



EKURHULENI IDP, BUDGET & SDBIP

2011/12 - 2013/14

*Celebrating 10 years of stable and consistent service delivery
by a smart, creative and developmental city.*



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FOREWORD

BY THE CITY MANAGER



Ekurhuleni
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Foreword by the City Manager, Khaya Ngema

Due to the multi-nodal set up in Ekurhuleni we have struggled over the past few years to focus our investment in such a way that we start creating an identity for Ekurhuleni Metropolitan Municipality, but also ensure we sustain our infrastructure investment made over time.

It is for this reason that we have identified four themes to strengthen our identity and also ensure that we build on the potential they hold. These four themes are:

- development of an aerotropolis with the nucleus being the OR Tambo International Airport;
- use of our water bodies to support building of local economies, sport development, recreation and tourism;
- establish innovative hub; and
- development of townships and economies.

These will result in mega projects that take Ekurhuleni onto a new development path.

It is important to continue delivery of high quality services to communities through following primary services, in a sustainable way:

- Clean water and sanitation;
- Functional lighting;
- Viable roads and stormwater; and
- A world class environment.

The Ekurhuleni Metropolitan Municipality strives to deepen democratic processes of governance in Ekurhuleni. Community-based planning (CBP) is one of the initiatives identified. This is a planning and implementation process that provides a platform for communities to engage in interactive participation in planning and decision making for implementation in the wards.

Ekurhuleni's Spatial Development Framework (SDF) is not to be used in isolation from the GDS and IDP. It is more than a plan; it puts forward spatial objectives and strategies for the Ekurhuleni Metro.

Future capital investment in Ekurhuleni must be undertaken within the ambit of the SDF, while the hierarchy of plans should be updated to guide development and land use decisions.



The community, as always, forms a very big part of the IDP and budgeting planning process through consultation on what the community wants. The following priority service delivery areas were identified through the IDP process:

- Roads and stormwater;
- Housing;
- Street lights/high mast lights;
- Parks development;
- Sport and recreation;
- Construction of new and extensions of clinics;
- Construction of MPC and skills development centres;
- Traffic calming measures; and
- Sanitation – water and sewer.

The 2011/12 budget paves the way for the new term of office for councillors who will take up the reins and lead Ekurhuleni forward into its next decade, as it sets in motion improved service delivery to all who live and work in Ekurhuleni.

Table of Contents

PART ONE – INTEGRATED DEVELOPMENT PLAN (IDP)	7
INTRODUCTION	7
Background	7
The Planning Framework	9
STATUS QUO	10
Introduction	10
The Current Situation	10
Infrastructure and Services (Physical Development)	10
Economic Transformation	11
Social Transformation	11
Economic Profile	11
VISION, MISSION & VALUES AND STRATEGIC PRIORITIES	18
Vision	18
Mission	18
Values	18
EKURHULENI GROWTH AND DEVELOPMENT STRATEGY (EGDS) 2025	18
Municipal Transformation and Institutional Development	22
Addendum to the Ekurhuleni GDS 2025 following the Growth and Development Summit 2006	22
INSTITUTIONAL STRUCTURE	23
REVIEW OF THE INTEGRATED DEVELOPMENT PLAN	27
Guiding Principles	27
Public Consultation and Planning	28
EKURHULENI METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK 2035 - THE EKURHULENI MSDF – EXECUTIVE SUMMARY	51
DISASTER MANAGEMENT PLAN	68
Executive Summary	68
MULTI YEAR FINANCIAL PLAN	69
PERFORMANCE MANAGEMENT SYSTEM	69
PROVINCIAL PLANS, PROGRAMMES AND BUDGETS	70
CONCLUSION	70
PART TWO– ANNUAL BUDGET	71
MAYOR’S REPORT	71
RESOLUTIONS	71
EXECUTIVE SUMMARY	73
Services Provided by the Municipality	73
Metro Consolidated Budget	74
Effect of the annual budget	78
Revenue Comparison: 2007/08 to 2011/12 Financial Years	79
Expenditure Comparison: 2007/08 to 2011/12 Financial Years	82
Past performance	84
Key Financial Statistics and Financial Ratios	84
Service Delivery Highlights for the previous financial year	86
Consolidated financial position and medium term revenue and expenditure strategy	87
Projected Revenue for the period 1 July 2011 to 30 June 2014	87
Projected Expenditure for the period 1 July 2011 to 30 June 2014	89
Projected Capital Expenditure for the period 1 July 2011 to 30 June 2014	90
Projected Cash Balances for the period 1 July 2011 to 30 June 2014	90
Projected Financial Ratios for the period 1 July 2011 to 30 June 2014	91
Municipality’s priorities and linkages to the IDP	92
Key amendments to the IDP	94
Alignment with and achievement of national and provincial policies	94

Key demographic, economic and other assumptions	98
Demographic and economic indicators	98
Other Assumptions	98
Progress with the provision of basic services and financial implications for the medium term revenue and expenditure framework and long term sustainability	98
Standards of Services	98
Access to Services Backlogs	99
Cost of Free Basic Services and Indigent Support	99
ANNUAL BUDGET TABLES	101
Schedule A1 - Budget Summary	101
Schedule A2 - Budget Performance (Revenue and Expenditure by standard classification)	102
Schedule A3 - Budget Performance (Revenue and Expenditure by municipal vote)	103
Schedule A4 - Budget Performance (Revenue and Expenditure)	104
Schedule A5 - Budget Capital Expenditure by vote, standard classification and funding	105
Schedule A6 - Budgeted Financial Position	106
Schedule A7 - Budgeted Cash Flows	107
Schedule A8 - Cash backed Reserves / Accumulated Surplus reconciliation	108
Schedule A9 - Asset Management	109
Schedule A10 - Basic Service Delivery Measurement	110

PART THREE – SUPPORTING DOCUMENTATION **111**

OVERVIEW OF THE ANNUAL BUDGET PROCESS	111
Income	111
Expenditure	112
OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH INTEGRATED DEVELOPMENT PLAN	113
Supporting Table SA4: Reconciliation of IDP Strategic Objectives and Budget (Operating Revenue)	113
Supporting Table SA5: Reconciliation of IDP Strategic Objectives and Budget (Operating Expenditure)	115
Supporting Table SA6: Reconciliation of IDP Strategic Objectives and Budget (Capital Expenditure)	119
MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS	120
OVERVIEW OF BUDGET RELATED POLICIES	121
Amended Policies	121
Policies Not Amended	122
Summary of amendments made to Policies	123
OVERVIEW OF BUDGET ASSUMPTIONS	125
OVERVIEW OF BUDGET FUNDING	130
Operating Budget	130
Capital Budget	132
SUPPLEMENTARY SCHEDULES	135
Supporting Table SA19: Expenditure on transfers and grant programmes	135
Supporting Table SA21: Allocations and grants made by the municipality	136
Supporting Table SA22: Councillor staff benefits	137
Supporting Table SA23: Salaries, allowances & benefits (Political office bearers / Councilors / Senior managers)	138
Supporting Table SA24: Summary of Personnel Numbers	139
Supporting Table SA25: Monthly targets for revenue, expenditure and cash flow	140
Supporting Table SA26: Consolidated budgeted monthly revenue and expenditure (Municipal vote)	141
Supporting Table SA27: Consolidated budgeted monthly revenue and expenditure (Standard classification)	142
Supporting Table SA28: Consolidated budgeted monthly capital expenditure (Municipal vote)	143
Supporting Table SA28: Consolidated budgeted monthly capital expenditure (Standard classification)	144
Annual budgets and service delivery and budget implementation plans – internal departments	145
2011/12 – 2013/14 MULTI-YEAR OPERATING BUDGET PER DEPARTMENT	146
Metro Total	146
City Manager	150
Chief Operating Officer: Service Delivery Co-Ordination	151
City Planning	152
City Secretariat	153
Communication	154
Corporate Legal	155

Council General	156
Customer Relations Management	157
Economic Development	158
Economic Development: Fresh Produce Market	159
Economic Development: Tourism	160
Ekurhuleni Metro Police Department	161
Emergency & Disaster Management: Disaster Management	162
Emergency & Disaster Management: Emergency Services	163
Emergency & Disaster Management: Support	164
Energy	165
Environmental Resource Management	167
Environmental Resource Management : Parks & Cemeteries	168
Executive Support	169
Finance	170
Fleet Management	172
Facilities Management	173
Health and Social Development	174
Housing	175
Human Resources	176
Information & Communication Technology	177
Institutional Strategy, Monitoring & Evaluation and Research: General Manager	178
Institutional Strategy, Monitoring & Evaluation and Research: IDP	179
Institutional Strategy, M&E and Research: Project Monitoring Office	180
Institutional Strategy, Monitoring & Evaluation and Research: Research	181
Internal Audit	182
Political Office	183
Public Transport	184
Public Transport: Licensing	185
Risk Management	186
Roads & Stormwater	187
SRAC: Arts & Culture	188
SRAC: Libraries	189
SRAC: Sports & Recreation	190
SRAC: Special Projects	191
Waste Management	192
Water & Sanitation	193
CAPITAL BUDGET PER CCA PER WARD	195
Annual budgets and service delivery and budget implementation plans – municipal entities and other external mechanisms	226
Brakpan Bus Company (BBC) – Operating Budget	227
Brakpan Bus Company (BBC) – Capital Budget	228
Brakpan Bus Company (BBC) – Measurable Performance Indicators	229
Ekurhuleni Development Company (EDC) Consolidated – Operating Budget	230
Ekurhuleni Development Company (EDC) Management Company – Operating Budget	231
Pharoe Park – Operating Budget	232
Pharoe Park Phase 2 – Operating Budget	233
Lethabong Housing Institute (LHI) – Operating Budget	234
East Rand Water Care Company (ERWAT) – Operating Budget	235
East Rand Water Care Company (ERWAT) –Capital Budget	236
East Rand Water Care Company (ERWAT) – Measurable Performance Indicators	238
Supporting Table SA33: Contracts having future budgetary implications	239
Capital expenditure details	240
Legislation compliance status	243
Other supporting documents	244
Affordability of New Loans and Other Sources of Capital Funding	245
Supporting Table SA1 - Supporting details to “Budgeted Financial Performance”	247
Supporting Table SA2 - Supporting details to “Budgeted Financial Performance”	249
Supporting Table SA3 - Supporting details to “Budgeted Financial Position”	250
Supporting Table SA7 - Measurable Performance Indicators	252
Supporting Table SA8 - Performance indicators and benchmarks	333
Supporting Table SA9 - Social, economic and demographic statistics and assumptions	334
Supporting Table SA10 - Funding measurement	335

Supporting Table SA14 - Household bills	336
Supporting Table SA15 - Investment particulars by type	337
Supporting Table SA16 - Investment particulars by maturity	338
Supporting Table SA30 - Consolidated monthly budget cash flow	339
Supporting Table SA34a - Consolidated capital expenditure on new assets by asset class	340
Supporting Table SA34b - Consolidated capital expenditure on existing assets by asset class	341
Supporting Table SA34c - Consolidated repairs and maintenance by asset class	342
Supporting Table SA35 - Consolidated future financial implications of the capital budget	343
Unaccounted for Water	344
Quality of Water	347

Municipal Manager's quality certification	349
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Bibliography	350
--------------	-----

ANNEXURE A - BUDGET RELATED POLICIES **351**

Rates and Tariffs Policies	351
----------------------------	-----

Debtors Management Policies	352
-----------------------------	-----

Cash Management and Funding Strategy Policies	355
-----------------------------------------------	-----

