	3 243 100	4 053 875	4 256 569
ADMIN FEES: VREDE MARINA	39 357	42 000	44 100	46 305
Total Property Rates	2 429 328	5 784 100	6 721 925	7 058 021
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	394 160	551 823	579 414	608 385
Total Interest Earned - Outstanding Debtors	394 160	551 823	579 414	608 385
OPERATING REVENUE	2 823 488	6 335 923	7 301 339	7 666 406
EXPENDITURE				
Debt Impairment				
CONTR. DOUBTFUL DEBTS	200 004	1 446 025	1 680 481	1 764 505
Total Debt Impairment	200 004	1 446 025	1 680 481	1 764 505
OPERATING EXPENDITURE	200 004	1 446 025	1 680 481	1 764 505

Corporate Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Transfers Recognised - Operational				
GRANT: MSIG	735 000	750 000	790 000	790 000
Total Transfers Recognised - Operational	735 000	750 000	790 000	790 000

SETA: TRAINING REFUND	99 785	0	0	0
OPERATING REVENUE	834 785	750 000	790 000	790 000
EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	835 840	629 300	682 791	740 828
LEAVE BONUS	47 248	52 441	56 899	61 735
OVERTIME	365	1 085	1 177	1 277
TRAVEL & CAR ALLOWANCE	24 251	26 311	28 548	30 974
Total Employee Related Costs - Salaries	907 704	709 138	769 414	834 814
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	236	434	471	511
CONTR. GROUP INSURANCE	3 091	4 340	4 709	5 109
CONTR. MEDICAL AID	21 778	26 040	28 253	30 655
CONTR. PENSION FUND	78 786	86 800	94 178	102 183
CONTR. UIF	6 810	11 579	12 563	13 631
SKILLS DEVELOPMENT LEVY	12 894	15 162	16 451	17 849
Total Employee Related Costs - Social Contr.	123 596	144 355	156 625	169 938
Repairs And Maintenance				
FURNITURE & EQUIPMENT	8 504	10 500	11 025	11 576
Total Repairs And Maintenance	8 504	10 500	11 025	11 576
General Expenses - Other				
EXPENSES: GRANT - THETHA LEARNERS	272 700	0	0	0
MAINTENANCE CONTRACT	2 228	3 150	3 308	3 473
BOOKS & ORDINANCES	2 220	3 150	3 308	3 473
FUEL & OIL	29 100	42 000	44 100	46 305
POSTAGE	8 319	6 300	6 615	6 946
PRINTING & STATIONERY	28 646	14 700	15 435	16 207
REFRESHMENTS	4 529	1 050	1 103	1 158
STOCK & MATERIAL	4 976	5 250	5 513	5 788
TELEPHONE	98 406	84 000	88 200	92 610
TRAINING	101 877	15 750	16 538	17 364
TRAVEL & SUBSISTANCE	111 722	126 000	132 300	138 915
CONTR. COMPENSATION FUND	0	15 750	16 538	17 364
EXPENSES: MSIG	326 112	750 000	790 000	790 000
Total General Expenses - Other	990 833	1 067 100	1 122 955	1 139 603
Transfers & Grants				
CONTR. LEAVE RESERVE	38 040	39 944	41 941	44 038
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	38 040	39 944	41 941	44 038
OPERATING EXPENDITURE	2 068 677	1 971 037	2 101 961	2 199 970

Property Services	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
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REVENUE				
Rent Of Facilities And Equipment				
RENT: BEER HALL	29 456	30 975	32 524	34 150
RENT: CITY HALL	15 138	16 800	17 640	18 522
RENT: ERF 402	777	840	882	926
RENT: FLATS/HOUSES	56 963	54 600	57 330	60 197
RENT: OFFICES	62 271	63 000	66 150	69 458
RENT: VREDE MARINA	18 000	18 900	19 845	20 837
RENT: SHOOTING RANGE	36	36	36	36
RENT: BOWLING COURSE	1 200	1 200	1 260	1 323
RENT TENNIS COURT	500	500	525	551
Total Rent Of Facilities And Equipment	184 340	186 851	196 192	206 000
OPERATING REVENUE	184 340	186 851	196 192	206 000
Employee Related Costs - Salaries				
SALARIES	403 445	477 400	517 979	562 007
LEAVE BONUS	48 324	40 145	43 557	47 260
OVERTIME	10 585	13 020	14 127	15 327
GRATUITY	79 639	57 605	62 501	67 814
Total Employee Related Costs - Salaries	541 993	588 170	638 164	692 408
	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	394	434	471	511
CONTR. MEDICAL AID	14 536	14 105	15 304	16 605
CONTR. PENSION FUND	76 932	88 970	96 532	104 738
CONTR. UIF	4 529	5 425	5 886	6 386
SKILLS DEVELOPMENT LEVY	4 487	5 425	5 886	6 386
Total Employee Related Costs - Social Contr.	100 877	114 359	124 080	134 626
	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Repairs And Maintenance				
LAND & BUILDINGS	401 603	421 683	442 767	464 905
TOOLS & EQUIPMENT	1 488	2 100	2 205	2 315
Total Repairs And Maintenance	403 091	423 783	444 972	467 220
	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Bulk Purchases				
ELECTRICITY	45 227	50 000	62 500	78 125
Total Bulk Purchases	45 227	50 000	62 500	78 125
	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
General Expenses - Other				
INSURANCE	0	0	0	0
STOCK & MATERIAL	15 161	12 600	13 230	13 892

