



Service Delivery & Budget Implementation Plan for the 2014/15 Financial Year

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1. VISION

A well governed, peaceful and prosperous local municipality where all residents actively benefit from sustainable economic growth, service delivery, health and education

2. MISSION

Maintain highly committed and motivated politicians and employee who are prepared to serve communities by ensuring quality service delivery, financial viability and accountability, manage assets and resources efficiently as well as to encourage community participation in developmental initiative.

3. Legislative Imperative

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

(a) projections for each month of :

(i) revenue to be collected, by source; and

(ii) operational and capital expenditure, by vote

- service delivery targets and performance indicators for each quarter, and
- other matters prescribed

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

As per Municipal Finance Management Act Circular No 13, National Treasury, up to this far, currently prefers not to prescribe other matters to be included in the Service Delivery Budget and Implementation Plan. This is to ensure good governance and accountability on the part of Municipalities. However, there are five (5) minimum requirements that the National Treasury requires to form part of the Service Delivery Budget and Implementation Plan (Municipal Finance Management Act Circular No. 13). These are outlined below:

1. Monthly projections of revenue to be collected by source;
2. Monthly projections of expenditure (operating and capital) and revenue for each vote;
3. Quarterly projections of service delivery targets and performance indicators for each vote

3.1 Monthly Projections of Revenue to be collected for each Source

The failure to collect its revenue as budgeted will severely impact on PLM ability to provide services to the community. The PLM therefore has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the PLM to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

3.2 Monthly Projections of Expenditure and Revenue for each Vote

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconcile with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

3.3 Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote

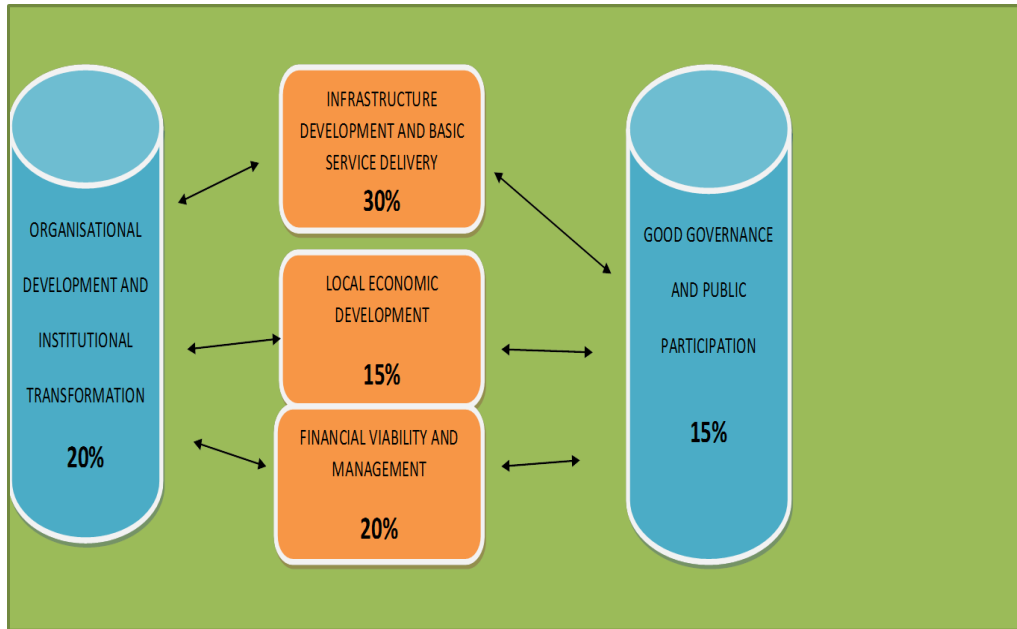
This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's MFMA Circular No. 13 is the utilization of scorecards to monitor service delivery.

As concluded by the National Treasury in MFMA Circular No. 13, the biggest challenge for municipalities is to develop meaningful non-financial service delivery service targets and indicators. This document presents annual targets and indicators as outlined in the Corporate Scorecard.

4. LINKING IDP & BUDGET

Phumelela Local Municipality has identified the following priority areas, based on extensive public participation engagements that were carried throughout three municipal towns with a proposed score card:

4.1 PROPOSED ORGANISATION SCORECARD IS AS FOLLOWS



To determine the development focus, Council embarked on an analysis/diagnosis on the status quo of our municipality. For the financial year 2014/15, which will be the fourth year of the 2012/16 five year IDP as adopted by council three years ago. This introspection resulted in us believing that despite some difficult challenges there are numerous opportunities that we can deliver on.

The opportunities and challenges are presented in the IDP in line with the five strategic Local Government key performance arrears. Emanating from the diagnosis of our opportunities and challenges, Council came up with 27 key priorities to focus on for the next five year.

Priority	Objectives	Driver	Lead Department	Support
1. Revenue	Increase own revenue from trading services and other revenue streams	CFO	Finance	Revenue management
2. SCM Management	To procure goods and services in line with sec 217 of the constitution and chapter 11 of the MFMA no.56 of 2003	CFO	Finance	SCM management
3. Asset Management	To ensure that assets of the municipality are accounted for in terms of GRAP standards	CFO	Finance	Asset management

4. Budget reporting	Prepare and implement the budget in the terms of budget reforms	CFO	Finance	Budget
5. Expenditure management	Ensure that expenditure incurred provided for in the approved budget	CFO	Finance	Expenditure
6. Review of LED strategy	To have an updated LED strategy	MM	LED	LED
7. Exploiting and pursuing new investment opportunities	To attract new investors in around Phumelela	MM	LED	LED
8. Tourism	To promote tourism opportunities around Phumelela	MM	LED	Tourism
9. Cemeteries and Parks	To ensure effective management of graveyards and cemeteries in the Phumelela municipal area	Technical Director	Technical department	Cemeteries and Parks
10. Sport and recreation facilities	To ensure access to sports and recreation in the Phumelela municipal area	Technical Director	Technical Department	Sports and recreation facilities
11. Traffic and parking	To ensure effective and traffic management and parking in the Phumelela area	Technical Director	Technical Department	Traffic and parking
12. Waste management	To ensure effective and efficient waste management in the area from storage to disposal	Technical Director	Technical Department	Waste management
13. Energy and Electricity management	To ensure effective and efficient electricity supply	Technical Director	Technical Department	Energy and Electricity management
14. Municipal roads and storm water	To provide the mobility and enhance economic development in the Municipal environment	Technical Director	Technical Department	Roads and Storm water
15. Sanitation	To ensure provision of reliable sanitation and related effluent	Technical Director	Technical Department	Sanitation
16. Water	To ensure provision of clean potable water	Technical Director	Technical Department	Water
17. Alignment of Organizational Structure with IDP	Structure reviewed and linked to IDP Alignment of Organizational Structure with Powers & Functions Establish proper reporting lines	Cooperate Director	Cooperate Services	Human resources
18. Filling of critical vacancies	To ensure that recruitment campaign is conducted in line with recruitment policy.	Corporate Director	Corporate Services	All Departments

	To appoint / attract possible competent and skilled personnel			
19. Development and review appropriate policies and by-laws	To have a policy driven and regulated environment	Corporate Director	Corporate Services	Human resources
20. Skill Audit to evaluate competencies & address shortcomings	To identify the skills gaps. Training to be in line with the WSP and approved by Council	Corporate Director	Corporate Services	Human resource
21. Organizational Performance Management	Cascading Performance Management System to staff below Section 57. To ensure that a Culture of performance is installed	Corporate Director	Corporate Services	PMS
22. Improvement of Government/ governance Structures/ functionality of Council Committees	To ensure functionality of Section 80 Committee, ward committees, Oversight Committee and LLF. Adopt organization wide schedule of meetings and comply with it	Corporate Director	Corporate Services	Auxillary Department
23. Legislative compliance	Report monthly, quarterly, mid-year and annually. Reporting on the LGTAS (Monitoring and evaluation)	Corporate Director	Corporate Services	All Departments
24. Communication strategy	Better use of Municipal Web-site Development and adopt public participation strategy Improve way of communication with public and stakeholders	Corporate Director	Corporate Department	IT and IDP Department
25. Spatial Development Framework	Review of the Spatial Development Framework	Technical Director	Technical Services and Corporate Services	
26. Disaster Management	Development of a disaster management plan	Corporate Director	Corporate services	District Municipality
27. Statistics South	Phumelela be launched	Corporate	Corporate	Human resource

Africa	during next survey	Director	Services	
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In his state of the Municipal address the Mayor committed himself and the administration to achieve:

- Improved audit outcome
- Improved revenue management and implementation of debt collection and credit control
- Improvement in service delivery infrastructure, maintenance and operations.
- Through the re-introduction of a municipal newsletter and bigger communications budget, improved communication with communities.
- Finalisation of A draft VISION PHUMELELA 2030
- Reduction in water and electricity outages
- An end to or a significant reduction in sewerage spillages
- Filling of the stated critical positions before the beginning of the next calendar year.
- A prepaid electricity point in Ezenzeleni by 31 July 2014.