Budget and Accounting Policies	368
--------------------------------	-----

LIST OF FIGURES

Figure 1 Planning Framework	9
Figure 2 Ekurhuleni Growth Trend 1997 to 2009	13
Figure 3 Mining Annual Growth	14
Figure 4 Construction Annual Growth	15
Figure 5 Electricity Annual Growth	16
Figure 6 Trade Annual Growth	17
Figure 7 Transport Annual Growth	17
Figure 8 Spatial Development Framework Concept	53
Figure 9 Spatial Development Framework Draft 7	63
Figure 10 Planning and Urban Management Zones	64
Figure 11 Capital Investment Framework	66
Figure 12 Income - User Charges for Services	81
Figure 13 Metro Income for 2011/12	81
Figure 14 Metro-Expenditure over Multi-Years	85
Figure 15 Metro-Total Expenditure per Category	85
Figure 16 Operating Revenue Budget Compilation Process	111
Figure 17 Operating Expenditure Budget Compilation Process	112
Figure 18 Performance Objectives and Indicators (SDBIP Review Process Findings)	120
Figure 19 EMM Performance Management Documents (SDBIP Key Performance Indicators)	121
Figure 20 Capital Budget per Ward Categories	241
Figure 21 Gauteng Water Demand Exceed Supply (VRS demand vs Supply)	344
Figure 22 Contributions to Target Savings by Each Municipality Chart	345
Figure 23 Ekurhuleni Bulk Water Purchase Projection	347
Figure 24 Ekurhuleni Water Quality Monthly Compliance	348
Figure 25 The SDBIP Summarized Visually	364
Figure 26 Summarized Process of Adjustments Budget	364

LIST OF TABLES

Table 1 National Outcomes	7
Table 2 Comments received from IDP	9
Table 3 Ekurhuleni Key Comparative Statistics	12
Table 4 Average Annual GVA Growth (Constant 2005 Prices)	12
Table 5 Strategic Focus Areas - Infrastructure and Services	19
Table 6 Strategic Focus Area - Economic Transformation	20
Table 7 Organogram: Political Structure	24
Table 8 Organogram: Institutional Management	25
Table 9 Organogram: Corporate Services	25
Table 10 Organogram: Service Delivery	26
Table 11 2011/12 IDP and Budget Compilation Programme - Key Dates	27

Table 12	Planning Dates in the various CCAs wards	29
Table 13	Priority Results from Public Consultation Process	30
Table 14	Results from Budget/IDP Workshop	43
Table 15	Airport Related Land Uses and Functional Areas in the Core Development Triangle	56
Table 16	Specific Land Uses To Be Allowed in Each of the 9 Priority Areas	56
Table 17	Proposed Densities per Type of Node	58
Table 18	Illustrations of Densities Targeted	59
Table 19	Proposed Density Targets Around the Railway Stations	59
Table 20	Densities of Different Type of Corridors	60
Table 21	Residential Density Targets	60
Table 22	Proposed Densities for the Core Development Area	61
Table 23	Metro Consolidated Budget	74
Table 24	Proposed Tariff Increases	78
Table 25	Revenue Comparison: 2007/08 to 2011/12 Financial Years	79
Table 26	Expenditure Comparison: 2007/08 to 2011/12 Financial Year	82
Table 27	Key Financial Statics and Financial Ratio's	84
Table 28	Phasing in of the Full Recovery of the Depreciation Cost	84
Table 29	Cash and Cash Equivalents (R)	84
Table 30	Statement of Financial Performance	85
Table 31	Service Delivery Highlights for the Previous Financial Year	86
Table 32	Projected Revenue for the Period 1 July 2011 to 30 June 2014	87
Table 33	Projected Expenditure for the Period 1 July 2011 to 30 June 2014	89
Table 34	Capital Budget per Funding Source for the Period 1 July 2011 to 30 June 2014	90
Table 35	Projected Cash Balances for the Period 1 July 2011 to 30 June 2014	90
Table 36	Projected Financial Ratios for the Period 1 July 2011 to 30 June 2014	91
Table 37	National Outcomes	94
Table 38	Demographic and Economic Indicators	95
Table 39	Other Economic Indicators	95
Table 40	Standard of Services: Roads, Stormwater and Railway Sidings	99
Table 41	Access to Services Backlog	99
Table 42	Cost of Free Basic Services and Indigent Support	100
Table 43	Schedule A1 - Budget Summary	101
Table 44	Schedule A2 - Budget Performance (Revenue and Expenditure by Standard Classification)	102
Table 45	Schedule A3 - Budget Performance (Revenue and Expenditure by Municipal Vote)	103
Table 46	Schedule A4 - Budget Performance (Revenue and Expenditure)	104
Table 47	Schedule A5 - Budget Capital Expenditure by Vote, Standard Classification and Funding	105
Table 48	Schedule A6 - Budget Financial Position	106
Table 49	Schedule A7 - Budgeted Cash Flows	107
Table 50	Schedule A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation	108
Table 51	Schedule A9 - Asset Management	109
Table 52	Schedule A10 - Basic Service Delivery Measurement	110
Table 53	Supporting Table SA4 – Reconciliation of IDP Strategic Objectives and Budget (Revenue)	113
Table 54	Supporting Table SA5 Reconciliation of IDP Strategic Objectives and Budget (operating Expenditure)	115
Table 55	Supporting Table SA6 Reconciliation of IDP Strategic Objectives and Budget (Capital Expenditure)	119
Table 56	Summary of Amendments Made to Policies	123
Table 57	Additional Comments on Changes to the Property Rates Policy	124
Table 58	Additions to the Accounting Policy	124
Table 59	Deletions from the Accounting Policy	125
Table 60	Changing to the Accounting Policy	125
Table 61	Overview of Budget Assumptions	125
Table 62	(Albeit At Varying Assumed CPI Rates) For the Years after 2015, Increases Were Linked to PPI	126
Table 63	Services Income Increases – Summarised Tariff Increases with Growth Limits and Revenue Adjustments for the MTEF period)	127
Table 64	Revenue Increases: Other Revenue Sources - Assumptions Used	128
Table 65	Expenditure Increases: Remuneration Cost	129
Table 66	Expenditure Increases: Bulk Purchases	129
Table 67	Other Expenditure Increase: Basis of Projection	129
Table 68	The Impact of Variances from Assumptions	130
Table 69	Overview of Budget Funding-Operating Budget	131
Table 70	Capital Budget per Source of Finance	133
Table 71	Increased Asset Value As A Result of the GRAP 17 Asset Depreciation	134
Table 72	Supporting Table SA19 - Expenditure on Transfers and Grant Programme	135
Table 73	Supporting Table SA21 - Transfers and Grants Made by the Municipality	136

Table 74	Supporting Table SA22 - Councillor and Staff Benefits	137
Table 75	Supporting Table SA23 - Salaries, Allowances & Benefits (Political Office Bearers/Councillors/Senior Manager)	138
Table 76	Supporting Table SA24 - Summary of Personnel numbers	139
Table 77	Supporting Table SA25 - Monthly Targets for Revenue, Expenditure and Cash Flow	140
Table 78	Supporting Table SA26 - Consolidated Budget Monthly Revenue and Expenditure (Municipal Vote)	141
Table 79	Supporting Table SA27 - Consolidated Budget Monthly Revenue and Expenditure (Standard Classification)	142
Table 80	Supporting Table SA28 - Consolidated Budget Monthly Capital Expenditure (Municipal Vote)	143
Table 81	Supporting Table SA29 - Consolidated Budget Monthly Capital Expenditure (Standard Classification)	144
Table 82	Capital Budget per CCA per Ward – 2011/12-2012/13	195
Table 83	Brakpan Bus Company (BBC) - Operating Budget 2011-2013/14	227
Table 84	Brakpan Bus Company (BBC) - Capital Budget 2011-2013/14	228
Table 85	Brakpan Bus Company (BBC) - Measurable Performance Indicators	229
Table 86	Ekurhuleni Development Company (EDC) Consolidated - Operating Budget 2011/12 – 2013/14	230
Table 87	Ekurhuleni Development Company (EDC) Management Company - Operating Budget 2011/12 – 2013/14	231
Table 88	Pharoe Park - Operating Budget 2011/12 – 2013/14	232
Table 89	Pharoe Park Phase 2 - Operating Budget	233
Table 90	Lethabong Housing Institute (LHI) - Operating Budget 2011 – 2013/14	234
Table 91	East Rand Water Care Company (ERWAT) - Operating Budget 2011/12 – 2013/14	235
Table 92	East Rand Water Care Company (ERWAT) - Capital Budget 2011 – 2013/14	236
Table 93	East Rand Water Company (ERWAT) - Measurable Performance Indicators	238
Table 94	Supporting Table SA33 - Contracts Having Future Budgetary Implications	239
Table 95	Capital Budget 2011/12 -2012/13 - per CCA	240
Table 96	Capital Budget 2011/12-2013/14 - Departments Allocations	242
Table 97	Affordability of New Loans and Other Sources of Capital Funding	245
Table 98	Supporting Table SA1 - Supporting details to “Budgeted Financial Performance”	247
Table 99	Supporting Table SA2 - Consolidated Matrix Financial Performance Budget (Revenue Source / Expenditure Type 7 Dept)	249
Table 100	Supporting Table SA3 - Supporting details to “Budgeted Financial Position”	250
Table 101	Supporting Table SA8 - Performance Indicators and Benchmarks	333
Table 102	Supporting Table SA9 - Social, Economic and Demographic Statistics and Assumptions	334
Table 103	Supporting Table SA10 - Funding Measurement	335
Table 104	Supporting Table SA14 - Household Bills	336
Table 105	Supporting Table SA15 - Investment Particulars by Type	337
Table 106	Supporting Table SA16 – Investment Particulars by Maturity	338
Table 107	Supporting Table SA30 - Consolidated Monthly Budget Cash Flow	339
Table 108	Supporting Table SA34a - Consolidated Capital Expenditure on New Assets by Asset Class	340
Table 109	Supporting Table SA34b - Consolidated Capital Expenditure on Existing Assets by Asset Class	341
Table 110	Supporting Table SA34c - Consolidated Repairs and Maintenance by Asset Class	342
Table 111	Supporting Table SA35 – Consolidated Future Financial Implications of the Capital Budget	343
Table 112	DWA Water Saving Target per Municipality	344
Table 113	Ekurhuleni Water Balance	345
Table 114	Ranking of DMA's	346
Table 115	WC/WDM Funding Requirement	347
Table 116	Full Water Quality Compliance Report for the Year from July 2009-June 2010	348
Table 117	Ekurhuleni's Electricity Tariffs	351
Table 118	Evaluation of Consumer Debtors at Each Reporting Date	353
Table 119	Cash Generated Through Depreciation Budget	358
Table 120	Information to be Provided to National Treasury with Respect to a Long-Term Debt Proposal	360
Table 121	Delegated Powers of the Executive Mayor	371



PART 1
INTEGRATED
DEVELOPMENT PLAN (IDP)



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PART ONE

INTEGRATED DEVELOPMENT PLAN (IDP)

INTRODUCTION

BACKGROUND

Integrated Development Planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the IDP process. The EMM IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision –making processes in the municipality.

Through Integrated Development Planning which necessitates the involvement of all relevant stakeholders, a municipality:

- Identifies its key development priorities;
- Formulates a clear vision, mission and values;
- Formulates appropriate strategies;
- Develops the appropriate organizational structure and systems to realize the Vision and Mission; and
- Aligns resources with the developmental priorities.