Total General Expenses - Other	15 161	12 600	13 230	13 892
Transfers & Grants	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
CONTR. LEAVE RESERVE	13 392	14 066	14 769	15 508
CONTR. EX INCOME	0	0	0	0
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	13 392	14 066	14 769	15 508
Total Operating Expenditure	1 119 740	1 202 977	1 297 715	1 401 779

Commonage	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
REVENUE				
Rent Of Facilities And Equipment				
RENT: AUCTION	17 015	11 910	12 506	13 131
RENT: CAMPS	3 375	6 300	6 615	6 946
RENT: FARMS	177 840	124 488	130 712	137 248
RENT: PLOTS	157 857	164 243	172 455	181 078
Total Rent Of Facilities And Equipment	356 087	306 941	322 288	338 403
Total Operating Revenue	356 087	306 941	322 288	338 403
EXPENDITURE				
Repairs And Maintenance				
LAND & BUILDINGS	0	10 500	11 025	11 576
Total Repairs And Maintenance	0	10 500	11 025	11 576
General Expenses - Other				
FUEL & OIL	0	2 100	2 205	2 315
STOCK & MATERIAL	0	0	0	0
Total General Expenses - Other	0	2 100	2 205	2 315
Total Operating Expenditure	0	12 600	13 230	13 892

Vote 3				
Town Planning	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
BUILDING FEES	8 104	10 500	11 025	11 576
EXPENDITURE				
Employee Related Costs - Salaries				

SALARIES	171 883	197 470	214 255	232 467
LEAVE BONUS	12 539	16 275	17 658	19 159
HOUSING ALLOWANCE	10 528	11 423	12 394	13 447
Total Employee Related Costs - Salaries	194 949	225 168	244 307	265 073
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	79	65	71	77
CONTR. PENSION FUND	17 911	19 530	21 190	22 991
CONTR. UIF	1 782	1 790	1 942	2 108
SKILLS DEVELOPMENT LEVY	1 890	1 790	1 942	2 108
Total Employee Related Costs - Social Contr.	21 662	23 176	25 146	27 283
Repairs And Maintenance				
TOOLS & EQUIPMENT	18 348	21 000	22 050	23 153
Total Repairs And Maintenance	18 348	21 000	22 050	23 153
General Expenses - Other				
RENTAL: EQUIPMENT	0	31 500	33 075	34 729
POSTAGE	0	525	551	579
PRINTING & STATIONERY	2 753	10 500	11 025	11 576
REFRESHMENTS	1 254	1 575	1 654	1 736
STOCK & MATERIAL	1 572	2 100	2 205	2 315
EXPENSES: GRANT - TOWN PLANNING	63 750	44 625	46 856	49 199
Total General Expenses - Other	69 329	90 825	95 366	100 135
Transfers & Grants				
CONTR. LEAVE RESERVE	3 216	3 371	3 539	3 716
Total Transfers & Grants	3 216	3 371	3 539	3 716
Total Operating Expenditure	307 504	363 539	390 408	419 359

Vote 4				
Health	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
EXPENDITURE				
	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
General Expenses - Other				
SUNDRIES	24 122	26 250	27 563	28 941
TELEPHONE	10 109	14 700	15 435	16 207
Total General Expenses - Other	34 230	40 950	42 998	45 147
OPERATING EXPENDITURE	34 230	40 950	42 998	45 147

Vote 5				

Cemeteries	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
CEMETERY FEES	153 629	183 750	192 938	202 584
OPERATING EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	326 194	354 806	384 965	417 687
LEAVE BONUS	41 761	30 207	32 775	35 561
OVERTIME	26 895	23 870	25 899	28 100
Total Employee Related Costs - Salaries	394 849	408 884	443 639	481 348
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	315	314	341	370
CONTR. MEDICAL AID	4 235	3 601	3 907	4 240
CONTR. PENSION FUND	60 154	64 114	69 563	75 476
CONTR. UIF	3 922	3 548	3 850	4 177
SKILLS DEVELOPMENT LEVY	3 675	3 548	3 850	4 177
Total Employee Related Costs - Social Contr.	72 302	75 125	81 511	88 440
Repairs And Maintenance				
LAND & BUILDINGS	226 160	237 467	249 341	261 808
TOOLS & EQUIPMENT	33 504	26 250	27 563	28 941
VEHICLES & EQUIPMENT	0	0	0	0
Total Repairs And Maintenance	259 664	263 717	276 903	290 749
General Expenses - Other				
FUEL & OIL	0	0	0	0
RENTAL: EQUIPMENT	417 684	239 400	251 370	263 939
PAUPER BURIALS	16 482	42 000	44 100	46 305
STOCK & MATERIAL	1 661	3 150	3 308	3 473
CONTR. COMPENSATION FUND	0	10 500	11 025	11 576
Total General Expenses - Other	435 827	295 050	309 803	325 293
Transfers & Grants				
CONTR. LEAVE RESERVE	10 464	10 988	11 537	12 114
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	10 464	10 988	11 537	12 114
Total Operating Expenditure	1 173 105	1 053 764	1 123 393	1 197 943