5. REPORTING ON THE SDBIP

Projections of revenue to be collected by source

The SDBIP information on revenue will be monitored and reported monthly by the Accounting Officer in terms of section 71 (1)(a), section 72 & 52d of the MFMA. Further comprehensive financial policies are in place to ensure realistic revenue projections by taking into account appropriate service and delivery levels, standards, ability to pay and collection effort.

6. SDBIP Cycle

The PLM SDBIP process comprises the following stages, which forms part of a cycle:

6.1 Planning:

During this phase the SDBIP process Plan is developed, to be tabled with the IDP Process Plan. SDBIP related processes e.g. workshop schedules, distribution of circulars and training workshops, are also reviewed during this phase.

6.2 Strategizing:

During this phase the IDP is reviewed and subsequent SDBIP programmes and projects for the next 5 years based on local, provincial and national issues, previous year's performance and current economic and demographic trends etc.

6.3 Tabling:

The SDBIP is tabled before Council. Consultation with community and stakeholders of the IDP was done through meetings and provincial and national inputs on projects were also considered in developing the final document.

6.4 Adoption:

The Mayor approves the SDBIP no later than 28 days after the adoption of the Municipality's budget.

6.5 Publishing:

The adopted SDBIP is made public and is published on Council's website.

6.6 Implementation, Monitoring and Reporting:

SDBIP projects are implemented and quarterly reporting takes place. Mid-year reporting is done to assess performance on the SDBIP, the document is amended, where applicable and adopted by Council.

6.7 Monitoring of the Implementation of the SDBIP

Progress against the objectives/targets set out in the SDBIP will be reported on a monthly, quarterly, mid-year and annual basis as set out in the MFMA.

A series of reporting requirements are outlined in the MFMA as follows:

- Monthly budget statements (Section 71)
- Quarterly reports (Section 52d)
- Mid-year budget and performance assessment (Section 72)
- Annual report (Section 121)



7. Service Delivery Key Performance Indicators and Targets

7.1 Basic Service Delivery and Infrastructure Investment

7.1.1 Director Technical Services

IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Water
Strategic Objective:	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014
Outcomes:	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of water Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP. The percentage of households earning less than R2,400 per month with access to free basic services.
Budget Structure	
GFS Function (Vote):	Water
Sub-function:	No Split Total

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15								Annual	
					Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Actuals	Target
Upgrading of water infrastructure. Current infrastructure are too old and not large enough to handle water volumes requirements	Zamani: To construct a water reservoir and pump station with a capacity to handle 2 mega liter water	Zamani: 2ML Reservoir rising main & pumpstation	number of reservoirs constructed	Registered with MIG		1							1	
		Rising main	Number of raising mains			1							1	
		Installation of a pump station				1							1	
Project Management Unit	Supervision and Management of Projects	PMU	MIG-Management of Projects	Registered	1		1		1		1		4	

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15								Annual	
					Quarter 1		Quarter 2		Quarter 3		Quarter 4			
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Actuals	Target
It is necessary to ensure safe quality drinking water to Phumelela communities to prevent the outbreak of diseases	To ensure compliance with the national requirements for water safety	Completion of a Water Safety Plan	Number of plans	WSDP to be in place					1				1	
		Water plants in the municipality to be registered (Percentage of plants)	Number of plants	3 Plants					1				1	
		Number of qualified control processors	Number of processors	12 Process Controllers	1								1	
It is necessary to ensure safe quality drinking water to Phumelela communities to prevent the outbreak of diseases	Upgrading of bulk water in Warden, Pump station and Pipe Lines, Water treatment works, Reservoir	Construction of the Dam in Warden	Number of Dam	One Dam	1								1	

1.2 IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Sanitation
Strategic Objective:	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014
Outcomes:	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of sanitation Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP
Budget Structure Alignment	
GFS Function (Vote):	Waste Water Management
Sub-function:	Sewerage

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Unit of measures	Base-line	Performance Targets: 2014/15										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual		
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	
Sewer Reticulation infrastructure under severe pressure in the Zamani/Memel settlements	Installation of sewer reticulation network, phase 2	Phase 2 of the Memel/Zamani sewer reticulation network installed	Phase of project	Installation of waterborne sewerage and toilet structures for 2000 households			1							1	
Sewer Reticulation infrastructure in Thembalihle Ext 4	Installation of sewer reticulation network, phase 3	Phase 3 of the Thembalihle Ext 4, sewer reticulation	Phase of Project	Installation of waterborne sewerage and toilet structures for 1827 households	1									1	
Refurbishment of Sewer Plants	Refurbishment of waste water treatment works in Vrede	Refurbishment of Plant	Upgrading	Refurbishment	1									1	
	Refurbishment of waste water treatment works in Warden	Refurbishment of Plant	Upgrading	Refurbishment	1									1	
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	PLM-WSDP (1)	Appoint service provider					1					1	

1.1.3 IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Roads and Storm water
Strategic Objective:	To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality
Outcomes:	Repair and paving of roads
Budget Structure Alignment:	
GFS Function (Vote):	Road Transport
Sub-function:	Roads

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual target		
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	
Ensure that access roads are in a good order to enable sustainable social and economic activities: Various roads currently in poor condition and in need for repairs (not necessarily only access roads)	Thembalihle: Construction of 2km paved road	Pave roads constructed	2.0Km Paved road in Thembalihle	Construction of 2.0Km paved roads			1							1	
	Ezenzeleni: Construction of 1,5km paved road	Pave roads constructed	1.5Km Paved road in Ezenzeleni	Construction of 1.5Km paved roads					1					1	
	Construction of a bridge in Memel	Memel Bridge	One	Construction of the bridge							1			1	
	Construction of foot bridge in Vrede	Vrede Foot Bridge	One	Construction of Foot bridge							1			1	

IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Roads and Storm water
Strategic Objective:	To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality
Outcomes:	Repair and paving of roads
Budget Structure Alignment:	
GFS Function (Vote):	Road Transport
Sub-function:	Roads

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Bas e-line	Performance Targets: 2014/15										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual target		
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	
Ensure that access roads are in a good order to enable sustainable social and economic activities: Various roads currently in poor condition and in need for repairs (not necessarily only access roads)	Ezenzeleni: Construction of 1,5km paved road	Pave roads constructed	Kms						1					1	

1.1.4 IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Electricity Reticulation
Objective:	To provide an effective and efficient electricity
Outcomes:	Adequate provision for, safe and well maintained electricity
Budget Structure Alignment:	
GFS Function (Vote):	Electricity
GFS function	No Split Total

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals
Provide proper electricity in Warden-Ezenzeleni	Warden and Ezenzeleni Electrical Infrastructure refurbishment	Refurbishment of Electrical infrastructure	Electrical network	Upgrading	1		1		1		1		4	

7.1.5 Basic Services and Infrastructure Investment

IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Water
Strategic Objective:	To ensure access to clean potable water
Outcomes:	<ul style="list-style-type: none"> 100% of households in formal settlements have access to basic level of water Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP. The percentage of households earning less than R2,400 per month with access to free basic services.
Budget Structure	
GFS Function (Vote):	Water
Sub-function:	No Split Total

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements /	Programmes or Projects	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15				Annual
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	

Situation Analysis and/or Functional Area	(Predetermined Objective)				4									
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals
Upgrading of water infrastructure. Current infrastructure are too old and not large enough to handle water volumes requirements	Zamani: To construct a water reservoir and pump station with a capacity to handle 2 mega liter water	Construction of a reservoir	number of reservoirs constructed	Registered with MIG	1								1	
		Rising main	Number of raising mains		1								1	
		Installation of a pump station			1								1	
Thembahihle Extension 4 does not have adequate infrastructure to provide bulk water to resident	To construct a 2 megaliter reservoir for Thembahihle Extension 4	Number of 2 megaliter reservoirs constructed	Number of reservoirs	0 (Project)	1								1	
Ageing infrastructure in need for constant repairs and maintenance	To continuously maintain and repair water infrastructure to ensure uninterrupted water supply	Repairs and maintenance performed in terms of operating schedules	Percentage		1		1		1		1		4	
Ageing infrastructure in need for constant repairs and maintenance	To continuously maintain and repair water infrastructure to ensure uninterrupted water supply	To provide water meters in all households to account water and reduce water losses			1		1		1		1		4	

7.1.6 Basic Services and Infrastructure Investment

Strategic IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Waste Management
Strategic Objective:	To ensure good waste management in the Phumelela municipal area
Outcomes:	<ul style="list-style-type: none"> • Three licensed and registered landfill sites. • 100% of households in formal areas with access to refuse removal services at basic acceptable national standards
Budget Structure Alignment:	
GFS Function (Vote):	Waste Management
GFS function:	Solid Waste

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Bas e-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Land fill sites not registered and/or compliant with requirements to be fully licensed	To start with the relocation and licensing of landfill sites	Warden: Construction of landfill site	01						1				1	
		Vrede: Construction of landfill site	01						1				1	
		Memel: Construction of landfill site	01						1				1	
Percentage of households with access to basic level of refuse removal	To ensure that all households in formal residential areas have access to refuse removal services at least once every two weeks	Households in formal area with access to refuse removal at least once every two weeks	Percentage of households	Daily	1		1		1		1		4	
	To review the Integrated Waste Management Plan	Number of Waste Management Plans reviewed	Number of plans	0					1				1	

IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Sanitation
Strategic Objective:	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014
Outcomes:	<ul style="list-style-type: none"> • 100% of households in formal settlements have access to basic level of sanitation • Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP
Budget Structure Alignment	
GFS Function (Vote):	Waste Water Management
Sub-function:	Sewerage

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Unit of measures	Base-line	Performance Targets: 2014/15										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual		
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	
Sewer Reticulation infrastructure under severe pressure in the Zamani/Memel settlements	Installation of sewer reticulation network, phase 2	Phase 2 of the Memel/Zamani sewer reticulation network installed	Phase of project	2000					1						
Percentage of households with access to basic level of sanitation	To ensure that 100% of households in formally established townships have access to at least RDP standard of sanitation	Percentage of households in formal areas with access to basic level of water	Percentage	300								1		1	
	To review the Water Services Development Plan	Number of Water Services Development Plans reviewed	Number	1								1		1	

8. Manager Community Services

IDP Alignment:

KPA:	Basic Services and Infrastructure Investment
IDP Priority	Sport and Recreation Facilities
Strategic Objective:	To ensure access to quality sport and recreational in the Phumelela municipal area
Outcomes:	Adequate provision for, safe and well maintained sport and recreational facilities
GFS Function (Vote):	Community and Social Services
Sub-function:	Not Required

2.1 IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals
Inadequate sport facilities to provide recreational and exercise opportunities for the Phumelela youth	To promote sports and recreation in the community and amongst employees	Vrede/Thembalile Ex1: Upgrading of the sports facility	2 nd phase	1st phase completed										
		To identify and develop talented athletes.	3 towns	Vrede					1		1			
		Identify different sporting Code	3 towns	0	1		1		1		1		4	
		Facilitate and create Local sport co-operations for development purposes	3 towns	0			1		1		1		3	
		Maintenance of all existing sport Facilities	3 towns	6			2		2		2		6	
		Municipal involvement in provincial and sporting events		0					1					

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals
To protect the natural environment and to create a clean environment through the maintenance of existing facilities	To ensure maintenance of parks, sidewalks and open spaces.	Replacement and repairing of machinery and equipment.												
		Urban greening by planting trees		2000	500		500		500		500		500	

2.2 IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals
Youth programs	To effectively manage Youth Development Initiatives	Develop Youth Development strategy	Number	0							1		1	
		Youth Business Dialogue	Number	0							1		1	
		Youth Dialogue Teenage Pregnancy	Number	0							1		1	
		Youth Participation in 16 Days Activism against abuse of women and children Youth Against Drug & Substance Abuse									1			

2.4. IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2014/15			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
	To maintain existing graveyards and cemeteries	Number of cemeteries provided with solid / concrete fencing	6				

2.5 IDP Alignment 2014/15 Performance Indicators and Targets:

Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Base-line	Performance Targets: 2013/14			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
Fire Fighting	To provide an effective fire fighting and rescue service	Develop an MOU between the District and working on fire	0		1		
		To strengthen capacity and reduce fire incidents	0				
		To respond to all emergencies within reaction time.	0				
		Reduced number of fire incidents around municipality property					
		Purchasing of protective clothing with the assistance of the District	13				

9 Local Economic Development

9.1 Office of the Municipal Manager

IDP Alignment:

KPA:	Local Economic Development
IDP Priority	Local Economic Development
Strategic Objective:	To create employment opportunities in the Phumelela municipal area
Outcomes:	<ul style="list-style-type: none"> • (Number of) employment opportunities created through targeted IDP projects • (Number of) employment opportunities created through EPWP initiatives • To increase tourism opportunities • To attract investors in around Phumelela • To have an updated LED strategy
GFS Function (Vote):	Planning and Development

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
LED AND TOURISM	To launch the Community Work Programme in the Phumelela Municipality	Jobs created through the CWP	Number of jobs created											
	To ensure that the review of LED Strategy	LED Strategy reviewed												
	Fully functional LED Unit is Established	Staff employed in the LED unit	Number of staff											
	To update Information of all SMMEs on the data base	Registered SMME's	Number											
	All identified SMMEs registered as cooperatives	Registered SMME as cooperatives	Number											
	Agriculture and Dairy Farm	Jobs created by the Dairy	Number											
	Gas Exploration	Jobs created	Number											

10. Institutional Transformation and Organisational Development

10.1 Director Corporate Services

IDP Alignment:

KPA:	Institutional Transformation and Organisational Development
IDP Priority	Institution Building
Strategic Objective:	To facilitate institutional transformation and development in the Phumelela local municipality
Outcomes:	<ul style="list-style-type: none"> The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan; Targets in the organizational redesign and change management strategy; and Skills development targets in the municipal Skills Development Plan
GFS Function (Vote):	Finance and Admin
Sub-function:	Human Resources

2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual		
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	
Human Resources	To ensure that the Organogram is reviewed in line with powers and Function as well as IDP	% of the Organogram Reviewed	Number	1			1							1	
	To ensure that everyone has a job description with clear lines of reporting	% of staff with signed job description	Number	360					360					360	
	To ensure that the MM and other senior managers has an annually revised performance agreement that is aligned to national priorities within the prescribed	% of Section 54 and 56 with revised performance agreement of the signed within the prescribed legislative time-frames	4	3			1								4

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
	legislative time-frames													
	To ensure that all six critical middle management posts filled by competent staff subject to province taking over the salaries of 3 Section 54 and 56	% of critical positions filled by competent	9	4/9			2		3			1		9
	To ensure that the Workplace Skills Plans and Annual Training Reports submitted to the LGSETA	Compliance with skills development act	Number	1	1									1
	To ensure that we identify skills gap to improve on performance	% of Skills audit conducted	360	360	164	360								160
	To ensure training of staff members in line with the identified skills gap and WSP	% of municipal employees trained under WSP	30%	30%										
	Audit on a number of people with ill - health	Number of people to be placed under incapacity due to ill health												
Assessing suitability for ongoing employment vs extend of incapacity														
Conduct medical occupational diagnosis or determination of the period of absence														
Labour Relations	To ensure that Labour disputes are handled and reported to the Office of the MM	% Labour disputes and grievances handled in terms of collective agreements	number	7										
		Number of DC reported and attendant	Number	2										
	To ensure that Staff is work shopped on the collective agreement, Code of Conduct and DC Procedure	% of staff trained on collective agreement, Code of conduct and DC Procedure	360	360			360							360

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual		
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	
	To certify that all contract entered with service providers are developed with exit clause if there is under performance	Number of SLA entered and monitored	5	5					5					5	
Information Technology	Efficient control over telephones and enhance accountability	% of reports generated to enhance accountability	Number of systems		1		1		1		1			4	
	Reduction of the telephone usage.	Reduction of the telephone bill	Percentage reconciliation		30%										
	Purchase of two new servers	System maintenance, control and performance	Number	0			2							2	
	Maintain the municipal web-site according to legislative and regulatory requirements	Compliance with statutory requirements	Number of areas and time to be updated on the web-sites	1	100%		100%		100%		100%			100%	
Auxiliary Services	To ensure well-kept and maintained municipal buildings	Safe and lockable buildings	Number of building	Number	100%		100%		100%		100%			100%	
	To monitor frequency of monitoring councilor performance	% Monitor of attendance to meetings report	Number of Cllr attendance	%	1		1		1		1			4	
	Ensure adherence to the adopted council schedule	Number of meetings held per annum		6	1		2		2		2			6	
	Ensure that council resolutions are logged, tracked and effectively implemented	Resolution tracking tool Executed resolutions per register	Number of resolutions taken	Quarterly	1		1		1		1			4	
	To ensure compliance with OHS legislation	Established OHS committees	Number	0											
		Purchase protective clothing	200	200	200										200

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
		Purchase First Aid Material	0	6					6				6	
Town Planning	To ensure that informal settlements are formalised	Identify the informal settlement	Thembalihle	1							1		1	
		Identify the informal settlement	Warden	1							1		1	
		Identify the informal settlement	Zamani	3							3		3	
	To have an up to date list of township establishment	To identify land belonging to the municipality	Number								1		1	
		Number of land not proclaimed In three towns	Number								1		1	
	To have a Council reviewed spatial development framework	Spatial development policy reviewed and adopted	Number				1							1
	Building inspections Conducted to identify non - compliance with the approved regulation Framework	Number of building inspection conducted	Number								1		1	
	Intervention strategy in respect of addressing identified land and building use	Number of identified land and building use.								1		1		

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15										
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual		
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	
	Considered buildings Plans for approval	Number of building plans approved by the municipality										1		1	
	Ensure land availability And effective management of land for current and future	Number of current land availability and effective management of land										1		1	

Director Corporate Services

4.2. IDP Alignment:

KPA:	Financial Viability and Management
IDP Priority	Institution Building
Strategic Objective:	To facilitate the financial viability of the Phumelela local municipality
Outcomes:	Effective and efficient Supply Chain Management
Budget Structure Alignment	