In terms of the Municipal Systems Act, all municipalities have to undertake an IDP process to produce IDP's. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level.

During the past ten years we have made excellent progress in enabling the people of this region to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in the providing of healthcare, building houses and providing water, electricity and sanitation. The bucket system has been eradicated. We have laid a solid foundation and are on course to improve the lives of our communities. As we celebrate the change in our communities, we are also aware of the many challenges we still face. The unemployment rate has come down from approximately 40% in 2001 to just over 27% in 2009 (Expanded definition). Our fight against poverty and underdevelopment will be further intensified to work towards halving unemployment. Our responsibility as a sphere of government is to ensure that the quality of life of all that live and work in Ekurhuleni is improved. We will continue to engage in both progressive and meaningful discussions with our communities to shape a clear path from which governance and development will draw guidance and direction.

We have a responsibility to contribute to the process of transforming the lives of our people from the conditions of abject poverty and underdevelopment. In our fight against poverty, racism and underdevelopment, we are committed to ensuring that equitable service delivery becomes the norm in Ekurhuleni. For this reason EMM also focus their plans on the following National and Provincial priorities:

- Rural Development;
- Health;
- Job Creation;

- Education;
- Sustainable Communities;
- Building Good Governance and the Capacity of the State; and
- Fighting Crime and Corruption.

During the Cabinet Lekgotla held from 20 to 22 January 2010 Cabinet adopted the following 12 Outcomes which are the politically determined priorities of government as derived from the election manifesto of the ruling party and the Medium Term Strategic Framework (MTSF).

Table 1: National Outcomes

OUTCOMES

1	Improved quality of basic education.
2	A long and healthy life for all South Africans
3	All people in South Africa are and feel safe.
4	Decent employment through inclusive economic growth.
5	A skilled and capable workforce to support an inclusive growth path
6	An efficient, competitive and responsive economic infrastructure network.
7	Vibrant, equitable and sustainable rural communities with food security for all.
8	Sustainable human settlements and improved quality of household life.
9	A responsive, accountable, effective and efficient local government system.
10	Environmental assets and natural resources that are well protected and continually enhanced.
11	Create a better South Africa and contribute to a better and safer Africa and World.
12	An efficient, effective and development- oriented public service and an empowered, fair and inclusive citizenship

During the past ten years EMM implemented projects and programmes through its IDP and the achievement of inter alia the following:

- All communities to have access to clean water and decent sanitation;
- There is universal provision of free basic services;
- Constructed hundreds of new roads to improve access for our communities
- Improved the way government provided housing to ensure better quality houses closer to economic opportunities and combatted corruption in the administration of waiting lists;
- Creation of safety and security for communities, including plans to deal with disasters and emergencies;
- Utilization of sports, recreation, arts and culture for social and physical renewal and building a single identity Ekurhuleni community;
- Environmental management, including dealing with conditions of

dolomite prevalent in the city; and

- Improved the general health in our communities.

In building on what EMM have delivered over the past ten years, we will focus on the following key challenges facing our communities up to 2016:

- Building local economies to create more employment, decent work and sustainable livelihoods;
- Improve our services and broaden the access to them;
- Build more united, non-racial, integrated and safer communities;
- Promote more active community participation in our processes within EMM; and
- Ensure that EMM become more effective, accountable and clean that works together with National and Provincial Government.

Due to the multi nodal set up of Ekurhuleni we have struggled over the last number of years to focus our investment in such a way that we start creating an identity for EMM but also ensure that we sustain our infrastructure investment that were made over time. For this reason we have identified four themes around which we will strengthen our identity but also ensure that build on the potential they hold for EMM. These are:

- The development of an Aerotropolis with the nucleus the OR Tambo International Airport;
- The utilisation of our water bodies to support the building of local economies, sport development, recreation and tourism;
- The establishment of an Innovation Hub; and
- The development of Township Economies.

The above will translate into mega projects that will take Ekurhuleni to a new development path. Although these projects will contribute to positive growth over the next five years, it is as important to continue the delivering of high quality services to our communities. This will include the provision of the following primary services in a sustainable manner:

- Clean water and sanitation;
- Functional lighting;
- Viable roads and stormwater; and
- A world class environment.

Comments received from the Gauteng Provincial Government on the reviewed IDP 2010:

The following comments were received from the MEC, Gauteng Department of Local Government and Housing on the fourth review of the EMM IDP submitted in 2010:

"The Department of Local Government and Housing (DLGH) wishes to congratulate the Municipality for the timeous preparation, review and adoption of the final Integrated Development Plan (IDP) for the 10/11 financial year and its subsequent submission for commenting in line with Section 32 of the Municipal Systems Act 32 of 2000. The department further wishes to express appreciation to the Municipality for its continuous cooperation and active participation in efforts, through the July-to-July roadmap, aimed at strengthening joint planning and budgeting among the three spheres of government in pursuit of a globally competitive Gauteng.

In terms of Section 32 (2) of the MSA, I have concluded that there are no issues requiring amendment on the IDP. However, as part of an ongoing effort to ensure inter-governmental alignment as well as the effective delivery of the developmental mandate of local government, several issues are hereby brought to your attention for consideration in future planning and budgeting. Given developments at national and provincial government levels that have implications for planning/budgeting and monitoring/evaluation for all of government (including municipalities), and the local government elections in the next few months, I have deemed it prudent to structure this letter in a manner that communicates critical points to be noted by each municipality as we move into the next five-year IDP cycle.

1. Recurrence of Issues: *In the past year, several issues were raised through MEC comments pertaining to your municipality that, because they were not being adequately attended to, were recurring. These issues were highlighted in detail in the comments on the 2009/10 IDP. The incumbent letter deliberately does not speak to specific issues that the municipality must attend to. Municipalities are urged to take the comments made in the past four years on the IDP, and the Auditor General's reports as input into the new planning cycle for the next term of Local Government.*

2. Towards outcome-based planning: *Most importantly, the twelve outcomes adopted by cabinet in January 2010, and embedded into the work of ministries and other spheres of government through signed delivery agreements, will become the programmatic threads around which planning/budgeting and monitoring/evaluation across all spheres of government will be structured. The extent to which plans and budgets programme and implement these outcomes and their outputs will become an important factor in determining the allocation of resources across government. Thus, IDPs over the next five years must be structured in a manner pursuant to the said outcomes and outputs. The establishment of the Gauteng Planning Commission is of further benefit to these attempts. It is envisaged that the GPC will play a leading role in entrenching these outcomes across the spheres of government in Gauteng as a critical ingredient to the pursuit of a competitive Gauteng City Region.*

3. 5 Year IDP and differentiation: *The IDP remains the principal strategic planning instrument within each municipality, with a five-year time horizon. Hints on the plan becoming a three-year operational planning instrument have not as of yet amounted to policy and/or legislation. Taking into account the outcomes as the new structuring thread for planning/budgeting, the IDP must still provide an analysis of the level of development in a municipal space, outline a vision, and detail strategies, programmes and projects that are linked to a spatial logic, to budgets, and monitoring/evaluation instruments and processes as detailed in Chapter 5 of the Municipal Systems Act. Discussions are underway around the need to simplify and differentiate IDPs in line with the size and capacity of each municipality however no concrete decisions have yet been taken in this regard.*

4. Local Government Elections: *In the next few months, dates will be announced for the upcoming local government elections. That process will entail the closing of business for the current municipal councils and the introduction of a new council, amounting to an interregnum. At this point of transition, normal council processes (including the adoption of the IDP and*

Budget), will somewhat be affected. However the Councils are encouraged to adopt the budget and IDP in line with the previous of both MSA and the MFMA. The new council will in accordance with section 25 (3) of the MSA consider adopting the IDP as prepared and adopted by the outgoing Council's. Should the incoming Council take a principle decision to adopt the existing IDP, the provision of section 29 (1) (b)(i), (c), (d) of the MSA will apply. In such an instance, the January 2012 budget adjustment process should be utilized as a platform to ensure realignment with the revised IDP.

Conclusion:

As we work towards the third generation of IDPs, we need to collectively intensify our efforts aimed at intergovernmental development planning to ensure that the state function better. The adoption of the 12 outcomes with their outputs, coupled with the recent formation of the Gauteng Planning Commission present an opportunity for all facets of government with the province to better align priorities and resources for improved development impact. The third generation IDPs will be expected to serve as an expression of government's collective efforts towards the attainment of outcomes and outputs in a given municipal space."

In terms of the matters referred to as recurring the following is highlighted and the response of EMM thereto:

Table 2: Comments received from IDP

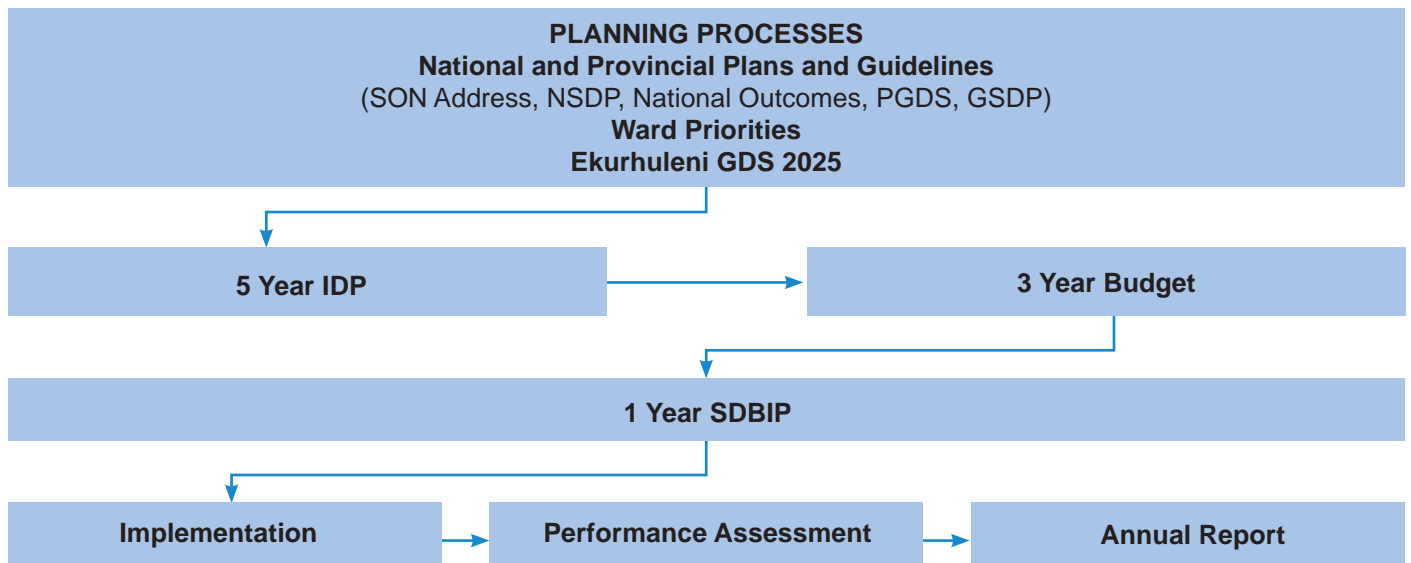
Matter raised in comments	Response of Ekurhuleni to the matter
Capex Spending	Various processes and procedures has been put in place to improve the spending levels on the Capital Budget. Spending has increased tremendously over the past number of years.
Low level of technical skills	Programmes on retention and development of scarce skills have received attention and further work is being done on this important matter.
Review of the institutional structure	This has been completed and a new institutional structure have been approved by Council and is in the process of implementation
Focused Area Based Planning	EMM is functioning as a multi nodal city which makes it difficult to only focus on a single geographic area. The bulk of the EMM population is not concentrated in one single area such as Soweto, but is distributed throughout the region. This is the subject of political discussion.
Unqualified Audit Report	EMM has over the last two financial years received Unqualified Audit Reports from the Auditor General

In terms of the focus on the Outcome- based planning, EMM has used the twelve national Outcomes set by Parliament as the basis for planning and budgeting. It is however noted that support from the other two spheres of government are required in terms of input through relevant resources and support to create an enabling environment to achieve these common goals.