Libraries	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Fines				
LIBRARY FINES	686	630	662	695
Total Fines	686	630	662	695

Transfers Recognised - Operational				
EQUITABLE SHARE	919 740	965 727	1 014 013	1 064 714
Total Transfers Recognised - Operational	919 740	965 727	1 014 013	1 064 714
Total Operating Revenue	920 426	966 357	1 014 675	1 065 409
OPERATING EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	601 124	672 700	729 880	791 919
LEAVE BONUS	74 057	56 058	60 823	65 992
OVERTIME	0	0	0	0
SALARIES: TEMPORARY WORKERS	0	0	0	0
ACTING ALLOWANCE	19 519	16 275	17 658	19 159
Total Employee Related Costs - Salaries	694 700	745 033	808 360	877 071
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	461	543	589	639
CONTR. MEDICAL AID	40 321	41 556	45 088	48 920
CONTR. PENSION FUND	103 929	114 142	123 844	134 371
CONTR. UIF	6 719	6 727	7 299	7 919
SKILLS DEVELOPMENT LEVY	6 473	6 727	7 299	7 919
Total Employee Related Costs - Social Contr.	157 903	169 694	184 118	199 768
Repairs And Maintenance				
LAND & BUILDINGS	0	1 500	1 575	1 654
TOOLS & EQUIPMENT	60	1 050	1 103	1 158
Total Repairs And Maintenance	60	2 550	2 678	2 811
Bulk Purchases				
ELECTRICITY	9 459	7 350	7 718	8 103
Total Bulk Purchases	9 459	7 350	7 718	8 103
General Expenses - Other				
PRINTING & STATIONERY	116	1 575	1 654	1 736
PUBLICITY	0	5 250	5 513	5 788
STOCK & MATERIAL	8 304	5 250	5 513	5 788
TELEPHONE	23 916	30 450	31 973	33 571
TRAINING	0	1 050	1 103	1 158
TRAVEL & SUBSISTANCE	0	2 100	2 205	2 315
CONTR. COMPENSATION FUND	0	10 500	11 025	11 576
Total General Expenses - Other	32 336	56 175	58 984	61 933
Transfers & Grants				
CONTR. LEAVE RESERVE	20 880	21 918	23 014	24 164
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	20 880	21 918	23 014	24 164
Total Operating Expenditure	915 337	1 002 719	1 084 871	1 173 851

Vote 6				
Traffic	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Fines				
TRAFFIC FINES	74 853	441 000	463 050	486 203
Total Fines	74 853	441 000	463 050	486 203
Total Operating Revenue	74 853	441 000	463 050	486 203
OPERATING EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	135 600	147 126	159 632	173 200
LEAVE BONUS	0	13 020	14 127	15 327
OVERTIME	53 442	43 400	47 089	51 092
STANDBY ALLOWANCE	30 712	32 248	34 989	37 963
Total Employee Related Costs - Salaries	219 754	235 794	255 836	277 582
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	39	109	118	128
CONTR. MEDICAL AID	2 552	0	0	0
CONTR. PENSION FUND	19 827	19 530	21 190	22 991
CONTR. UIF	1 470	1 519	1 648	1 788
SKILLS DEVELOPMENT LEVY	2 009	2 170	2 354	2 555
Total Employee Related Costs - Social Contr.	25 898	23 328	25 310	27 462
General Expenses - Other				
PRINTING & STATIONERY	8 979	12 600	13 230	13 892
PROTECTIVE CLOTHING	8 913	6 300	6 615	6 946
TELEPHONE	3 929	4 200	4 410	4 631
TRAVEL & SUBSISTANCE	1 658	2 310	2 426	2 547
VEHICLE LEASE	25 736	120 000	126 000	132 300
Total General Expenses - Other	49 214	145 410	152 681	160 315
Total Operating Expenditure	294 865	404 531	433 827	465 359

Vote 7				
	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	1 117 740	1 247 750	1 353 809	1 468 882
LEAVE BONUS	137 871	99 820	108 305	117 511
OVERTIME	19 077	18 445	20 013	21 714
STANDBY ALLOWANCE	2 322	2 438	2 645	2 870

TELEPHONE ALLOWANCE	0	0	0	0
SALARIES: TEMPORARY WORKERS	0	0	0	0
Total Employee Related Costs - Salaries	1 277 010	1 368 453	1 484 771	1 610 977
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	1 148	1 302	1 413	1 533
CONTR. MEDICAL AID	23 933	23 870	25 899	28 100
CONTR. PENSION FUND	199 313	200 725	217 787	236 298
CONTR. UIF	12 639	14 105	15 304	16 605
SKILLS DEVELOPMENT LEVY	11 855	13 020	14 127	15 327
Total Employee Related Costs - Social Contr.	248 887	253 022	274 529	297 864
Repairs And Maintenance				
TOOLS & EQUIPMENT	7 388	8 400	8 820	9 261
VEHICLES & EQUIPMENT	39 204	37 800	39 690	41 675
Total Repairs And Maintenance	46 592	46 200	48 510	50 936
Bulk Purchases				
ELECTRICITY	13 502	12 600	13 230	13 892
Total Bulk Purchases	13 502	12 600	13 230	13 892
General Expenses - Other				
FUEL & OIL	77 532	68 250	71 663	75 246
PRINTING & STATIONERY	0	0	0	0
SEED AND PLANTS	0	10 500	11 025	11 576
STOCK & MATERIAL	390	1 050	1 103	1 158
CONTR. COMPENSATION FUND	0	13 125	13 781	14 470
Total General Expenses - Other	77 922	92 925	97 571	102 450
Transfers & Grants				
CONTR. LEAVE RESERVE	41 520	43 592	45 771	48 060
CONTR. EX INCOME	0	0	0	0
Total Transfers & Grants	41 520	43 592	45 771	48 060
Total Operating Expenditure	1 705 432	1 816 792	1 964 383	2 124 177