GFS Function (Vote):	Finance and Admin
Sub-function:	Financial Management

2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Annual	Targets	Annual	Targets	Annual	Targets	Annual	Targets	Annual
Fleet Management	Effective and efficient management of fleet	Logbooks checked and properly updated (Percentage of logbooks)	Percent age of logbook s update d	29	100%		100%		100%		100%			100%
		Reconciliation of all expenses incurred against bank statement report (Bakkie)	%	12	100%		100%		100%		100%			100%
		Reconciliation Of all expenses incurred against bank statement report (Tractors)	%	17	100%		100%		100%		100%			100%
Traffic Management	To provide effective and efficient law enforcement/ safety in general and to reduce road traffic transgressions	Purchasing of two lasers for speed measurements	2	0			2	2						2
		Appointment of ENATIS administrator and 1 Traffic Officer	2	0			2	2						
		Installation of parking meters in 3 Towns		0										
		Purchasing of traffic signs. e.g. Information, warning and regulatory signs	Number											
		Development of traffic master plan	Number	0							1	1		

11 Financial Viability & Management

11.1 Chief Financial Officer

IDP Alignment:

KPA	Financial Viability and Management
IDP Priority:	Institution Building
Strategic Objective:	To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of

	the Municipal Planning and Performance Management Regulations, 2001
Outcomes:	<ul style="list-style-type: none"> the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan; the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and financial viability ratios Improved revenue management, sound expenditure management ,to procure goods and services in line with chapter 11 of the MFMA, to ensure that assets are accounted for in terms of GRAP standards.
Budget Structure Alignment	
GFS Function (Vote):	Finance and Admin; Finance
Sub-function:	Finance

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals		
Disclaimer audit opinion	To implement the 2013 Audit Action Plan (move towards a better audit by 2014)	Number of corrective and internal control interventions identified in the Audit Action Plan addressed	Number of issues	Audit Action Plan available: Total of 91 issues										
Percentage of municipalities that are overspending on OPEX	To ensure that the municipality does not overspend on OPEX	Operational expenditure as a percentage of the amount budgeted for operations per quarter	Percentage	New	25%		25%		25%		25%			
		Reports indicating operational expenditure as a percentage of budgeted OPEX	Number of reports	New	1		1		1		1			
Percentage of municipalities under spending on CAPEX by target date (2014)	To ensure that the municipality effectively utilized allocated capital budget	Capital expenditure as a percentage of the amount budgeted for capital per quarter	Percentage	Outcome 9	25%		25%		25%		25%			
		Reports indicating capital expenditure as a percentage of budgeted CAPEX	Number of reports	Outcome 9	1		1		1		1			
Percentage of	To ensure that the municipality	Operational	Percentage of	Outcome 9	5% or		5% or		5% or		5% or		5%	

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals		
municipalities spending less than 5% of OPEX on repairs and maintenance by 2014	spent at least 5% of OPEX on repairs and maintenance	expenditure spent on repairs and maintenance	expenditure		more		more		more		more		or more	
		Reports indicating expenditure on repairs and maintenance as a percentage of budgeted OPEX	Number of reports	Outcome 9	1		1		1		1			
Revenue management	To increase own revenue	Data cleansing	Number of reports	Appointment of service provider			1							
		Bill every consumer who receives a service correctly	Percentage of monthly accounts billed	Increased percentage of accounts billed			70%		15%		15%			
		Constant follow up on outstanding amounts	Number of staff appointed	Establishment of the credit control unit	3									
		Provision of free basic services to indigents only	Registered indigents with access to free basic services	Percentage							100%			
		Replacement of broken water meters	Procurement of water meters	Number of water meters procured		200								
SCM	To procure goods and services in line with chapter 11 of the MFMA	Establishment of bid committees	Appointment of bid committee members	Number of meetings per committee	1		1		1		1			
		Advertise All bids above R 200000	Advertised bids	Number of bids advertised above R200000		3								
		Report on implementation of SCM policy	Reports on SCM policy	Number of reports submitted to council	1		1		1		1			
		Movable assets to be barcoded before they can be distributed to end user department	Reports of updated asset register	Monthly reports	3		3		3		3			
		Arrangement of short term insurance by	Advertise short term insurance	Appointment of service provider			1							

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Target	Actuals	Target	Actuals	Target	Actuals	Target	Actuals		
Asset Management	To ensure that assets of the municipality are accounted for in terms of GRAP standards	May 2015												
		Update asset register monthly for movable assets and captilise infrastructure assets once they are completed	Reports	Updating of asset register	3		3		3		3			
		Communicate with relevant department for the movement and disposal of assets	Reports	Approval by council of all the disposals	3		3		3		3			
Budget and Reporting	Prepare and implement the budget in the terms of budget reforms	Approval of the budget by 31 May 2015	Compilation of budget document	Approval by council							1			
		Submission of monthly and quarterly reports to council	Reports	Submission of section 52d reports	1		1		1		1			
		Submission of Annual Financial Statements	Compilation of Annual Financial Statements	Submission to Auditor general on the 31 August 2014.	1									
Expenditure Management	Effective system for the approval, authorization, withdrawals and payments of funds	Quarterly reports	Reports	Submission of section 66 reports	1		1		1		1			
		Submission of Monthly VAT returns	Number of returns	Submission to SARS	3		3		3		3			
		Creditors reconciliations	Number of reconciliations	Reconciliation for all Big accounts(eg, Eskom, DWA etc.)	3		3		3		3			

Chief Financial Officer

5.2 IDP Alignment:

KPA:	Good Governance and Public Participation
IDP Priority	Institution Building
Strategic Objective:	To ensure good governance in the Phumelela local municipality
Outcomes:	<ul style="list-style-type: none"> Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities. An updated indigent support system
Budget Structure Alignment	
GFS Function (Vote):	Executive and Council

IDP Alignment; 2014/15 Performance Indicators and Targets:

Requirement of Outcome 9 Integrated Reporting Template	Programmes or Projects	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
Administration of indigents	To ensure that 100% of registered indigents have access to free basic services	Registered indigents with access to free basic services	Percentage								100%			
	To ensure that the indigent register is updated at least once a year	Updates of the indigent register	Number								1			

5.3 Operational Measures; 2014/15 Performance Indicators and Targets:

Vote/Indicator	Unit of measurement	Annual	Revised	Quarter Ending	Quarter Ending	Quarter Ending	Quarter Ending
		Target	Target	September	December	March	June

				Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual
Chief Financial Officer											
Submit monthly Expenditure Statements to AO	No. of statements	12			4		4		4		4
Report to AO on the Expenditure incurred on staff salaries, wages, allowances and benefits	Submit monthly	4			1		1		1		1
Report to AO on contracts awarded above the prescribed amount	Monthly	4			1		1		1		1
Submit report on all withdrawals not approved in the budget and submit report to PT & AG	Monthly	4			1		1		1		1
Report on implementation of the SCM Policy	Monthly	4			1		1		1		1
Submit all necessary returns to NT & PT as required by S71 of the MFMA	Monthly	12		4		4		4		4	
Consider monthly S71 Reports, review implementation of budget & SDBIP, identify problems & recommend appropriate amendments	Monthly	12		4		4		4		4	
Submit quarterly S52 Report on implementation of the budget		4		1		1		1		1	
Submit monthly statements on allocations received & financial state of affairs of the municipality	Quarterly	12		4		4		4		4	
Submit Annual Financial statements to Auditor - General	Submit end of August 2013	1		1							

Vote/Indicator	Unit of measurement	Annual	Revised	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending	
		Target	Target	September		December		March		June	
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual

Vote/Indicator	Unit of measurement	Annual	Revised	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending	
		Target	Target	September		December		March		June	
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
					...						
Engage with National and provincial sector depts on sector specific programmes for alignment with IDP	Begin in September 2013										
Submit report on impact of different service delivery levels on rates and tariffs	Inform community in Oct 2013										
Consider National policies, budget plans and potential price increase of bulk resources	Review with dept heads in Oct 2013										
Submit to AO Midyear performance assessment report to Mayor, N T and P T	Submit in January 2015	1						1			
Draft budget and plans for next 3 years to AO	Submit in February 2014	1						1			
Draft budget, plans and proposed revision to IDP	Publish in March 2015	1						1			
Appointment of Supply Chain Management Officials	Appointment letters in Jnm,	1		1							

12. Office of the Municipal Manager

12.1 IDP Alignment:

KPA:	Good Governance and Public Participation
IDP Priority	Institution Building
Objective:	To ensure good governance in the Phumelela local municipality
Outcomes:	<ul style="list-style-type: none"> An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports. Annual Review of the IDP and SDBIPs, including the performance plans of senior managers Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities. By-laws and policies to enable the effective governance of the municipality Community Participation in the Affairs of the Municipality through community engagements and ward committees
Budget Structure Alignment	
GFS Function (Vote):	Executive and Council

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
Simplified IDPs focusing on planning for delivery of a set of 10 critical municipal services	To align the IDP with the Simplified IDP Framework	Simplified IDPs that is aligned with the identified 10 critical services compiled	Number	1							1		1	
Number of municipalities with functional Organizational Performance Management Systems	To ensure that the municipality has a functional Organizational Performance Management System	Organizational performance reviews conducted	Number	1	1		1		1		1		4	
		Reports compiled in terms of section 46 of the Systems Act	Number	4	1		1		1		1		4	
Operational Clean Audit	To ensure a better audit by 2014	Municipal Audit Action Plan implemented (percentage)	Number	91	0									
	To have a fully functional Internal Audit function	Internal Auditors appointed	Number of appointments	0										
		Rolling three year audit plan approved and annually reviewed	Number of plans	1	1								1	
	To have a fully	Sessions of the	Number of	4	1		1		1		1		4	