THE PLANNING FRAMEWORK

The following is a graphic illustration of the strategic planning framework followed in the planning process of reviewing the EMM IDP:

Figure 1: Planning Framework



STATUS QUO

INTRODUCTION

The Metropolitan Municipality of Ekurhuleni was established in 2000. It covers an extensive geographical area, from Germiston in the west to Springs and Nigel in the east. Ekurhuleni was established as one of six metropolitan municipalities resulting from the restructuring of local government in 2000.

The former local administrations of the nine towns in the East Rand – Alberton, Benoni, Boksburg, Brakpan, Edenvale/Lethabong, Germiston, Kempton Park/Tembisa, Nigel and Springs – were amalgamated into the new Metropolitan Municipality, along with two other councils – the Khayalami Metropolitan Council and the Eastern Gauteng Services Council. EMM is now ten years old and has gone a long way in consolidating its systems and processes for the sustained delivery of services in the city.

Ekurhuleni has a total surface area of + 2 000km² that accommodates a population of + 2.8 million (Source: Global Insight Regional eXplorer version 524). This constitutes + 5.6% of the national population and makes up 28% of Gauteng's total population. The population density is approximately 1 400 people per km², making Ekurhuleni one of the most densely populated areas in the country and province. By comparison, population density in Gauteng is 596 people per km² and 39 people per km² in the country.

The Ekurhuleni Metropolitan economy is larger and more diverse than that of many small countries in Africa, including all the countries in Southern Africa. It accounts for nearly a quarter of the Gauteng economy, which in turn contributes over a third of the national Gross Domestic Product. Ekurhuleni contributes + 7% to the country's spending power and + 7.4% to the nation's production. In most respects – per capita income, unemployment, poverty, average wages and other indicators of human development - it is similar to the rest of Gauteng. However, there is one important structural difference: many of the factories for production of goods and commodities are located in Ekurhuleni. Manufacturing in Ekurhuleni accounts for just less than 20% of the GDP of Gauteng. In Ekurhuleni itself, manufacturing accounts for some 28% of total production output. Because of this, the largest concentration of industry in the whole of South Africa (and in Africa), Ekurhuleni is often referred to as "Africa's Workshop".

The downside of the strong manufacturing sector is that globalisation has a definite impact on the structure of production and on the demand for labour. Ekurhuleni, although not benefiting from direct capital investments as a result of the automotive sector developments in the country, continues to play the role of the workshop of, for example the economy, with production of structural steel and fabricated metal products serving as inputs into other areas' economies.

Ekurhuleni has a network of roads, airports, rail lines, telephones, electricity grids and telecommunications that rivals that of Europe and America – a first world infrastructure supporting a well-established industrial and commercial complex. Ekurhuleni can, in fact, be regarded as the transportation hub of the country. The municipality is home to the OR Tambo International Airport, the busiest airport in Africa. O R Tambo International Airport services the entire continent and links to major cities throughout the world. Similarly, many of the world's leading airlines fly into OR Tambo International Airport. Some 14 million passengers pass through this airport each year. In

addition, a number of smaller domestic airlines connect OR Tambo International Airport with cities throughout South Africa. South Africa's largest railway hub is in Ekurhuleni (Germiston) and links the city to all the major population centres and ports in the Southern African region. A number of South Africa's modern freeways and expressways connect Ekurhuleni to other cities and provinces. The Maputo corridor development, South Africa's most advanced spatial development initiative, connects Ekurhuleni with the capital of Mozambique and the largest South African Indian Ocean port. Direct rail, road and air links connect Ekurhuleni to Durban, the biggest and busiest port within South Africa. As part of the preparation for the 2010 Soccer World Cup, a number of strategic roads around the OR Tambo International Airport were upgraded to promote the movement of goods and services.

The Blue IQ projects, situated within Ekurhuleni, include the Wadeville-Alrode Industrial Corridor with linkages to the largest logistical hub, the City Deep Container terminal, the planned Gautrain rapid rail link to Johannesburg and Tshwane and the OR Tambo International Airport Industrial Development Zone (IDZ). The latter aims to cluster light manufacturing, more especially in beneficiation, and to develop an aerospace park. The EMM's annual budget is in the region of R21 billion, of which about R2 billion is budgeted annually for capital projects in line with the priorities set in the Integrated Development Plan (IDP). This expenditure is dedicated to upgrading facilities and removing infrastructure backlogs that were caused by apartheid as well as the maintenance and replacement of old infrastructure. Some areas are more than 100 years old and need specific attention in terms of maintenance.

THE CURRENT SITUATION

The Growth and Development Strategy 2025 GDS depicts the status quo that exists in Ekurhuleni. It follows a landscape approach, describing the status quo in terms of three Key Performance Areas namely: Infrastructure and Services, Economic Transformation and Social Transformation. The present status quo of these Key Performance Areas (KPA's) is summarised below. These characteristics determined the specific focus areas around which the GDS was formulated. What follows is a high level summary of the status of development in Ekurhuleni:

Infrastructure and Services (Physical Development)

- As it consists of a multi nodal development, there is no clearly identifiable core area and no central theme, Ekurhuleni lacks a clear identity and should find innovative ways to create a unique identity for itself;
- Due to the conglomeration of nine East Rand towns and large vacant land parcels in the mining belt around the urban core, Ekurhuleni's spatial distribution is fragmented, causing an inequitable city. This has led to low development densities with historically disadvantaged communities situated on the urban periphery;
- Many areas in the city have poor or informal transportation linkages and offer poor mobility. This is due, in part, to high levels of congestion on the national and provincial road network and freeway interchanges and large parts of the planned provincial road system not having been built. There are also inadequate linkages between certain nodes in the EMM as well as a lack of integrated public transport nodes and systems;
- Many areas in the city have an ageing trading services



infrastructure which is subject to frequent breakdowns. Many communities have inadequate access to basic services due to infrastructure backlogs experienced in township areas and informal settlements;

- Due to mining activities, urbanisation and industrialisation, environmental problems such as dolomite, informal settlements, industry and pollution, Ekurhuleni is characterised by large areas of degraded environment. However, some unique environmental opportunities such as rivers and wetlands, ridges and agricultural potential also exist;
- Many areas in the city are decayed, performing poorly and in need of urban renewal, but at the same time present an opportunity to capitalise on existing infrastructure to build vibrant urban communities; and
- Current ICT infrastructure such as broadband is inadequate to accommodate the rapid technological growth required, particularly in high-tech hubs such as those surrounding OR Tambo International Airport.

Economic Transformation

- The local economy requires a greater degree of sustainable diversification as it is presently dominated by the manufacturing sector;
- As is the case elsewhere in South Africa, unemployment is high at $\pm 28\%$ (expanded definition) and policies to promote labour absorption and job creation will be of crucial importance to the future of the city;
- The improvement of skills levels to attract and support local economic growth is of critical importance as technical skills levels are low and not compatible with the skills requirements of the local economy. The literacy rate is 84% for example, but computer literacy is low;
- Due to the location of OR Tambo International Airport within its borders, Ekurhuleni is a gateway to Africa, and opportunities for tourism promotion and development locally should be exploited. These include opportunities for business and retail tourism and the Klipriviersberg, Wetlands and Bird Sanctuaries;
- No city can survive without new investment in physical, economic and social infrastructure. Therefore, investment promotion and facilitation must be a key focus area to attract entrepreneurs and address the varying levels of investment throughout the Metro; and
- There is skewed distribution of wealth and resources, with the greatest portion of the wealth in the city still in the hands of a small elite group of people. Broad based economic transformation as well as entrepreneurial activity will be promoted at every opportunity.

Social Transformation

- With $\pm 24\%$ of the local population living in poverty and the current unemployment rate at $\pm 28\%$, the levels of poverty and unemployment in Ekurhuleni are unacceptably high, and need to be addressed in a sustainable way. The majority of people living below the poverty line, live on the urban periphery, far away from job opportunities and social amenities;
- Many people in Ekurhuleni still live in overcrowded informal settlements without adequate access to engineering and social infrastructure. The creation and promotion of sustainable human settlements is therefore an important priority. There is a housing backlog with 134 000 shacks in informal settlements and 36 000 backyard shacks. This is constantly worsening as the influx is set to continue and many informal settlements are situated on land not suitable for housing. Well-located land suitable for housing

development is not readily available. Past subsidy schemes have also resulted in mono-functional, non-sustainable areas;

- High levels of HIV and Aids and other poverty related diseases such as TB are experienced in the poor communities and access to health care is inequitable. There is a high rate of infant and child malnutrition;
- The crime and domestic violence rates are unacceptably high and a higher level of safety and security for the inhabitants of the city will be pursued. Various risks such as airports, gas pipelines and old mining areas have the potential for causing disasters; and
- The city is characterised by inadequate and inequitable provision of and poorly maintained parks, sport and recreational facilities, public places and cemeteries. Green areas are fragmented and disjointed with no central theme.

Economic Profile

Ekurhuleni is spread over 15.6% of Gauteng's land mass, houses 5.4% of the country's population, and 29% of Gauteng's population. Migration into the area is a key challenge. This is visible in the number of informal settlements and informal trading activity. The Ekurhuleni Metropolitan Municipality Household Satisfaction Survey 2010 records 896 117 households; this is likely to increase when taking migration into account. The area is exceptionally densely populated (1 400 people per square km) when compared with both Gauteng (604 people per square km) and the national economy (39 people per square km). The average annual population growth rate within the metro was 1.9% over the period 1996 to 2005. This exceeds both the national and Gauteng growth figures for this period.

Ekurhuleni has a resident population of approximately 2.8 million people, of which 48,4% is economically active. One in every five people employed in the formal economy in Gauteng works in Ekurhuleni. The area contributes approximately 7.7% to national production and has a share of approximately 7.76% of national employment. Over the period 1996 to 2009, Ekurhuleni's economy grew by an estimated average of 2,7% per annum. Ekurhuleni contributes approximately 21% to the total economic output of the Gauteng province. The Annual Gross Value Added (GVA) for 2009 is 6.5%.

Ekurhuleni key comparative statistics

Table 3: Ekurhuleni Key Comparative Statistics

Key Statistics (2009 estimates)	Ekurhuleni	Gauteng	National
Geographic size of the region (sq km)	1,928	16,579	1,221,246
Population	2,747,027	10,030,161	41,780,470
Population density (number of people per sq km)	1,424,86	604,99	40
Economically active population (as % of total population)	48,5%	51%	34%
Number of households	896,117	3,245,182	13,450,567
Annual per household income (Rand, current prices)	151,687	171,477	123,570
Annual per capita income (Rand, current prices)	49,482	55,480	34,237
Gini coefficient	0.63	0.63	0.65
Formal sector employment estimates	759,252	3,803,366	9,392,253
Informal sector employment estimates	95,100	454,690	2,120,611
Unemployment rate (expanded definition)	27,%	22%	24%
Percentage of people in poverty	27%	25%	41%
Poverty gap (R millions)	1,477	5,232	47,285
Human development index (HDI)	0.65	0.66	0.57
Index of Buying Power (IBP)	0.08	0.33	1.00
Total economic output in 2009 (R millions at current prices)	137,980	738,122	2,176,598
Share of economic output (GVA % of SA in current prices)	6.5%	35.0%	100,0%
Total economic output in 2009 (R millions at constant 2005 prices)	67,211,143	334,386,420	1,092,865,240
Share of economic output (GVA % of SA in constant 2005 prices)	7.6%	37.4%	100.0%
Economic growth performance 1996-2009 (GVA % growth pa constant 2005 prices)	3.0%	3.8%	3.3%

(IHS Global Insight: Regional eXplorer 530 (2.3f), 2009)

Information used to derive economic activity estimates is in most cases reported by company head offices. Many manufacturing and warehousing operations have head offices in the Johannesburg and other metro areas, while the production plants and warehouses are located in Ekurhuleni. This may imply that some of the estimates obtained for Ekurhuleni may be on the conservative side.