Vote 8				
Waste Management; Solid Waste	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Service Charges				
REFUSE REMOVAL: RESIDENTIAL	4 182 596	4 383 750	4 602 938	4 833 084
REFUSE REMOVAL: BUSINESS	438 923	462 000	485 100	509 355
Total Service Charges	4 621 518	4 845 750	5 088 038	5 342 439
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	820 128	877 800	921 690	967 775
Total Interest Earned - Outstanding Debtors	820 128	877 800	921 690	967 775

Transfers Recognised - Operational				
EQUITABLE SHARE	6 757 191	7 095 051	7 449 803	7 822 293
Total Transfers Recognised - Operational	6 757 191	7 095 051	7 449 803	7 822 293
Total Operating Revenue	12 198 837	12 818 601	13 459 531	14 132 507
Employee Related Costs - Salaries				
SALARIES	2 318 469	2 604 000	2 825 340	3 065 494
LEAVE BONUS	271 237	211 575	229 559	249 071
OVERTIME	109 856	119 350	129 495	140 502
SALARIES: TEMPORARY WORKERS	2 535	4 340	4 709	5 109
STANDBY ALLOWANCE	9 198	9 658	10 479	11 370
Total Employee Related Costs - Salaries	2 711 296	2 948 923	3 199 582	3 471 546
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	2 278	2 496	2 708	2 938
CONTR. MEDICAL AID	44 389	45 570	49 443	53 646
CONTR. PENSION FUND	325 175	347 200	376 712	408 733
CONTR. UIF	26 775	30 380	32 962	35 764
SKILLS DEVELOPMENT LEVY	25 973	28 753	31 196	33 848
Total Employee Related Costs - Social Contr.	424 590	454 398	493 022	534 929
Debt Impairment				
CONTR. DOUBTFUL DEBTS	2 272 728	1 575 000	1 653 750	1 736 438
Total Debt Impairment	2 272 728	1 575 000	1 653 750	1 736 438
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	105 000	110 250	115 763
Total Depreciation	0	105 000	110 250	115 763
Repairs And Maintenance				
NETWORK	30 882	42 000	44 100	46 305
VEHICLES & EQUIPMENT	396 462	378 000	396 900	416 745
Total Repairs And Maintenance	427 344	420 000	441 000	463 050
General Expenses - Other				
INDIGENT SUBSIDIES	485 658	932 400	979 020	1 027 971
FUEL & OIL	89 682	84 000	88 200	92 610
RENTAL: EQUIPMENT	12 615	210 000	220 500	231 525
PRINTING & STATIONERY	144	1 050	1 103	1 158
STOCK & MATERIAL	10 262	6 300	6 615	6 946
CONTR. COMPENSATION FUND	0	18 900	19 845	20 837
ADMINISTRATION COSTS	0	0	0	0
Total General Expenses - Other	598 360	1 252 650	1 315 283	1 381 047
Transfers & Grants				
CONTR. LEAVE RESERVE	74 724	78 461	82 384	86 504
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	74 724	78 461	82 384	86 504
Total Operating Expenditure	6 509 042	6 834 433	7 295 270	7 789 275

Vote 9				
Waste Water Management - Sewerage	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Service Charges				
SEWERAGE: RESIDENTIAL	4 220 382	4 424 700	4 645 935	4 878 232
SEWERAGE: BUSINESS	606 185	630 000	661 500	694 575
Total Service Charges	4 826 567	5 054 700	5 307 435	5 572 807
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	615 207	735 000	771 750	810 338
Total Interest Earned - Outstanding Debtors	615 207	735 000	771 750	810 338
Transfers Recognised - Operational				
EQUITABLE SHARE	6 428 684	6 750 118	7 087 624	7 442 005
Total Transfers Recognised - Operational	6 428 684	6 750 118	7 087 624	7 442 005
Other Revenue				
SEWERAGE REPAIRS	797	1 050	1 103	1 158
Total Other Revenue	797	1 050	1 103	1 158
Total Operating Revenue	11 871 254	12 540 868	13 167 912	13 826 307
OPERATING REVENUE	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Employee Related Costs - Salaries				
SALARIES	2 461 804	2 712 500	2 943 063	3 193 223
LEAVE BONUS	305 527	231 105	250 749	272 063
OVERTIME	348 123	325 500	353 168	383 187
OCCUPATIONAL ALLOW.	87 569	93 310	101 241	109 847
STANDBY ALLOWANCE	7 271	7 635	8 284	8 988
Total Employee Related Costs - Salaries	3 210 295	3 370 050	3 656 504	3 967 307
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	2 312	2 387	2 590	2 810
CONTR. MEDICAL AID	93 101	95 480	103 596	112 401
CONTR. PENSION FUND	394 931	434 000	470 890	510 916
CONTR. UIF	31 615	33 635	36 494	39 596
SKILLS DEVELOPMENT LEVY	30 173	32 550	35 317	38 319
Total Employee Related Costs - Social Contr.	552 131	598 052	648 886	704 042
Debt Impairment				
CONTR. DOUBTFUL DEBTS	1 250 000	1 312 500	1 378 125	1 447 031
Total Debt Impairment	1 250 000	1 312 500	1 378 125	1 447 031
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	2 100 000	2 205 000	2 315 250
Total Depreciation	0	2 100 000	2 205 000	2 315 250