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
	functional Audit Committee	audit committee	sessions											
Anti-corruption	To annually review the anti-fraud and anti-corruption strategy	Annual review of the Anti-fraud and Anti-corruption strategy	Number of reviews	1	1								1	
Special Focus Groups	To ensure that special focus groups are mainstreamed in the municipality's programmes and projects	Finalization of a policy to regulate the municipality's approach towards focus groups	Number of policies											

13.1 Good Governance and Public Participation

IDP Alignment:

KPA:	Good Governance and Public Participation
IDP Priority	Institution Building
Strategic Objective:	To ensure good governance in the Phumelela local municipality
Outcomes:	By-laws and policies to enable the effective governance of the municipality
Budget Structure Alignment	
GFS Function (Vote):	Executive and Council

IDP Alignment; 2014/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
Initiatives supportive of Outcome 8: Human Settlements	To annually review the SDF in line with the guidelines for simplified	SDFs reviewed annually	Number of Plans	1			1						1	

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
	SDFs													
	To finalize the Land Use Management framework	Adoption of by-laws	Number of by-laws	0			1						1	
	To finalize a land audit	Land Audit finalized	Number of land audits	0			1							
	To formalize settlements through targeted upgrading initiatives	Number of informal settlements formalized	Number	5						1			1	
Policy and Bylaws Development and review	To ensure that policy audit is done to those policies that are due to be amended.	Number of policies identified for review	Number	5			1						1	
	To ensure that we have policy governed institution	Number of identified policies for development	Number	2	2									
	To ensure that the municipality complete the third round of Bylaws	number of Bylaws identified for consolidation and implementation	Number	5			5						5	

14 Director Corporate Services

14.2 IDP Alignment:

KPA:	Good Governance and Public Participation
IDP Priority	Institution Building
Strategic Objective:	To ensure good governance in the Phumelela local municipality
Outcomes:	<ul style="list-style-type: none"> • Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration • Annual Review of the IDP and SDBIPs, including the performance plans of senior managers • An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports. • Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities. • By-laws and policies to enable the effective governance of the municipality

	<ul style="list-style-type: none"> Community Participation in the Affairs of the Municipality through community engagements and ward committees An updated indigent support system
Budget Structure Alignment	
GFS Function (Vote):	Executive and Council

14/15 Performance Indicators and Targets:

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15									
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual	
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals
Deepen democracy through a refined ward committee system	To have fully functional ward committees in all 8 wards	Wards with fully functional ward committees	Number of wards	7/8	10 meetings in 8 wards = 80 meetings									
	To ensure that all ward committees meet monthly	Ward committee meetings held	Number	96	80									
		Ward committee reports tabled and considered by Council	Number of reports	16	4		4		4		4		16	
Public participation policy	To develop the public participation policy	Policy developed and serve before Council	Policy In plane and adopted by Council	0			1						1	
		Public participation policy development and finally approved by Council		0			1					1		
Functional Councils	To effectively support and ensure optimal functionality of Council in terms of the requirements of the Municipal Structures Act	Functional Councils, including the timely distribution of Agendas and Minutes	Number of Councils	6	1		2		2		1		6	
		Resolution Tracking Register implemented	Number of registers	1			1					1		
		Reports about implementation of Council Resolutions to Council	Number	4										
Development of Public participation policy	To develop the public participation strategy	Public participation strategy developed and served before Council		0			1					1		

Institutional Requirements / Situation Analysis and/or Functional Area	Programmes or Projects (Predetermined Objective)	Performance Indicator	Units of Measure	Base-line	Performance Targets: 2014/15															
					Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual							
					Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals	Targets	Actuals						
		Public participation on the strategy and adopted by Council																		
Functional Section 80 Committee And LLF	To ensure functionality of Section 80 and LLF Committees	Resuscitation of Section 80 committee	Number	0	1		1		1		1									
		Resuscitation of LLF Committee																		

Budget Implementation Plan: 2014/15

15.1 Projected Cash Flows

Period: 1 July – 31 December 2014

Department / Vote / Function	Revenue	Expenditure	Projects	July			August			September			October			November			December		
				Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects
Political Offices	0	16,262,760	0	0	1,355,230	0	0	1,355,230	0	0	1,355,230	0	0	1,355,230	0	0	1,355,230	0	0	1,355,230	0
Executive and Council	0	8,131,380	0	0	677,615		0	677,615		0	677,615		0	677,615		0	677,615		0	677,615	

Department / Vote / Function				July			August			September			October			November			December		
	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects
Mayor	0	1,544,713		0	128,726		0	128,726		0	128,726		0	128,726		0	128,726		0	128,726	
Speaker	0	1,465,626		0	122,136		0	122,136		0	122,136		0	122,136		0	122,136		0	122,136	
Council	0	5,121,041		0	426,753		0	426,753		0	426,753		0	426,753		0	426,753		0	426,753	
Office of the Municipal Manager	0	6,246,198	0	0	520,517	0	0	520,517	0	0	520,517	0	0	520,517	0	0	520,517	0	0	520,517	0
Executive and Council	0	3,123,099	0	0	260,258		0	260,258		0	260,258		0	260,258		0	260,258		0	260,258	
Municipal Manager	0	2,169,041		0	180,753		0	180,753		0	180,753		0	180,753		0	180,753		0	180,753	
Internal Auditor	0	466,105		0	38,842		0	38,842		0	38,842		0	38,842		0	38,842		0	38,842	
Risk Management	0	487,953		0	40,663		0	40,663		0	40,663		0	40,663		0	40,663		0	40,663	
Corporate Services	3,820,600	7,953,717	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0
Management	0	969,700		0	80,808		0	80,808		0	80,808		0	80,808		0	80,808		0	80,808	
Finance and Admin				0	0		0	0		0	0		0	0		0	0		0	0	
Human Resources	0	547,999		0	45,667		0	45,667		0	45,667		0	45,667		0	45,667		0	45,667	
Information Technology	0	498,981		0	41,582		0	41,582		0	41,582		0	41,582		0	41,582		0	41,582	
Legal	0	568,640		0	47,387		0	47,387		0	47,387		0	47,387		0	47,387		0	47,387	
Skills Development	2,000,000	588,965		166,667	49,080		166,667	49,080		166,667	49,080		166,667	49,080		166,667	49,080		166,667	49,080	
Property Services	1,773,600	819,256		147,800	68,271		147,800	68,271		147,800	68,271		147,800	68,271		147,800	68,271		147,800	68,271	
Other Admin	32,000	3,303,697		2,667	275,308		2,667	275,308		2,667	275,308		2,667	275,308		2,667	275,308		2,667	275,308	
Planning and Development	15,000	656,479		1,250	54,707		1,250	54,707		1,250	54,707		1,250	54,707		1,250	54,707		1,250	54,707	
Financial Services	67,553,900	24,971,713	0	5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976	
Finance	67,553,900	24,971,713	0	5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976	
Office of the CFO	3,000	6,259,071		250	521,589		250	521,589		250	521,589		250	521,589		250	521,589		250	521,589	
Budget Office	60,099,000	10,857,199					0	0		0	0		2,540,000	0		2,540,000	0		2,540,000	0	
Income Section	335,000	2,519,048		27,917	209,921		27,917	209,921		27,917	209,921		27,917	209,921		27,917	209,921		27,917	209,921	
Expenditure Section	3,000	1,101,516		250	91,793		250	91,793		250	91,793		250	91,793		250	91,793		250	91,793	