Average annual GVA growth (Constant 2005 Prices)

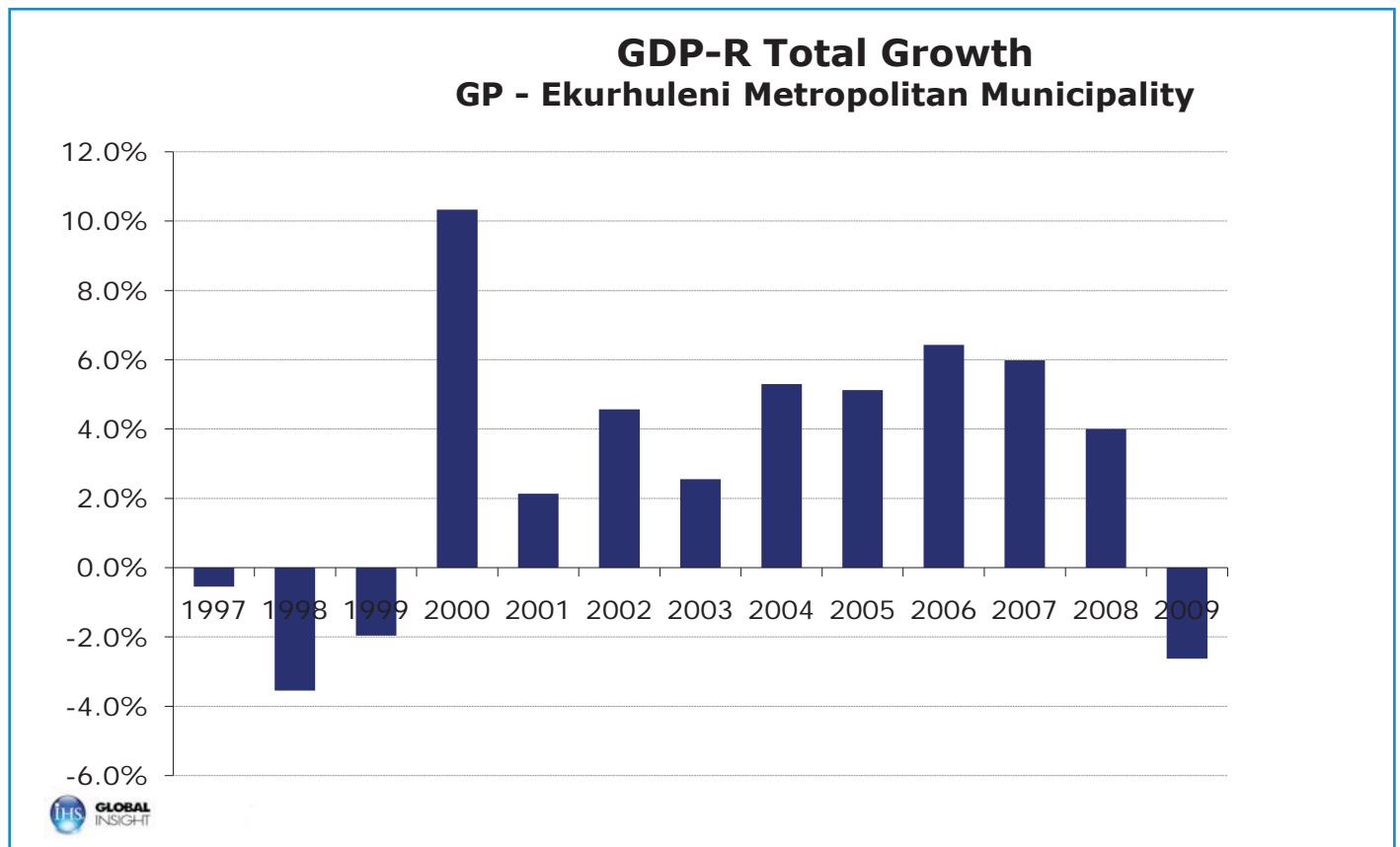
Table 4: Average Annual GVA Growth (Constant 2005 Prices)

	Ekurhuleni	National Total
1997	-0.6%	2.6%
1998	-3.5%	0.5%
1999	-2.0%	2.3%
2000	10.3%	4.1%
2001	2.1%	2.7%
2002	4.6%	3.7%
2003	2.6%	2.9%
2004	5.3%	4.6%
2005	5.1%	5.3%
2006	6.4%	5.6%
2007	5.6%	6%
2008	4.0%	3%
2009	-2.6%	-1.7%
1996-2009	2.8%	3.2%

Source: HIS Global Insight Regional eXplorer 530 (2.3f)

Ekurhuleni GVA growth trend 1997 to 2009

Figure 2: Ekurhuleni Growth Trend 1997 to 2009

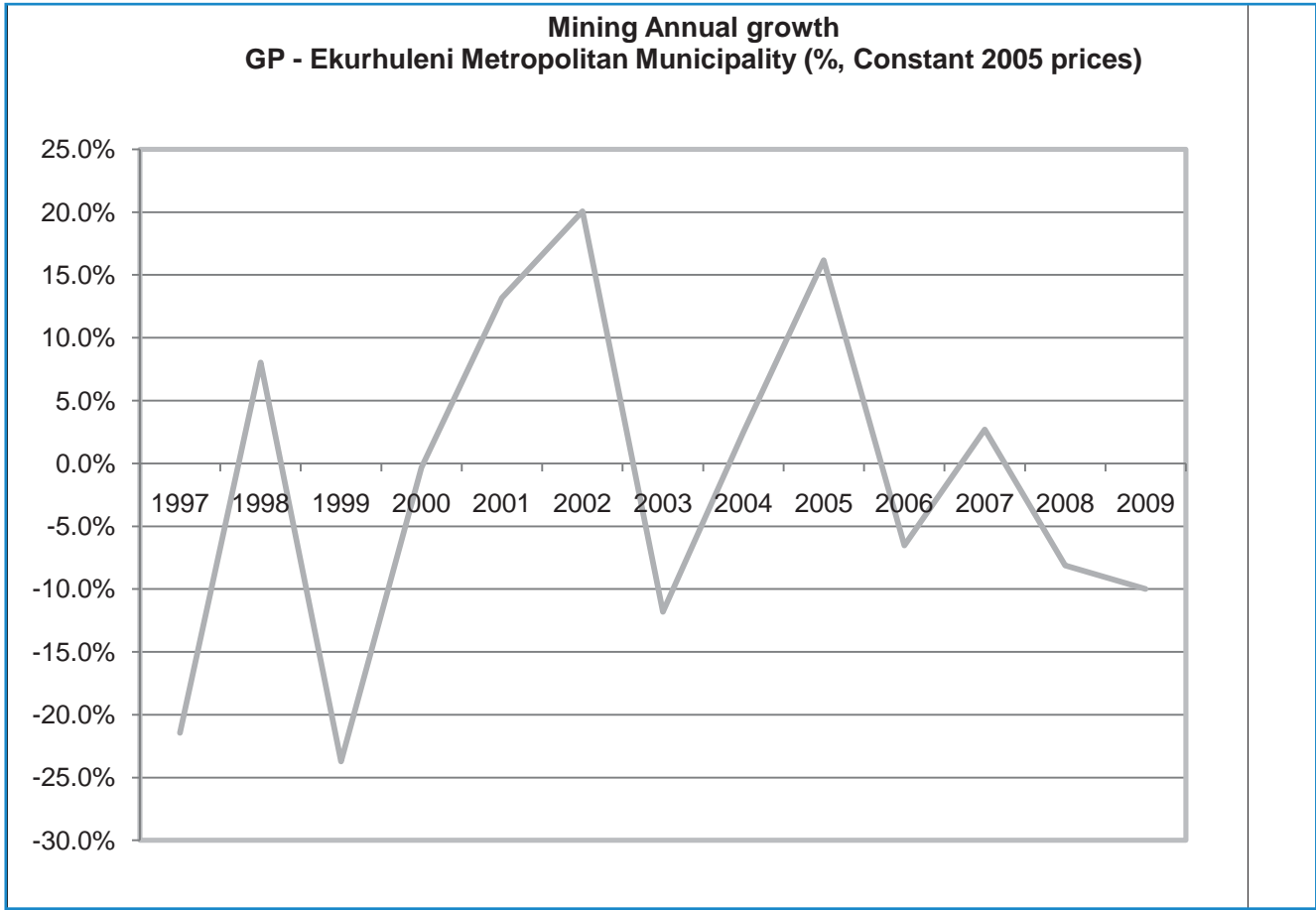


(IHS Global Insight: Regional eXplorer 530)

Over the period 1997 to 2005 the economy of Ekurhuleni registered steady growth following a slump in 1998 and 1999. From the graph above it is evident that the growth trend over this period was quite volatile – reaching both lows of –3,8% and highs of +10.5% over the 12-year window.

The high growth in 2000 was mainly due to the exchange rate movements of the South African rand and its effect on mining and related industries. Construction, transport, trade and financial services also benefited from the depreciation of the rand and contributed to the exceptional growth over this period. (on page 14). The opposite holds true for 2003, when local currency strengths resulted in a slowdown of growth in the various economic sectors. This point serves to illustrate that the economy of Ekurhuleni is relatively sensitive to exchange rate movements. The recorded -2, 4% in 2009 was due to the economic recession.