Repairs And Maintenance				
NETWORK	517 914	630 000	661 500	694 575
TOOLS & EQUIPMENT	5 742	5 250	5 513	5 788
VEHICLES & EQUIPMENT	175 157	157 500	165 375	173 644
Total Repairs And Maintenance	698 813	792 750	832 388	874 007
Interest Expense - External Borrowings				
INTEREST: EXTERNAL	77 505	84 000	88 200	92 610
Total Interest Expense - External Borrowings	77 505	84 000	88 200	92 610
Bulk Purchases				
ELECTRICITY	184 521	183 750	192 938	202 584
Total Bulk Purchases	184 521	183 750	192 938	202 584
General Expenses - Other				
INDIGENT SUBSIDIES	538 158	932 400	979 020	1 027 971
CHEMICALS	8 168	8 400	8 820	9 261
FUEL & OIL	90 635	84 000	88 200	92 610
MEDICAL EXAMINATIONS	959	5 250	5 513	5 788
STOCK & MATERIAL	2 784	2 625	2 756	2 894
CONTR. COMPENSATION FUND	0	21 000	22 050	23 153
ADMINISTRATION COSTS	0	0	0	0
Total General Expenses - Other	640 703	1 053 675	1 106 359	1 161 677
Transfers & Grants				
CONTR. LEAVE RESERVE	81 708	86 100	90 405	94 925
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	81 708	86 100	90 405	94 925
Total Operating Expenditure	6 695 675	9 580 877	10 198 804	10 859 433

Vote 10				
Transport-Public Works	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
SALE OF GRAVEL	14 097	14 700	15 435	16 207
OPERATING EXPENDITURE				
Employee Related Costs - Salaries				
SALARIES	1 325 094	1 540 700	1 671 660	1 813 751
LEAVE BONUS	107 534	130 200	141 267	153 275
OVERTIME	147 936	151 900	164 812	178 820
SALARIES: TEMPORARY WORKERS	2 190	5 425	5 886	6 386
STANDBY ALLOWANCE	33 893	35 587	38 612	41 894
Total Employee Related Costs - Salaries	1 616 647	1 863 812	2 022 236	2 194 126
Employee Related Costs - Social Contr.				

INDUSTRIAL COUNCIL LEVY	1 063	1 194	1 295	1 405
CONTR. MEDICAL AID	81 301	86 800	94 178	102 183
CONTR. PENSION FUND	189 912	217 000	235 445	255 458
CONTR. UIF	15 759	16 275	17 658	19 159
SKILLS DEVELOPMENT LEVY	19 160	19 530	21 190	22 991
Total Employee Related Costs - Social Contr.	307 194	340 799	369 766	401 197
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	1 575 000	1 653 750	1 736 438
Total Depreciation	0	1 575 000	1 653 750	1 736 438
Repairs And Maintenance				
TOOLS & EQUIPMENT	10 400	12 600	13 230	13 892
VEHICLES & EQUIPMENT	339 246	367 500	385 875	405 169
Total Repairs And Maintenance	349 646	380 100	399 105	419 060
Bulk Purchases				
ELECTRICITY	161 276	136 500	143 325	150 491
Total Bulk Purchases	161 276	136 500	143 325	150 491
General Expenses - Other				
FUEL & OIL	215 817	241 500	253 575	266 254
RENTAL: EQUIPMENT	172 800	315 000	330 750	347 288
POSTAGE	1 772	2 100	2 205	2 315
PRINTING & STATIONERY	14 412	15 750	16 538	17 364
PROTECTIVE CLOTHING	349 650	215 460	226 233	237 545
STOCK & MATERIAL	17 549	10 500	11 025	11 576
TELEPHONE	108 027	96 600	101 430	106 502
TRAVEL & SUBSISTANCE	85 058	84 000	88 200	92 610
CONTR. COMPENSATION FUND	0	18 900	19 845	20 837
Total General Expenses - Other	965 084	999 810	1 049 801	1 102 291
Transfers & Grants				
CONTR. LEAVE RESERVE	42 525	59 536	62 513	65 638
Total Transfers & Grants	42 525	59 536	62 513	65 638
Total Operating Expenditure	3 442 371	5 355 557	5 700 496	6 069 241