Department / Vote / Function				July			August			September			October			November			December		
	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects
Supply Chain Management	56,000	1,986,379		4,667	165,532		4,667	165,532		4,667	165,532		4,667	165,532		4,667	165,532		4,667	165,532	
Assessment Rates	7,057,900	2,248,500		588,158	187,375		588,158	187,375		588,158	187,375		588,158	187,375		588,158	187,375		588,158	187,375	
Community Services	370,000	4,598,520	4,212,750	30,833	383,210		30,833	383,210		30,833	383,210		30,833	383,210		30,833	383,210		30,833	383,210	
Management	0			0	0		0	0		0	0		0	0		0	0		0	0	
Health	0	30,000		0	2,500		0	2,500		0	2,500		0	2,500		0	2,500		0	2,500	
Community & Social Services	370,000	3,169,330	4,212,750	30,833	264,111		30,833	264,111		30,833	264,111		30,833	264,111		30,833	264,111		30,833	264,111	
Libraries and archives	10,000	983,537		833	81,961		833	81,961		833	81,961		833	81,961		833	81,961		833	81,961	
Sport			4,212,750	0	0		0	0		0	0		0	0		0	0		0	0	
Cemeteries and Crematoriums	160,000	1,055,108		13,333	87,926		13,333	87,926		13,333	87,926		13,333	87,926		13,333	87,926		13,333	87,926	
Traffic	200,000	1,130,685		16,667	94,224		16,667	94,224		16,667	94,224		16,667	94,224		16,667	94,224		16,667	94,224	
Environmental Protection	0	1,399,190	0	0	116,599		0	116,599		0	116,599		0	116,599		0	116,599		0	116,599	
Biodiversity and landscape (Parks)	0	1,399,190		0	116,599		0	116,599		0	116,599		0	116,599		0	116,599		0	116,599	
Technical Services	35,196,225	64,082,692	34,517,182	2,933,019	5,340,224		2,933,019	5,340,224		2,933,019	5,340,224		2,933,019	5,340,224		2,933,019	5,340,224		2,933,019	5,340,224	
Management	0	805,871		0	67,156		0	67,156		0	67,156		0	67,156		0	67,156		0	67,156	
PMU	0	1,347,214	1,263,850	0	112,268	1,263,850	0	112,268		0	112,268		0	112,268		0	112,268		0	112,268	
Public Works	0	8,417,395		0	701,450		0	701,450		0	701,450		0	701,450		0	701,450		0	701,450	
Road Transport	0	4,000,000	0	0	333,333		0	333,333		0	333,333		0	333,333		0	333,333		0	333,333	
Roads	0	4,000,000		0	333,333		0	333,333		0	333,333		0	333,333		0	333,333		0	333,333	
Waste Management	6,964,000	7,621,274	7,846,640	580,333	635,106		580,333	635,106		580,333	635,106		580,333	635,106		580,333	635,106		580,333	635,106	
Solid Waste	6,964,000	7,621,274	7,846,640	580,333	635,106		580,333	635,106		580,333	635,106		580,333	635,106		580,333	635,106		580,333	635,106	
Waste Water Management	7,653,000	10,388,188	7,000,000	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682
Sewerage	7,653,000	10,388,188	7,000,000	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682	637,750	865,682	865,682
Water	12,711,225	13,361,000	18,406,692	1,059,269	1,113,417	17,293,275	1,059,269	1,113,417	17,293,275	1,059,269	1,113,417	17,293,275	1,059,269	1,113,417	17,293,275	1,059,269	1,113,417	17,293,275	1,059,269	1,113,417	17,293,275
No Split Total	12,711,225	13,361,000	18,406,692	1,059,269	1,113,417		1,059,269	1,113,417		1,059,269	1,113,417		1,059,269	1,113,417		1,059,269	1,113,417		1,059,269	1,113,417	
Electricity	7,868,000	18,141,750	0	655,667	1,511,813		655,667	1,511,813		655,667	1,511,813		655,667	1,511,813		655,667	1,511,813		655,667	1,511,813	

Department / Vote / Function				July			August			September			October			November			December		
	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects
<i>No Split Total</i>	7,868,000	18,141,750		655,667	1,511,813		655,667	1,511,813		655,667	1,511,813		655,667	1,511,813		655,667	1,511,813		655,667	1,511,813	

Period: 1 January – 30 June 2014

Department / Vote / Function				January			February			March			April			May			June		
	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects
Political Offices																					
Executive and Council	0	8,131,380	0	0	677,615		0	677,615	0	677,615		0	677,615	0	677,615	0	677,615	0	677,615	0	677,615
Mayor	0	1,544,713		0	128,726		0	128,726	0	128,726		0	128,726	0	128,726	0	128,726	0	128,726	0	128,726
Speaker	0	1,465,626		0	122,136		0	122,136	0	122,136		0	122,136	0	122,136	0	122,136	0	122,136	0	122,136
Council	0	5,121,041		0	426,753		0	426,753	0	426,753		0	426,753	0	426,753	0	426,753	0	426,753	0	426,753
Office of the Municipal Manager	0	6,246,198	0	0	520,517	0	0	520,517	0	520,517	0	0	520,517	0	520,517	0	520,517	0	520,517	0	520,517
Executive and Council	0	3,123,099	0	0	260,258		0	260,258	0	260,258		0	260,258	0	260,258	0	260,258	0	260,258	0	260,258
Municipal Manager	0	2,169,041		0	180,753		0	180,753	0	180,753		0	180,753	0	180,753	0	180,753	0	180,753	0	180,753
Internal Auditor	0	466,105		0	38,842		0	38,842	0	38,842		0	38,842	0	38,842	0	38,842	0	38,842	0	38,842
Risk Management	0	487,953		0	40,663		0	40,663	0	40,663		0	40,663	0	40,663	0	40,663	0	40,663	0	40,663
Corporate Services	3,820,600	7,953,717	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0	318,383	662,810	0
Management	0	969,700		0	80,808		0	80,808	0	80,808		0	80,808	0	80,808	0	80,808	0	80,808	0	80,808
Finance and Admin	3,820,600	6,984,017	0	318,383	582,001	0	318,383	582,001	0	318,383	582,001	0	318,383	582,001	0	318,383	582,001	0	318,383	582,001	0
Human Resources	0	547,999		0	45,667		0	45,667	0	45,667		0	45,667	0	45,667	0	45,667	0	45,667	0	45,667
Information Technology	0	498,981		0	41,582		0	41,582	0	41,582		0	41,582	0	41,582	0	41,582	0	41,582	0	41,582
Legal	0	568,640		0	47,387		0	47,387	0	47,387		0	47,387	0	47,387	0	47,387	0	47,387	0	47,387
Skills Development	2,000,000	588,965		166,667	49,080		166,667	49,080	166,667	49,080		166,667	49,080	166,667	49,080	166,667	49,080	166,667	49,080	166,667	49,080
Property Services	1,773,600	819,256		147,800	68,271		147,800	68,271	147,800	68,271		147,800	68,271	147,800	68,271	147,800	68,271	147,800	68,271	147,800	68,271
Other Admin	32,000	3,303,697		2,667	275,308		2,667	275,308	2,667	275,308		2,667	275,308	2,667	275,308	2,667	275,308	2,667	275,308	2,667	275,308
Planning and Development	15,000	656,479		1,250	54,707		1,250	54,707	1,250	54,707		1,250	54,707	1,250	54,707	1,250	54,707	1,250	54,707	1,250	54,707

Department / Vote / Function				January			February			March			April			May			June		
	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects
Financial Services	67,553,900	24,971,713	0	5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976	
Finance	67,553,900	24,971,713	0	5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976		5,629,492	2,080,976	
Office of the CFO	3,000	6,259,071		250	521,589		250	521,589		250	521,589		250	521,589		250	521,589		250	521,589	
Budget Office	60,099,000	10,857,199		0	0		0	0		56,906,000	0		56,906,000	0		56,906,000	0		56,906,000	0	
Income Section	335,000	2,519,048		27,917	209,921		27,917	209,921		335,000	209,921		335,000	209,921		335,000	209,921		335,000	209,921	
Expenditure Section	3,000	1,101,516		250	91,793		250	91,793		3,000	91,793		3,000	91,793		3,000	91,793		3,000	91,793	
Supply Chain Management	56,000	1,986,379		4,667	165,532		4,667	165,532		56,000	165,532		56,000	165,532		56,000	165,532		56,000	165,532	
Assessment Rates	7,057,900	2,248,500		588,158	187,375		588,158	187,375		7,057,900	187,375		7,057,900	187,375		7,057,900	187,375		7,057,900	187,375	
Community Services	370,000	4,598,520	4,212,750	30,833	383,210		30,833	383,210		370,000	383,210		370,000	383,210		370,000	383,210		370,000	383,210	
Management	0			0	0		0	0		0	0		0	0		0	0		0	0	
Health	0	30,000		0	2,500		0	2,500		0	2,500		0	2,500		0	2,500		0	2,500	
Community & Social Services	370,000	3,169,330	4,212,750	30,833	264,111		30,833	264,111		370,000	264,111		370,000	264,111		370,000	264,111		370,000	264,111	
Libraries and archives	10,000	983,537		833	81,961		833	81,961		10,000	81,961		10,000	81,961		10,000	81,961		10,000	81,961	
Sport			4,212,750	0	0		0	0		0	0		0	0		0	0		0	0	4,212,750
Cemeteries and Crematoriums	160,000	1,055,108		13,333	87,926		13,333	87,926		160,000	87,926		160,000	87,926		160,000	87,926		160,000	87,926	
Traffic	200,000	1,130,685		16,667	94,224		16,667	94,224		200,000	94,224		200,000	94,224		200,000	94,224		200,000	94,224	
Environmental Protection	0	1,399,190	0	0	116,599		0	116,599		0	116,599		0	116,599		0	116,599		0	116,599	
Biodiversity and landscape (Parks)	0	1,399,190		0	116,599		0	116,599		0	116,599		0	116,599		0	116,599		0	116,599	
Technical Services	35,196,225	64,082,692	21,983,810	2,933,019	5,340,224		2,933,019	5,340,224		35,196,225	5,340,224		35,196,225	5,340,224		35,196,225	5,340,224		35,196,225	5,340,224	
Management	0	805,871		0	67,156		0	67,156		0	67,156		0	67,156		0	67,156		0	67,156	
PMU	0	1,347,214	1,263,850	0	112,268		0	112,268		0	112,268		0	112,268		0	112,268		0	112,268	
Public Works	0	8,417,395		0	701,450		0	701,450		0	701,450		0	701,450		0	701,450		0	701,450	
Road Transport	0	4,000,000	0	0	333,333		0	333,333		0	333,333		0	333,333		0	333,333		0	333,333	
Roads	0	4,000,000		0	333,333		0	333,333		0	333,333		0	333,333		0	333,333		0	333,333	
Waste	6,964	7,621,784	7,846	580,	635,178,4		580,	635,178,4		6,964	635,178,4		6,964	635,178,4		6,964	635,178,4		6,964	635,178,4	