Figure 3: Mining Annual Growth



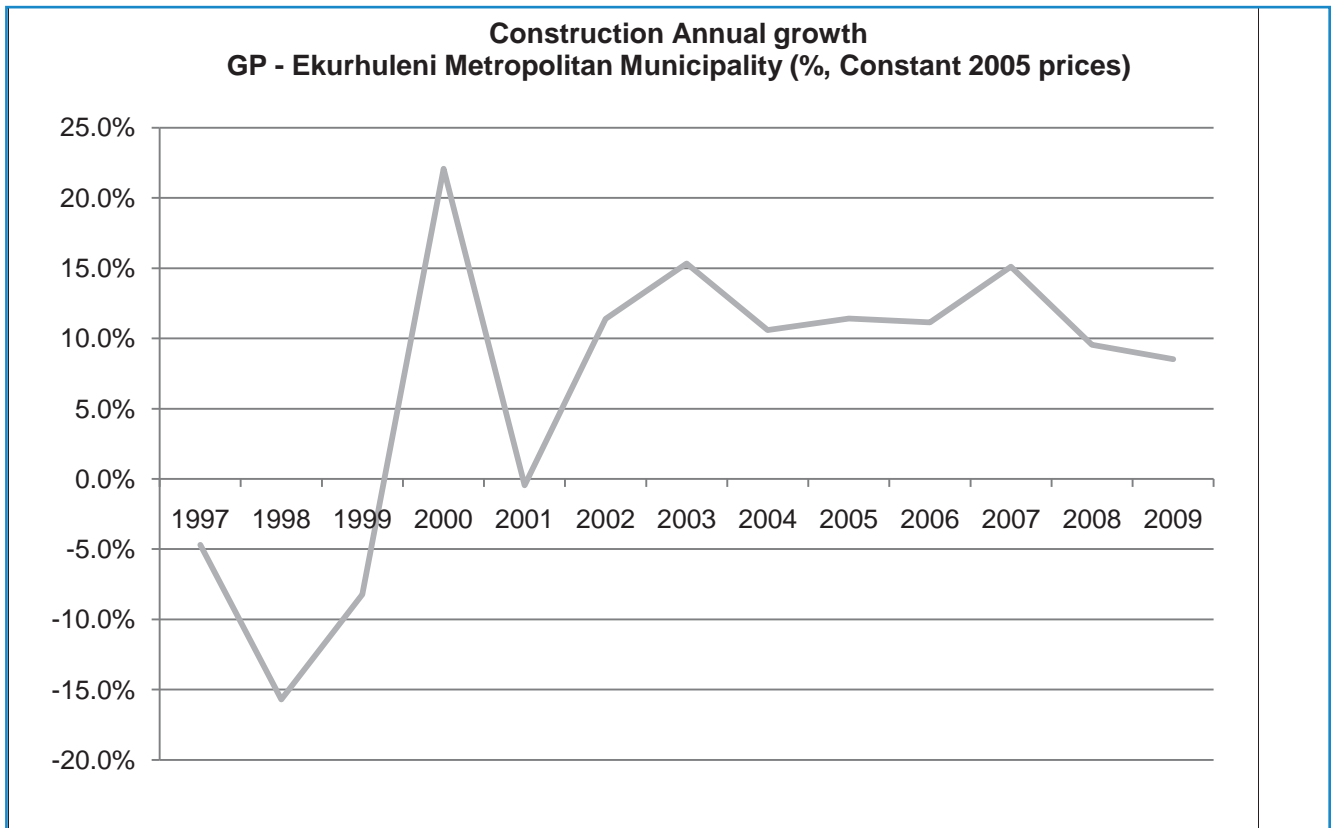
(IHS Global Insight Regional eXplorer, version 530 (2.3f))

Mining has a life-cycle which is close to an end in the region. Of the three main mining operations in the region, one has already closed, and the remaining two have declared closure. The mines in Ekurhuleni are therefore marginal mines.

The GVA trend depicts the decline in mining activity. Although prospecting licences have been granted for mining activity in the region, these are not likely to improve the trend.

However, in view of the recent changes in mining legislation regarding the importance of realising the economic wealth of natural resources, it is suggested that this trend could be reversed with a possible marginal increase in the GVA contribution in the future.

Figure 4: Construction Annual Growth



(IHS Global Insight Regional eXplorer, version 530 (2.3f))

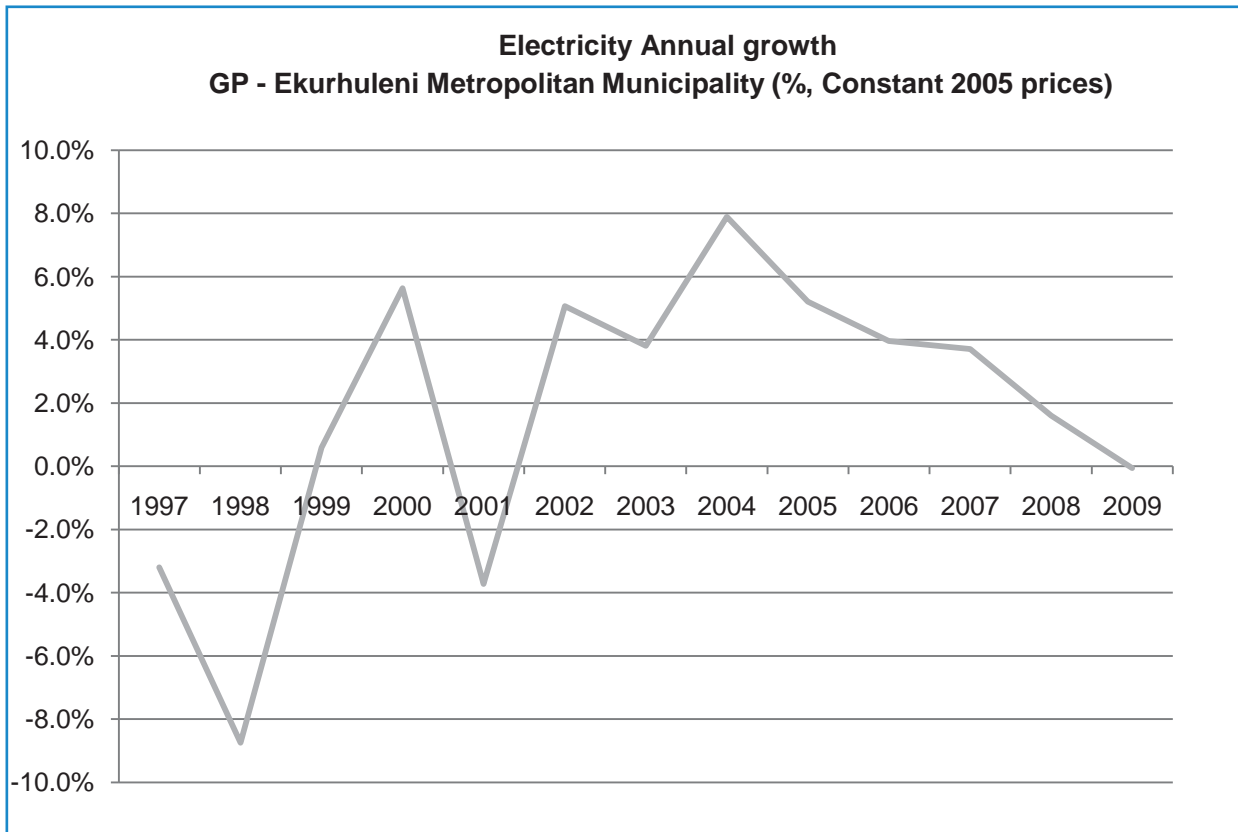
While the improvement in construction can be attributed to depreciation of the rand during 2001 and 2002, the positive outlook in the economy linked to government investment in infrastructure, in particular the massive housing development programme, roads and transport upgrading, as well as the improvements to stadia in the region, will have a small impact on the trend in the years to come.

Local government investment, coupled with private developer investments in low-, middle- and high-income residential property developments, will also add to this trend. A key issue for the local budget is the bulk infrastructure contributions that need to be made for such developments.

The expansion of the OR Tambo International Airport contributed to the GVA trend in construction. The expansion project, estimated at R3.5 billion for a second multi-story parking area, has been completed. In addition, the redesign and expansions of the international departures concourse have also been completed. To increase airside capacity, nine new aircraft stands were built, as well as a new international pier development. These were finalized before the World Cup in 2010.

Prices and inputs for this sector could escalate if the demand for raw materials increases and adequate project planning is not carried out. In addition, delays in zoning, rezoning, land use permissions, EIAs and passing of building plans could also lead to increasing costs.

Figure 5: Electricity Annual Growth



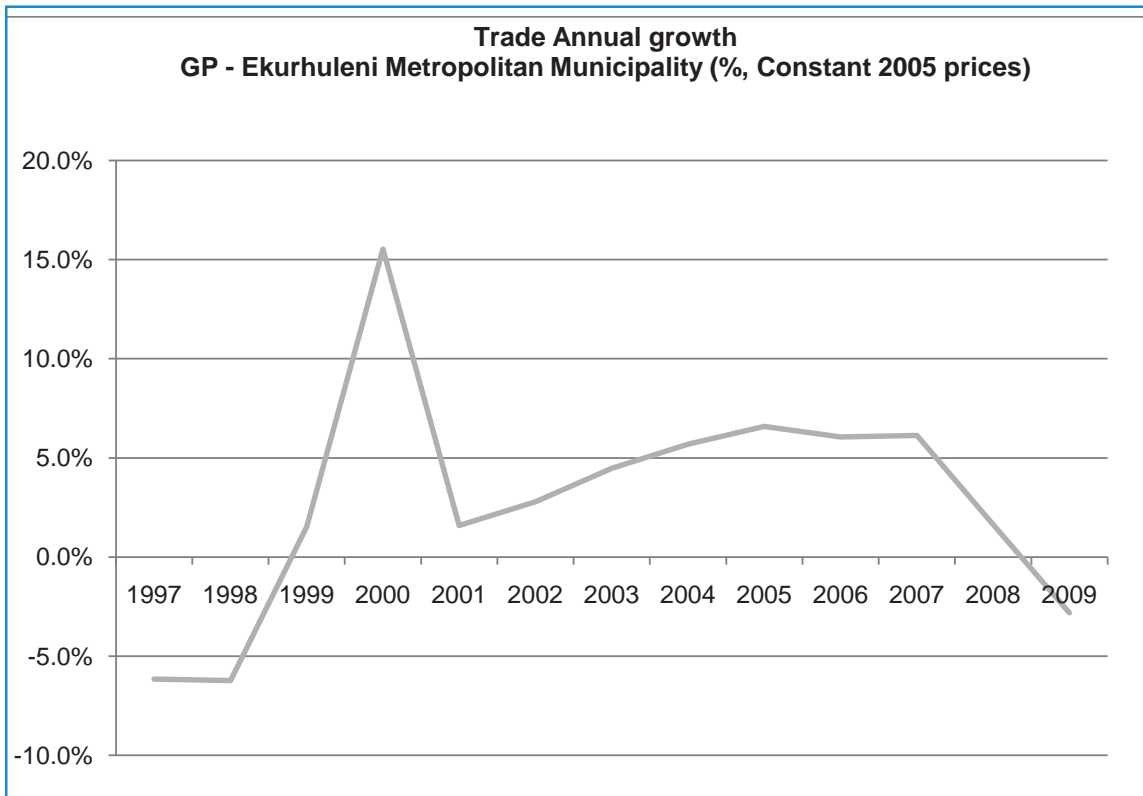
(IHS Global Insight Regional eXplorer, version 530 (2.3f))

With respect to the electricity sector, the development of new housing adds to the number of consumers for this sector. However, there also needs to be a concomitant investment in infrastructure and ongoing maintenance. The tariff structure for electricity charges adopted for Ekurhuleni takes this into account and the ring-fencing project for the electricity function have assisted in ensuring that the sector trend is improved. A balanced approach to having low, middle and high-income households as consumers of electricity needs to be developed to maintain a stable GVA trend for this sector.

The electricity sector is dependent on inputs from the mining sector. Alternative inputs for energy sources for the longer-range future must be considered.

The upgrade and modernization of the current electricity infrastructure from the national government's AsgiSA programme is in place. These needs to filter down to local level to ensure that a robust infrastructure is in place for continued manufacturing, commercial and domestic consumption. Should new developments, such as investment in property or manufacturing, continue to ignore the current infrastructure capacity it would not be possible to improve the volatile trend in this sector.