Roads-Public Works	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING EXPENDITURE				
Repairs And Maintenance				
STREETS & SIGNS	1 429 287	1 890 000	1 984 500	2 083 725
VEHICLES & EQUIPMENT	37 989	63 000	66 150	69 458
Total Repairs And Maintenance	1 467 276	1 953 000	2 050 650	2 153 183
Total Operating Expenditure	1 467 276	1 953 000	2 050 650	2 153 183

Water	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING EXPENDITURE				
Service Charges				
WATER: RESIDENTIAL	4 209 149	4 473 000	4 696 650	4 931 483
WATER: BUSINESS	445 385	525 000	551 250	578 813
WATER: DEPARTMENTAL	5 096	0	0	0
Total Service Charges	4 659 629	4 998 000	5 247 900	5 510 295
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	500 276	577 500	606 375	636 694
Total Interest Earned - Outstanding Debtors	500 276	577 500	606 375	636 694
Transfers Recognised - Operational				
EQUITABLE SHARE	7 766 398	8 154 718	8 562 454	8 990 576
GRANT: DWAF - DRAUGHT RELIEF	0	0	0	0
Total Transfers Recognised - Operational	7 766 398	8 154 718	8 562 454	8 990 576
Other Revenue				
CONNECTION FEES: WATER	6 510	8 400	8 820	9 261
Total Other Revenue	6 510	8 400	8 820	9 261
Income Foregone				
FREE BASIC WATER	-813 798	-840 000	-882 000	-926 100
Total Income Foregone	-813 798	-840 000	-882 000	-926 100
Total Operating Revenue	12 119 014	12 898 618	13 543 549	14 220 726
OPERATING EXPENDITURE				
	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
Employee Related Costs - Salaries				
SALARIES	1 176 393	1 302 000	1 412 670	1 532 747
LEAVE BONUS	128 790	100 905	109 482	118 788
OVERTIME	298 972	271 250	294 306	319 322
OCCUPATIONAL ALLOW.	95 530	100 905	109 482	118 788
STANDBY ALLOWANCE	18 088	18 992	20 606	22 358
Total Employee Related Costs - Salaries	1 717 771	1 794 052	1 946 546	2 112 003
Employee Related Costs - Social Contr.				
INDUSTRIAL COUNCIL LEVY	1 125	1 302	1 413	1 533
CONTR. MEDICAL AID	37 953	39 386	42 733	46 366
CONTR. PENSION FUND	163 998	173 600	188 356	204 366
CONTR. UIF	16 892	17 360	18 836	20 437
SKILLS DEVELOPMENT LEVY	15 965	19 530	21 190	22 991
Total Employee Related Costs - Social Contr.	235 932	251 178	272 528	295 692
Debt Impairment				
CONTR. DOUBTFUL DEBTS	2 178 000	1 197 000	1 256 850	1 319 693
Total Debt Impairment	2 178 000	1 197 000	1 256 850	1 319 693

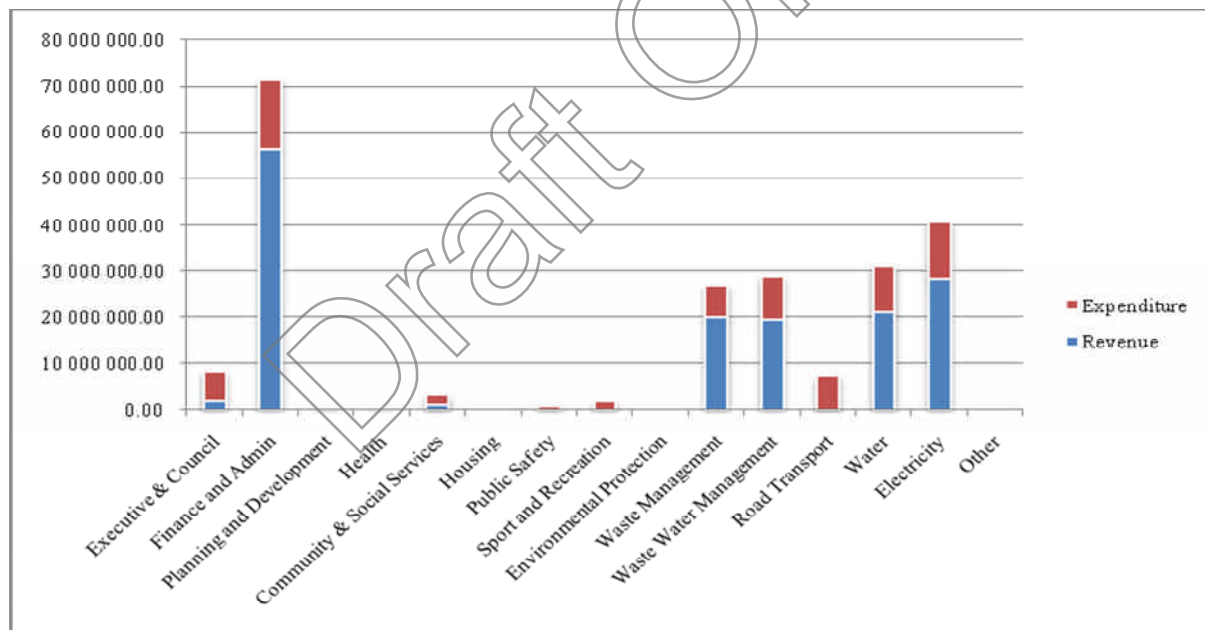
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	2 310 000	2 425 500	2 546 775
Total Depreciation	0	2 310 000	2 425 500	2 546 775
Repairs And Maintenance				
NETWORK	856 241	840 000	882 000	926 100
TOOLS & EQUIPMENT	26 877	52 500	55 125	57 881
VEHICLES & EQUIPMENT	6 522	52 500	55 125	57 881
Total Repairs And Maintenance	889 640	945 000	992 250	1 041 863
Interest Expense - External Borrowings				
INTEREST: EXTERNAL	203 387	315 000	330 750	347 288
Total Interest Expense - External Borrowings	203 387	315 000	330 750	347 288
Bulk Purchases				
ELECTRICITY	137 684	126 000	132 300	138 915
WATER	371 113	525 000	551 250	578 813
Total Bulk Purchases	508 796	651 000	683 550	717 728
Contracted Services				
MAINTENANCE CONTRACTS	156 156	199 500	209 475	219 949
Total Contracted Services	156 156	199 500	209 475	219 949
General Expenses - Other				
CHEMICALS	607 901	735 000	771 750	810 338
FUEL & OIL	81 531	69 300	72 765	76 403
STOCK & MATERIAL	1 919	1 470	1 544	1 621
WATER RESEARCH	0	31 500	33 075	34 729
CONTR. COMPENSATION FUND	0	16 275	17 089	17 943
PROFESSIONAL SERVICES	1 319 099	1 385 053	1 454 306	1 527 021
ADMINISTRATION COSTS	0	0	0	0
Total General Expenses - Other	2 010 449	2 238 598	2 350 528	2 468 055
Transfers & Grants				
CONTR. LEAVE RESERVE	35 508	37 283	39 148	41 105
CONTR. CAPITAL DEVELOPMENT FUND	0	0	0	0
Total Transfers & Grants	35 508	37 283	39 148	41 105
Total Operating Expenditure	7 935 639	9 938 611	10 507 125	11 110 149