Department / Vote / Function				January			February			March			April			May			June		
	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects	Revenue	Expenditure	Projects
Management	,000	274	,640	333	06	6,640	333	06		,000	06		,000	06		,000	06		,000	06	
<i>Solid Waste</i>	6,964,000	7,621,274	7,846,640	580,333	635,106	7,846,640	580,333	635,106		6,964,000	635,106		6,964,000	635,106		6,964,000	635,106		6,964,000	635,106	
Waste Water Management	7,653,000	10,388,188	7,000,000	637,750	865,682		637,750	865,682		7,653,000	865,682		7,653,000	865,682		7,653,000	865,682		7,653,000	865,682	
Sewerage	7,653,000	10,388,188	7,000,000	637,750	865,682		637,750	865,682		7,653,000	865,682		7,653,000	865,682		7,653,000	865,682		7,653,000	865,682	
Water	12,711,225	13,361,000	5,873,320	1,059,269	1,113,417		1,059,269	1,113,417		12,711,225	1,113,417		12,711,225	1,113,417		12,711,225	1,113,417		12,711,225	1,113,417	
<i>No Split Total</i>	12,711,225	13,361,000	5,873,320	1,059,269	1,113,417		1,059,269	1,113,417		12,711,225	1,113,417		12,711,225	1,113,417		12,711,225	1,113,417		12,711,225	1,113,417	
Electricity	7,868,000	18,141,750	0	655,667	1,511,813		655,667	1,511,813		7,868,000	1,511,813		7,868,000	1,511,813		7,868,000	1,511,813		7,868,000	1,511,813	
<i>No Split Total</i>	7,868,000	18,141,750		655,667	1,511,813		655,667	1,511,813		7,868,000	1,511,813		7,868,000	1,511,813		7,868,000	1,511,813		7,868,000	1,511,813	

15.2 Operating Budget

OPERATING REVENUE			
PROPERTY RATES	2014-2015	2015-2016	2016-2017
Admin Fees – Thembalihle	-43,000	-46,000	-49,000
Assessment Rates	-4,491,034	-4,734,000	-4,990,000
Assessment Rates – Farms	-3,351,530	-3,533,000	-3,724,000

TOTAL PROPERTY RATES	-7,885,564	-8,313,000	-8,763,000
SERVICE CHARGES			
Electricity : Bulk KWH	-9,351,098	-9,857,000	-10,390,000
Electricity : Business	-2,739,671	-2,888,000	-3,044,000
Electricity : Private	-1,793,272	-1,891,000	-1,994,000
Refuse Removal Business	-519,430	-548,000	-578,000
Refuse Removal Private	-5,294,637	-5,581,000	-5,883,000
Sewerage Business	-702,488	-741,000	-782,000
Sewerage Private	-6,442,873	-6,791,000	-7,158,000
Water Business	-1,202,854	-1,268,000	-1,337,000
Water Department	-3,872	-5,000	-6,000
Water Private	-6,838,168	-7,208,000	-7,598,000
TOTAL SERVICE CHARGES	-34,888,363	-36,778,000	-38,770,000
INTEREST ON OUTSTANDING DEBTORS			
Interest earned : Outstanding Debtors	-574,000	-605,000	-638,000
TOTAL INTEREST ON OUTSTANDING DEBTORS	-574,000	-605,000	-638,000
INTEREST ON EXTERNAL INVESTMENTS			
Interest : Current Account	-127,000	-134,000	-142,000
Interest : Investment	-416,000	-439,000	-463,000
TOTAL INTEREST ON EXTERNAL INVESTMENTS	-543,000	-573,000	-605,000
TRANSFERS RECOGNISED – OPERATING			

CFO Grant From FS Local Government	-	-	-
EPWP Integrated Grant – Income	-1,000,000	-	-
Equitable Share	-58,325,000	-60,252,000	-58,855,000
Equitable Share Councillors Remuneration	-2,615,000	-2,757,000	-2,906,000
Finance Management Grant – Income	-1,800,000	-1,950,000	-2,100,000
Integrated National Electrification	-	-	-
MIG Receipts	-1,039,800	-1,031,350	-1,069,050
Municipal Systems Improvement Grant – Income	-934,000	-967,000	-1,018,000
TOTAL TRANSFERS RECOGNISED – OPERATING	-65,713,800	-66,957,350	-65,948,050
OTHER REVENUE			
Building Fees	-18,000	-19,000	-21,000
Cemetery Fees	-162,000	-171,000	-181,000
Collecting Fees	-67,000	-71,000	-75,000
Connection Fees : Electricity	-16,000	-17,000	-18,000
Connection Fees : Water	-3,000	-4,000	-5,000
Electricity Availability Charge	-	-	-
Insurance Claim	-12,000	-13,000	-14,000
LGSETA Learnership	-	-	-
LGSETA Training Fund	-58,000	-62,000	-66,000
Photo Copies	-	-	-
Sale of Stands	-95,000	-100,130	-105,537
Sewerage Repairs	-	-	-
Sundry Income	-9,000	-10,000	-11,000
Telephone Personnel	-	-	-
Tender Deposits	-64,000	-68,000	-68,000
TOTAL OTHER REVENUE	-504,000	-535,130	-564,537

FINES			
Fines : Library	-1,000	-2,000	-3,000
Fines : Traffic	-66,000	-70,000	-74,000
TOTAL FINES	-67,000	-72,000	-77,000

LICENCES AND PERMITS			
Clearance Certificate	-17,000	-18,000	-19,000
Valuation Certificate	-6,000	-7,000	-8,000
TOTAL LICENSES AND PERMITS	-23,000	-25,000	-27,000

RENTAL OF FACILITIES			
Bowling Course	-3,000	-3,162	-3,333
Rent Beer Hall	-61,000	-64,294	-67,766
Rent Camps	-47,000	-50,000	-53,000
Rent City Hall	-30,000	-31,620	-33,327
Rent Erf 402	-1,000	-1,054	-1,111
Rent Farms	-1,000,000	-1,000,000	-1,000,000
Rent Flats & Houses	-137,000	-144,398	-152,195
Rent Shooting Range	-1,000	-1,054	-1,111
Rent Vrede Marina	-18,000	-18,972	-19,996
Tennis Court	-	-	-
TOTAL RENTAL OF FACILITIES	-1,298,000	-1,314,554	-1,331,840

REVENUE FOREGONE			
Free Electricity	99,000	105,000	111,000
Free Sewerage	-	-	-

Free Solid Waste	-	-	-
Free Water	1,512,000	1,594,000	1,681,000
Rebate - Property Rates	-	-	-
TOTAL REVENUE FOREGONE	1,611,000	1,699,000	1,792,000
TOTAL REVENUE	-109,885,727	-113,474,034	-114,932,427
OPERATING EXPENDITURE			
REMUNERATION OF COUNCILLORS			
Councillors Allowances	3,062,994	3,246,774	3,441,580
Councillors Cellphone Allowance	305,377	323,700	343,122
Councillors Contribution : Pension Fund	460,000	487,600	516,856
Councillors Contribution : UIF	11,387	12,071	12,795
Councillors Contribution : Medical Aid	288,000	305,280	323,597
Councillors Skills Development Levy	28,265	29,961	31,758
Councillors Travel Allowance	1,020,998	1,082,258	1,147,193
TOTAL REMUNERATION OF COUNCILLORS	5,177,021	5,487,643	5,816,901
EMPLOYEE RELATED COSTS – SALARIES			
Allowance : Acting	111,248	118,368	125,944
Allowance : Housing	33,447	35,588	37,865
Allowance : Occupational	301,765	321,078	341,627
Allowance : Standby	202,622	215,590	229,387
Allowance : Travelling and Car	1,261,867	1,469,164	1,563,190
Gratuity	-	-	-
Leave Bonus	2,422,112	2,577,127	2,742,063
Long Service Bonus	279,874	260,507	277,179

Other Allowances	85,888	91,385	97,233
Overtime	2,014,920	2,144,726	2,281,989
PMU : Salaries	1,039,800	371,207	394,964
PMU : Travel and Car Allowance	-	-	-
Salaries	31,179,045	32,021,448	34,070,820
Salaries : Learnership Allowances	-	-	-
Salaries : Temporary Workers	60,000	60,000	60,000
Salaries : Temporary Workers - Grave diggers	120,000	127,680	135,852
Travel Allowance	77,860	82,843	88,145
TOTAL EMPLOYEE RELATED COSTS – SALARIES	39,190,448	39,896,711	42,446,258

EMPLOYEE RELATED COSTS - MANAGERS' SALARIES

Managers : Allowance Travel & Car	1,577,193	1,832,220	1,949,483
Managers : Leave Bonus	-	880,706	937,071
Managers : Other Allowance	-	-	-
Managers : Salary	2,728,028	2,537,372	2,699,764
TOTAL EMPLOYEE RELATED COSTS - MANAGERS' SALARIES	4,305,221	5,250,298	5,586,318

EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTIONS

Contribution : Bargaining Council	21,407	22,696	24,149
Contribution : Group Life Insurance	4,954	5,271	5,608
Contribution : Medical Aid	2,326,781	2,475,695	2,634,139
Contribution : Provident Fund	5,082,845	5,408,147	5,754,268
Contribution : UIF	262,319	279,108	296,970
PMU : Contribution UIF	-	-	-
PMU : Skills Development Levy	-	-	-
PMU Contribution : Bargaining Council	-	-	-

TOTAL EMPLOYEE RELATED COSTS - SOCIAL CONTRIBUTIONS	7,698,306	8,190,917	8,715,134
EMPLOYEE RELATED COSTS - MANAGERS SOCIAL CONTRIBUTIONS			
Managers : Contribution Pension Fund	-	125,925	133,984
Managers : Contribution UIF	7,492	8,097	8,615
Managers : Industrial Council Levy	325	346	368
Managers : Skills Development Levy	35,302	37,562	39,966
TOTAL EMPLOYEE RELATED COSTS - MANAGERS SOCIAL CONTRIBUTIONS	43,119	171,930	182,933
OTHER SOCIAL CONTRIBUTIONS			
HIV/AIDS Programme	-	-310,319	-
ID Campaign	-	-	-
IDP Review	-	-	-
Poverty Alleviation	-	-	-
Public Participation	150,000	159,000	168,000
Schools Programmes	-	-	-
Sports Development Programme	50,000	53,000	56,000
TOTAL OTHER SOCIAL CONTRIBUTIONS	200,000	-98,319	224,000
DEBT IMPAIRMENT			
Contribution : Provision for Bad Debts	-	-	-
TOTAL DEBT IMPAIRMENT	-	-	-
DEPRECIATION			
Depreciation	-	-	-
TOTAL DEPRECIATION	-	-	-

INTEREST ON EXTERNAL BORROWINGS			
Interest : External Borrowing	208,000	220,000	233,000
Interest on Overdraft	-	-	-
INTEREST ON EXTERNAL BORROWINGS	208,000	220,000	233,000
REPAIRS AND MAINTENANCE			
Furniture and Fittings	10,000	11,000	12,000
Land and Buildings	193,000	205,000	217,000
Pump Station and Network	4,083,000	4,305,000	4,539,000
Refuse Dumps	-	-	-
Street Lights	113,000	120,000	127,000
Streets & Signs	5,601,000	5,905,000	6,225,000
Tools & Equipment	163,000	177,000	191,000
Vehicles & Equipment	1,663,000	1,754,000	1,850,000
TOTAL REPAIRS AND MAINTENANCE	11,826,000	12,477,000	13,161,000
CONTRACTED SERVICES			
Maintenance Contracts	4,200,000	4,430,000	4,671,000
TOTAL CONTRACTED SERVICES	4,200,000	4,430,000	4,671,000
BULK PURCHASES			
Bulk Purchases : Electricity	13,919,162	14,675,000	15,471,000
Bulk Purchases : Water	1,700,000	1,792,000	1,889,000
TOTAL BULK PURCHASES	15,619,162	16,467,000	17,360,000
GENERAL EXPENSES			
Advertisements	160,000	169,000	179,000

Arbitration Award	-	-	-
Audit Fees	2,500,000	2,635,000	2,778,000
Bank Charges	193,000	204,000	216,000
Books and Ordinances	2,000	3,000	4,000
Bursary Fund	550,000	580,000	612,000
Chemicals	1,178,000	1,243,000	1,311,000
Cleaning Material	476,000	508,000	542,000
Collection Fees	-	-	-
Disaster Management	200,000	211,000	223,000
DME Electricity	-	-	-
Entertainment Allowance	2,000	3,000	4,000
Entertainment Allowance : Mayors	12,000	13,000	14,000
EPWP Integrated Grant – Expenditure	1,000,000	-	-
Finance Management Grant – Expenditure	1,800,000	1,950,000	2,100,000
Fuel and Oil	1,281,000	1,353,000	1,430,000
Gender & Disability	-	-	-
Hiring of Equipment	1,300,000	1,372,000	1,448,000
Indigent Household Subsidies	-	-	-
Insurance	800,000	844,000	890,000
Inventory	-	-	-
Legal Fees	250,000	264,000	279,000
Legislation	2,000	3,000	4,000
Managers : Contribution Compensation Fund	-	-	-
Mayor Skills Development Levy	12,857	13,628	14,446
Medical Examinations	-	-	-
Municipal Systems Improvement Grant – Expenditure	934,000	967,000	1,018,000

Pauper Burials	13,000	14,000	15,000
Pensioners : Medical Aid Contribution	244,000	258,000	272,000
PMU : Travel & Subsistence	-	-	-
PMU Print and Stationery	-	-	-
PMU Telephone	-	-	-
Postage	115,000	123,000	131,000
Print & Stationery	500,000	535,000	573,000
Professional Services	2,250,000	2,372,000	2,501,000
Protective Clothing	150,000	159,000	168,000
Provision for establishment	-	-	-
Publicity	-	-	-
Radio Licences	10,000	11,000	12,000
Refreshments	58,000	62,000	66,000
Rental Offices	-	-	-
Sedibeng Water: Warden Sewerage Refurbishment	-	-	-
Seed & Plants	-	-	-
Skills Development Levy	309,421	320,496	342,727
Telephone	1,000,000	1,064,000	1,131,000
Training	300,000	317,000	335,000
Transfer of Stands	-	-	-
Travel & Subsistence	1,000,000	1,054,000	1,111,000
Valuations	-	-	-
Vehicle Lease	22,000	24,000	26,000
Vehicle Licencing and Registration	30,000	32,000	34,000
Ward Committee Allowance	-	-	-
Work compensation Commissioner	-	-	-

TOTAL GENERAL EXPENSES	18,654,278	18,681,124	19,784,173
PROVISIONS			
Contribution : Provision for Leave	-	-	-
Contribution : Provision working capital	-	-	-
TOTAL PROVISIONS	-	-	-
TOTAL EXPENDITURE	107,121,554	111,174,302	118,180,719
Surplus/Deficit before Capital Transfers	-2,764,173	-2,299,732	3,248,292

15.3 Capital Budget

MIG Reference Nr	Department	Town	Project Description	BUDGET 2014 - 2015	BUDGET 2015 - 2016	BUDGET 2016 - 2017
MIG/FS0364/S/09/09	Sanitation	Memel	Zamani/Memel:Sewer outfall pumps and rising main	-	-	-
MIG/FS0698/S/08/09	Sanitation	Memel	Zamani/Memel: Installation of Sewer Reticulation Network Phase 1	-	-	-

MIG/FS0810/W/09/10	Water	Memel	Zamani: 2ML Reservoir rising main & pumpstation	352,467	-	-
MIG	Roads	Memel	Zamani/Memel: Construction of 2km Paved Road	-	11,624,705	5,936,249
MIG	Community Services	Memel	Zamani/ Memel: Upgrading of Sports Facilities	-	440,000	-
MIG	Institutional Development	Shared	PMU	1,039,800	1,031,350	1,069,050
Not Registered	Water	Shared	Water Conservation and Demand Management Implementation	-	560,000	11,168,551
Own Revenue	Roads	Warden	Construction of the Oosthuysen road in Warden	1,000,000	-	-
	Roads	Memel	Construction of a bridge in Memel	500,000		
	Roads	Vrede	Construction of foot bridge in Vrede	500,000		
	Coporate Services	Vrede	Office funiture and hall chairs	450,000		
	Water	Shared	Water Meters	250,000	-	-
MIG/FS0633/S/06/09	Sanitation	Vrede	Thembalihle Ex 4: Construction of Sewer Network-1827 Stands	-	-	-
MIG/FS0807/SF/09/11	Community Services	Vrede	Vrede/Thembalihle Ex1: Upgrading of the sports facility	3,119,400	1,562,534	-
MIG/FS0993/R,ST/13/1/14	Roads	Vrede	Thembalihle: Construction of 2km paved road	10,270,945	290,356	-
DWA - ACIP	Sanitation	Vrede	Refurbishment of waste water treatment works in Vrede	2,700,000	-	-
MIG	Roads	Warden	Ezenzeleni: Construction of 1,5km paved road	6,013,388	6,118,055	-
MIG	Community Services	Warden	Ezenzeleni/Warden: Upgrading of the sports facility	-	1,531,516	3,207,150
DWA - RBIG	Water	Warden	Upgrading of bulk water in Warden, Pump station and Pipe Lines, Water treatment works, Reservoir	30,000,000	20,000,000	-
DOE	Electricity	Warden	Warden and Ezenzeleni Electrical Infrastructure refurbishment	8,000,000	14,000,000	15,000,000
DWA - ACIP	Sanitation	Warden	Refurbishment of waste water treatment works in Warden	6,550,000	-	-
MISA	Technical	Various	Fencing of municipal properties	-	-	-
				70,746,000.00	57,158,516.00	36,381,000.00