Figure 6: Trade Annual Growth

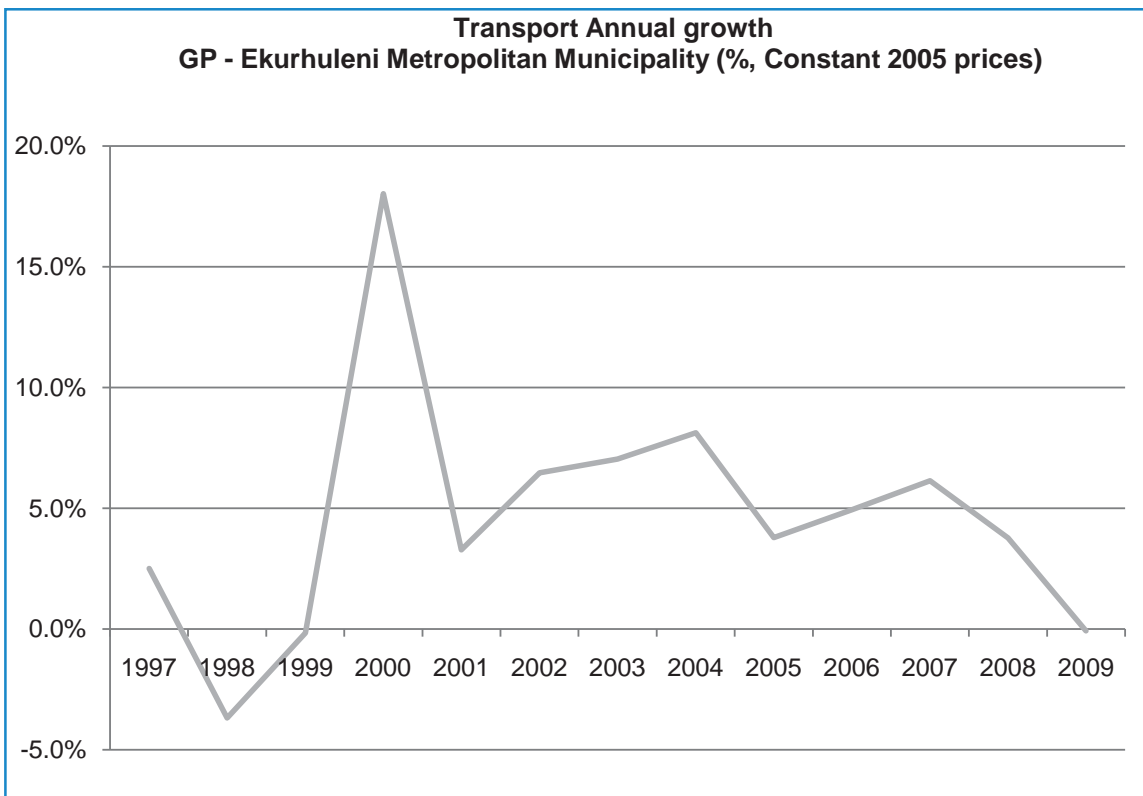


(IHS Global Insight Regional eXplorer, version 530 (2.3f))

While the supply side of the economy has been catching up, there is still a lag on the demand side, mainly due to import competition and substitution. The prolonged currency strength has to some extent inhibited export growth.

Telecommunications is included in the transport sector, noted below. The stimulation of value-added services, and the inclusion of all within the digital community as envisaged by the Blue Umbrella project, will improve the growth trend in the transport sector.

Figure 7: Transport Annual Growth



(IHS Global Insight Regional eXplorer, version 530 (2.3f))

The growth trend in this sector will be directly affected by the recapitalization of the taxi industry as well as the Gautrain project. Public transport for commuters has not been fully planned for the city region. Should this be in place, the trend for this sector could substantially improve.

The services sector of the economy is the new frontier. This has a direct link to social development and longer-term sustainability. These services can be driven in a sustainable manner using the World Cup 2010 programmes as an effective building block towards tourism. An additional focus for new jobs in the local economy, which can be the pull factor for tourism, is the cultural industry.

Local Economic Development (LED) has a strategic role in fostering economic growth. It is about encouraging economic empowerment and bringing about social transformation. The unfolding of the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), the National Spatial Development Perspective (NSDP), as well as the provincial iteration of the Growth and Development Strategy is about LED being realized and aligned at a local level. Stimulating the local economy is a cross-cutting function. Service delivery of almost every department in the Municipality impacts on economic and social indicators. Service delivery is linked to growth, investment, poverty reduction, social cohesion and job creation.

VISION, MISSION & VALUES AND STRATEGIC PRIORITIES

Strategic work undertaken by Ekurhuleni since 2000 to guide the Integrated Development Planning Process included the development of a long term vision, mission and organisational values. To be able to change the situation reflected in the status quo, the strategic focus of the Ekurhuleni GDS 2025 is to build on the long term vision of the Ekurhuleni Metropolitan Municipality.

VISION

The Smart, Creative and Developmental City

MISSION

It is based on the above vision that a Mission Statement was developed as a way of forging ahead towards achievement. The Mission Statement is:

Ekurhuleni provides sustainable and people centred development services that are affordable, appropriate and of high quality. We are focused on social, environmental and economic regeneration of our city and communities, as guided by the principles of Batho Pele and through the commitment of a motivated and dedicated team.

VALUES

In pursuing the above-mentioned vision and mission the EMM is committed to upholding the following core values:

- **Performance Excellence;**
- **Integrity;**
- **Community Centeredness;**
- **Transparency; and**
- **Cooperative Governance.**

EKURHULENI GROWTH AND DEVELOPMENT STRATEGY (EGDS) 2025

To be able to achieve the vision of becoming The Smart, Creative and Developmental City, and direct the attention to the status quo, a strategic development agenda was put in place that guides the EMM planning and budgeting processes. It has been set along three development areas as well as one relating to municipal transformation and institutional development, to ensure the institutional capacity and administrative support to the organisation to deliver on its mandate. The agenda set along the four different development areas in the EGDS 2025 is as follows:

Table 5: Strategic Focus Areas - Infrastructure and Services

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
INFRASTRUCTURE AND SERVICES		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Clear City Identity	A well-developed and vibrant core economic area which imparts a unique character and identity to Ekurhuleni	<p>An identified core economic area: Area identified in 2004 to be prioritized i.t.o. development.</p> <ul style="list-style-type: none"> Increased development and investment in the core economic triangle of Ekurhuleni: Gautrain construction and related development adjacent to OR Tambo. Successful development of the R21 corridor. Successful development of the Government Precinct in Germiston. Subsidy-linked housing development in the mining belt.
Spatial Development.	An integrated and equitable city.	<p>Improved accessibility and mobility throughout the Metropolitan area.</p> <ul style="list-style-type: none"> Strong east-west corridor along the N12 / N17 freeways and north south corridor along the R21 freeway. Areas of urban density – infill development on vacant and under-utilized land between the urban core and the peripheral township areas. A managed and respected urban edge.
Roads & Transport	High quality, integrated and well-maintained transportation infrastructure, Integrated public transport systems, ensuring a high degree of mobility and choices to commuters.	<p>Effective and integrated planning and implementation:</p> <ul style="list-style-type: none"> Integrated Transport Plan in place by 2007. Transport Authority established by 2009. Road Agency established by 2012. High quality integrated and well-maintained infrastructure : Roads building programme in place by 2006. Current backlog of gravel roads to be eradicated in 2015. <p>Additional freeways built:</p> <ul style="list-style-type: none"> Upgrading R21 and R24 for additional capacity and lanes by 2010. PWV 13/14 built by 2020. PWV 15 built by 2025. <p>A strategic network of public transport corridors providing sub-regional linkages.</p> <ul style="list-style-type: none"> Improved usage of public transport services : Taxi re-capitalization by 2010. Modal integration for public transport to Gautrain by 2010. Bus services to cover all areas in Ekurhuleni by 2015. Transport information center established by 2020. Start building additional rail linkages by 2020. Modal transfer facilities provided at all stations by 2025. <p>More use of non-motorized transport:</p> <ul style="list-style-type: none"> Pedestrian and bicycle-strategies in place by 2007.
Service Infrastructure	High quality and well-maintained services, equitable services throughout the urban areas	<p>Well-maintained services in all areas.</p> <ul style="list-style-type: none"> All maintenance backlogs to be eradicated by 2010. <p>All communities to have equitable access to services:</p> <ul style="list-style-type: none"> All people to have access to potable water by 2008. All people to have access to basic sanitation services by 2010. All people to have access to electricity by 2012. <p>More sustainable disposal of solid waste: Comprehensive waste minimization strategy [including recycling] to be in place by 2007.</p> <p>Improved storm water management :</p> <ul style="list-style-type: none"> Storm water Master plan to be in place by 2007. Storm water system backlogs to be eradicated by 2020.
Environmental Management.	A substantial increase in the general quality of the environment	<p>A clearly defined and functional open space network:</p> <ul style="list-style-type: none"> Open space plan to be finalized by 2007. 50% of open space system to be developed by 2015. 100% of open space system to be developed by 2025. <p>All development to be guided by an EMF:</p> <ul style="list-style-type: none"> EMF's for the entire Ekurhuleni area to be in place by 2006. <p>Measurable decline in land, water and air pollution:</p> <ul style="list-style-type: none"> Pollution monitoring systems to be in place by 2010. <p>Measurable increase in the utilization of alternative energy sources:</p> <ul style="list-style-type: none"> Strategy to be in place by 2010. <p>Substantial environmental improvement in the mining belt:</p> <ul style="list-style-type: none"> Implementation of Hloekisa project to commence by 2006. All mine dumps/slimes dams with economically viable mineral content to be removed by 2025. All other mine dumps/slimes dams to be rehabilitated to acceptable standards by 2025. <p>Integrated and sustainable protection of natural resources:</p> <ul style="list-style-type: none"> Wetland conservation strategy and programme to be in place by 2007.

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
INFRASTRUCTURE AND SERVICES		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Urban Renewal	Functional, sustainable, and attractive urban areas	<p>Normalization of urban economy areas reflected through minimal vacancy rates, high investor confidence and high demand for expansion. Quality public environment guiding, promoting and sustaining private investment and development expansion in urban economy areas. Supportive institutional capacity, commitment and approach.</p> <p>By 2010 :</p> <ul style="list-style-type: none"> • Basic prerogatives for implementation in place: • Service delivery, security, incentives, land use support, initial catalysts. • Administrative structure in place ensuring accountability and support. • PPP's in place. • Development agency in place. <p>By 2015 :</p> <ul style="list-style-type: none"> • Committed public investment framework and programme. • Committed large-scale private investments. • Measurable and sustainable growth in urban economy areas.
ICT Infrastructure	Productive and resourceful application of ICT.	<p>World-class ICT infrastructure in support of the Gauteng "Smart Province" vision and economic growth in Ekurhuleni.</p> <ul style="list-style-type: none"> • Institutional structure to support/accommodate external ICT focus by 2006. • 100% Synergy and connectivity with our development partners, including government, by 2010.