Vote 12				
Electricity	Financial Year 2009/10 (Unaudited - Adjusted)	Financial Year 2010/11 (Projected - Budgeted)	Financial Year 2011/12 (Projected)	Financial Year 2012/13 (Projected)
OPERATING REVENUE				
Service Charges				
ELECTRICITY: RESIDENTIAL	951 981	1 500 000	1 875 000	2 343 750
ELECTRICITY: BUSINESS	1 087 556	1 375 000	1 718 750	2 148 438
ELECTRICITY: BULK SALES	2 191 460	3 125 000	3 906 250	4 882 813

Total Service Charges	4 230 996	6 000 000	7 500 000	9 375 000
Interest Earned - Outstanding Debtors				
INTEREST: ARREARS	117 894	126 000	132 300	138 915
Total Interest Earned - Outstanding Debtors	117 894	126 000	132 300	138 915
Transfers Recognised - Operational				
EQUITABLE SHARE	10 044 640	10 546 872	11 074 216	11 627 926
INTEGRATED NATIONAL ELECTRIFICATION	720 000	2 000 000	0	0
GRANT: DM - ELECTRICITY	0	0	0	0
Total Transfers Recognised - Operational	10 764 640	12 546 872	11 074 216	11 627 926
Other Revenue				
CONNECTION FEES	132 131	105 000	110 250	115 763
Total Other Revenue	132 131	105 000	110 250	115 763
Income Foregone				
FREE ELECTRICITY	-1 082 685	-1 100 000	-1 375 000	-1 718 750
Total Income Foregone	-1 082 685	-1 100 000	-1 375 000	-1 718 750
Total Operating Revenue	14 162 976	17 677 872	17 441 766	19 538 854
OPERATING EXPENDITURE				
Debt Impairment				
CONTR. DOUBTFUL DEBTS	200 004	210 000	220 500	231 525
Total Debt Impairment	200 004	210 000	220 500	231 525
Depreciation				
PROPERTY, PLANT & EQUIPMENT	0	1 470 000	1 543 500	1 620 675
Total Depreciation	0	1 470 000	1 543 500	1 620 675
Repairs And Maintenance				
STREET LIGHTS	433 727	630 000	661 500	694 575
ELECTRICITY NETWORK	0	472 500	496 125	520 931
TOOLS & EQUIPMENT	378	5 250	5 513	5 788
VEHICLES & EQUIPMENT	350	5 250	5 513	5 788
Total Repairs And Maintenance	434 454	1 113 000	1 168 650	1 227 083
Bulk Purchases				
ELECTRICITY	7 341 591	9 375 000	11 718 750	14 648 438
Total Bulk Purchases	7 341 591	9 375 000	11 718 750	14 648 438
Contracted Services				
MAINTENANCE CONTRACTS	156 156	182 175	191 284	200 848
Total Contracted Services	156 156	182 175	191 284	200 848
General Expenses - Other				
TELEPHONE	51 416	43 050	45 203	47 463
CONTR. COMPENSATION FUND	0	8 400	8 820	9 261
EXPENSES: GRANT - DME	21 317	0	0	0
Total General Expenses - Other	72 732	51 450	54 023	56 724
Total Operating Expenditure	8 204 937	12 401 625	14 896 706	17 985 292

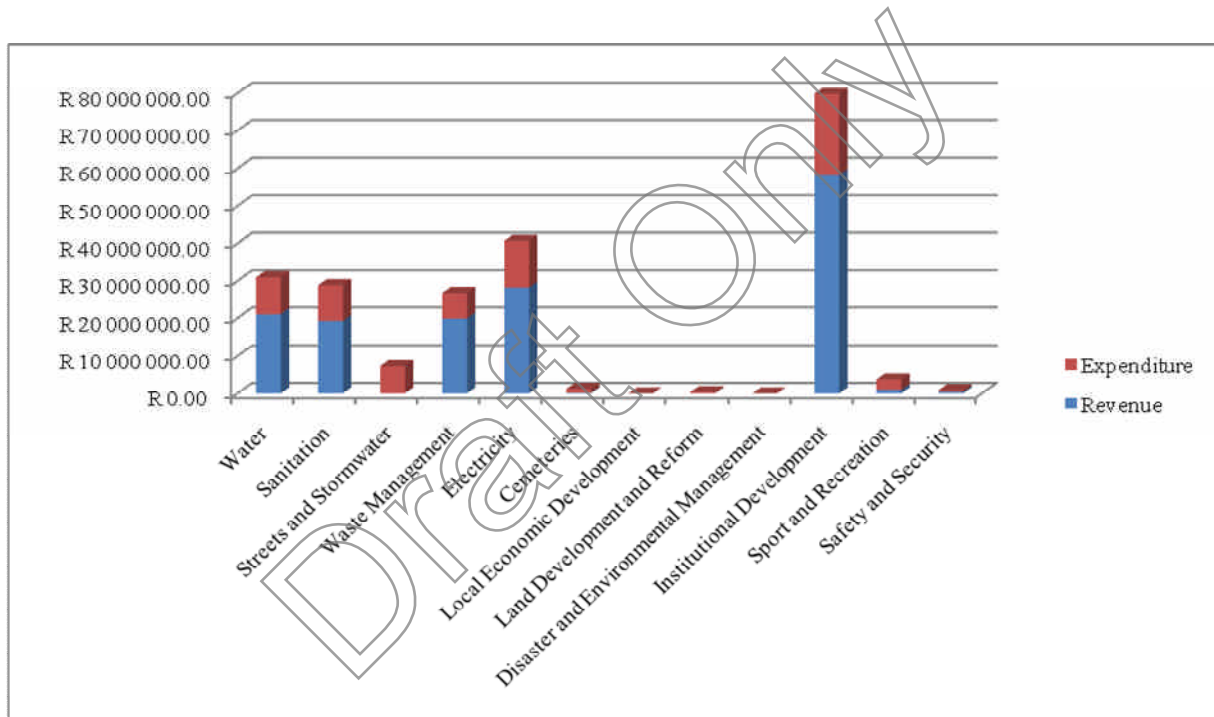
BUDGET SUMMARY PER GFS CLASSIFICATION CATEGORY

GFS Category	Revenue	Expenditure
Executive & Council	1 930 025.00	6 396 375.06
Finance and Admin	56 296 968.20	15 243 773.04
Planning and Development	0.00	365 638.98
Health	0.00	40 950.00
Community & Social Services	1 150 107.00	2 056 483.71
Housing	0.00	0.00
Public Safety	441 000.00	404 531.33
Sport and Recreation	0.00	1 816 791.59
Environmental Protection	0.00	0.00
Waste Management	19 913 651.10	6 834 432.51
Waste Water Management	19 290 986.40	9 580 877.06
Road Transport	14 700.00	7 308 556.82
Water	21 053 335.80	9 938 611.32
Electricity	28 224 744.00	12 451 625.00
Other	0.00	0.00



BUDGET SUMMARY ACCORDING TO IDP PRIORITY ISSUES

IDP PRIORITY		Revenue	Expenditure
1	Water	R 21 053 335.80	R 9 938 611.32
2	Sanitation	R 19 290 986.40	R 9 580 877.06
3	Streets and Stormwater	R 14 700.00	R 7 308 556.82
4	Waste Management	R 19 913 651.10	R 6 834 432.51
5	Electricity	R 28 224 744.00	R 12 451 625.00
6	Cemeteries	R 183 750.00	R 1 053 764.40
7	Local Economic Development	R 0.00	R 0.00
8	Land Development and Reform	R 0.00	R 365 638.98
9	Disaster and Environmental Management	R 0.00	R 0.00
10	Institutional Development	R 58 226 993.20	R 21 640 148.10
11	Sport and Recreation	R 966 357.00	R 2 819 510.90
12	Safety and Security	R 441 000.00	R 445 481.33



BUDGET SUMMARY ACCORDING TO KEY PERFORMANCE AREAS

KPA	Revenue	Expenditure
Basic Services and Infrastructure	R 90 088 524	R 51 275 898.31
Local Economic Development	R 0	R 0.00
Institutional Transformation and Development	R 750 000	R 2 479 429.59
Financial Viability and Management	R 56 019 593	R 13 745 361.47
Good Governance / Public Participation	R 1 457 400	R 4 937 957.04