(Ekurhuleni Growth and Development Strategy, 2005)

Table 6: Strategic Focus Area - Economic Transformation

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
ECONOMIC TRANSFORMATION		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Economic Diversification	A diversified local economy able to meet local needs, support sustainable development and adapt to changes in accordance with global demands and shifts.	<p>Sustainable growth in a variety of local economic sectors.</p> <p>By 2010:</p> <ul style="list-style-type: none"> • A range of Government incentives to be in place. • A measurable increase in "Smart Industries" [Aerospace, I.T., Logistics, Plastics, Agro-processing]. <p>By 2015:</p> <ul style="list-style-type: none"> • A measurable increase of exports into Africa.
Job Creation	Unemployment to be reduced by half by 2014 and by half again by 2025 based on the unemployment figures of 2004.	<p>Reduce unemployment</p> <ul style="list-style-type: none"> • EMM Job summit to be held in 2006 • 50% reduction in unemployment by 2015 • 75% reduction in unemployment by 2025
Skills Development	A skilled community exhibiting capabilities in self-reliance, innovation and continued re-skilling to meet the needs of a growing economy	<p>Improved mechanisms and programmes to impart skills:</p> <ul style="list-style-type: none"> • EMM Centre of Excellence to be established by 2006. • Mentoring programme for project management and technical skills to be implemented by 2007. • Institute of Technology to be established by 2010. Ongoing strengthening of ties with Educational Institutions. <p>Improved Skills:</p> <ul style="list-style-type: none"> • Measurable increase in the percentage of the population, which is technically and scientifically skilled, by 2015. • Adult illiteracy eradicated by 2020.
Tourism Promotion	To promote the economy of the region, create jobs and a safe and secure environment, by establishing a tourism destination of choice.	<p>Development of tourism facilities:</p> <p>By 2010:</p> <ul style="list-style-type: none"> • Making the most of opportunities created by the Soccer World Cup. • African Shopping Hub, Craft Market and Wine Emporium developed. • Business tourism facilities around the OR Tambo International Airport. <p>Increased tourism:</p> <ul style="list-style-type: none"> • Ekurhuleni to be the preferred sporting/cultural/heritage destination by 2015. • Business tourism to increase by 50% by 2020.

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
ECONOMIC TRANSFORMATION		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Investment Promotion	Increased inward investment in skills and technology, property and sustainable development.	<p>Increased levels of public and private investment in all areas:</p> <p>By 2010:</p> <ul style="list-style-type: none"> • A range of government investment incentives to be in place. • Measurable increase in effective service delivery and information dissemination through “Customer Care Centre” implementation. CID’s in place. <p>From 2015 onwards:</p> <ul style="list-style-type: none"> • Measurable increase in investment in strategic priority areas such as the mining belt.
Economic Transformation	An inclusive, wealth-generating economy.	<p>Greater participation in the formal economy by all sectors of society.</p> <ul style="list-style-type: none"> • Strategy leverage EMM assets to ensure BBBEE to be in place by 2007. • Enabling procurement policy to be fully implemented by 2008.

(Ekurhuleni Growth and Development Strategy, 2005)

STRATEGIC FOCUS AREA, AGENDA, OUTCOMES AND MILESTONES		
SOCIAL TRANSFORMATION		
STRATEGIC FOCUS AREA	2025 AGENDA	OUTCOMES AND MILESTONES
Poverty and Unemployment	In line with the national objective, the aim is to halve poverty in the next 10 years up to 2015, and to halve it again in the following 10 years, up to 2025.	<p>Improvement in skills levels:</p> <ul style="list-style-type: none"> • All milestones as set out under the “Focus Area: Skills Development” are relevant. <p>Reduction in unemployment:</p> <ul style="list-style-type: none"> • All milestones as set out under “Focus Area: Job Creation” are relevant. <p>Poverty relief and other social programmes:</p> <ul style="list-style-type: none"> • Integration to be achieved between all initiatives/programmes and institutions driving such initiatives/programmes, by 2010.
Human Settlements.	All people in Ekurhuleni to be housed in integrated and functional sustainable human settlements.	<ul style="list-style-type: none"> • Upgrading/formalization of all informal settlements, including the eradication of the basic services backlog, to be achieved by 2012. • Housing backlog [including the formalization of backyard shacks] to be eradicated by 2015. • Social amenities backlog to be eradicated by 2020.
Healthcare and Facilities	Equitable health care and facilities across all sectors of society—substantially reduced rates of poverty—related diseases.	<ul style="list-style-type: none"> • Functional partnership achieved and maintained with all social institutions in EMM by 2010. • Measurable increase in community-based HIV/Aids programmes by 2010. • Acceptable access to Primary Health Care and social development services by all communities [including rural communities] by 2015. • 50% reduction in maternal and child-under-five mortality rates by 2015. • Environmental pollution levels to be in line with internationally-accepted standards by 2015. • Extending operating hours to 24 hours in all health centres and large clinics by 2025.
Safety and Security	A high level of safety and security – a drastically reduced crime rate.	<p>By 2010:</p> <ul style="list-style-type: none"> • Pro-active management of disasters in accordance with an integrated and comprehensive Disaster Management Plan. • Elimination of civil disobedience by means of various community-based programmes and drives. <p>By 2015:</p> <ul style="list-style-type: none"> • 50% reduction in serious and violent crimes. • 50% reduction in fatalities and injuries due to occupational, domestic and road accidents.
Sports and Recreational Facilities	Ekurhuleni to have world-class parks, sports and recreational facilities.	<p>By 2010:</p> <ul style="list-style-type: none"> • Upgrading of 4 stadia in Ekurhuleni to world-class level. <p>By 2015:</p> <ul style="list-style-type: none"> • Reclamation of our African identity through arts, culture and heritage. <p>By 2025:</p> <ul style="list-style-type: none"> • Equitable provision of facilities for all communities in Ekurhuleni. • 100% of the Metro-wide open space system to be developed and maintained.

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The EMM will adhere to the following general principles:

- Sound political and management leadership is required to steer the EMM towards fulfilling its vision, mission and the desired GDS outcomes;
- Better service delivery through the principles of Batho Pele will underpin all activities of the EMM;
- Corporate discipline is a commitment and EMM's senior management shall adhere to behavior that is universally recognised and accepted to be correct and proper;
- Transparency is the ease with which an outsider is able to make meaningful analyses of the EMM's actions, its economic fundamentals and the non financial aspects pertinent to the organisation. It reflects whether or not stakeholders are able to obtain a true picture of what is happening within the organisation;
- Independence is the extent to which mechanisms have been put in place to minimise or avoid potential conflicts of interest that may exist;
- Individuals or groups in the EMM, who make decisions and take action on specific issues, need to be accountable for their decisions and actions. Mechanisms must exist and be effective to allow for accountability;
- With regard to management, responsibility pertains to behaviour that allows for corrective action and for penalising mismanagement; and
- The systems that exist within the EMM must exhibit fairness and take into account all those that have an interest in Ekurhuleni and its future. The rights of various groups have to be acknowledged, respected and balanced against each other.

The agenda set out above is to be achieved by the year 2025 and refers to all medium term planning of EMM. Specific outcomes and milestones are set for each of the eighteen different focus areas. Through the IDP, these outcomes and milestones are broken down into measurable performance targets and performance indicators. These are reflected in the different operational strategies of all the various departments.

ADDENDUM TO THE EKURHULENI GDS 2025 FOLLOWING THE GROWTH AND DEVELOPMENT SUMMIT 2006

The following reflect resolutions taken during the EMM Growth and Development Summit held on 1 and 2 September 2006. These have been translated into an addendum to the EGDS 2025.

Functional Sustainable Human Settlements

- Implement energy-efficient housing solutions;
- EMM will pro-actively acquire / allocate land for sustainable human settlements;
- Private sector and SMME involvement will be actively promoted and LED initiatives will be incorporated into the housing programme;
- Promote community involvement in local environmental rehabilitation and management;
- Promote community involvement in crime prevention;

- Integrate the HIV and Aids strategy with the housing programme;
- Promote the conversion and / or rehabilitation of existing developments, especially in the inner city areas, for housing (Brownfields development);
- Promote housing development close to the core areas of Ekurhuleni;
- Promote and support aesthetically innovative housing developments;
- Promote integrated and holistic approaches to the creation of settlements and eliminate red tape;
- Eradicate water and sanitation backlog by 2014; and
- EMM, in conjunction with Provincial and National Government, will attempt to raise bridging finance to compliment its own funding for achieving targets.

SANRAL Gauteng Freeway Improvement Scheme

- Upgrade the N12 between Gillooly's and Daveyton;
- Upgrade the N17 between Springs and Ermelo;
- Upgrade the N3 between Alberton and the Buccleuch interchange – planning to commence in 2008 / 9;
- Construct the PWV14 between the OR Tambo International Airport and the M2 in Germiston – project to be completed in 2012 /13;
- Roll out an Intelligent Transport System (ITS) to the N12 and N17; and
- Develop an overload control centre in line with Provincial strategy.

Provincial Perspective

- Improve access to townships (Gauteng 20 Priority Townships Programme);
- Address the road requirements around OR Tambo International Airport in the light of the new ACSA Masterplan; and
- Establish a Joint Transport Management Agency with Joburg and Tshwane Metro's and the Province.

Municipal Roads and Stormwater Networks

- 20 Priority Townships Programme will be completed by March 2009;
- Current backlog of tertiary roads to be eradicated by 2012;
- Current stormwater backlog to be eradicated by 2014; and
- EMM will lobby for the upgrading of the R21 and R24 before 2010.

Gautrain

- OR Tambo International Airport / Sandton link will be completed by June 2010; and
- The feeder and distribution system will be rolled out in time for 2010.

SARCC / Metrorail / Province

- Upgrade Rhodesfield station to integrate with Gautrain;
- Upgrade the following rail corridors within EMM:
 - Olifantsfontein / Germiston /Johannesburg – priority
 - Daveyton / Germiston – priority

- Kwesine / Germiston – next phase;
- Upgrade rolling stock – explore local manufacturing options;
- Re-introduce the railway police to combat crime on trains;
- EMM will lobby for extensions to the current commuter rail network to include:
 - The southern parts of Katlehong and Palm Ridge
 - Etwatwa and
 - Kwatsaduza; and
- Achieve modal integration at all stations by 2010.

Taxi Re-capitalisation and Taxis

- Taxi ranks will be upgraded as follows:
 - 35 seater taxis will be catered for
 - People with disabilities will be provided for and
- Security will be provided for;
- Shelters will be constructed at bus stops and taxi lay-byes;
- Skills development initiatives within the taxi industry will be supported; and
- Community safety aspects related to the taxi industry will be addressed.

Municipal Bus Services

- The municipal bus services will be extended – the current bus plan must be implemented and the old fleet must be replaced.

Soccer World Cup 2010

- Build non-motorised transport facilities in Tembisa and Vosloorus; and
- Build model transfer facility at major stations.

Freight

- Support the development of a new cargo terminal at OR Tambo International Airport;
- Support the development of an IDZ linked to the airport; and
- Support the development of a link between City Deep and the Rand Airport.

A process is underway to do an assessment on progress made on reaching the Outcomes and Milestones set in the GDS 2025. All Departmental plans and delivery information will be evaluated as part of the review process and reported to Council and stakeholders. Numerous targets have been achieved but there are concerns on some and corrective measures will be put in place.

EMM is currently in the process of review of the GDS and work has progressed to evaluate what has been achieved in terms of the outcomes and where is there a lack of progress in achieving the outcomes.

The GDS 2025 and its Addendum are contained on the CD provided.

INSTITUTIONAL STRUCTURE

The Ekurhuleni Metropolitan Municipality (EMM) has implemented a Mayoral Executive and Ward Participatory System of local governance which ensures that governance is taken right down to community level and that all citizens within the metropolis are represented in decision-making. This increases residents' sense of belonging, accountability and empowerment and actively involves them in all issues dealt with by the metropolitan municipality.

The municipality comprises 175 councillors, of both elected (88 ward representatives) and proportional (87 Councillors) representation. Each of the 88 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation down to community level. This will change after the local government elections scheduled to take place by the end of May 2011.

Ward councillors play a central role in the communication process between the communities they represent and the Council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipality's planning processes.

The Executive Mayor heads up a team of 13 full-time councillors comprising himself, a Mayoral Committee of 10, a Speaker and a Chief Whip of Council.

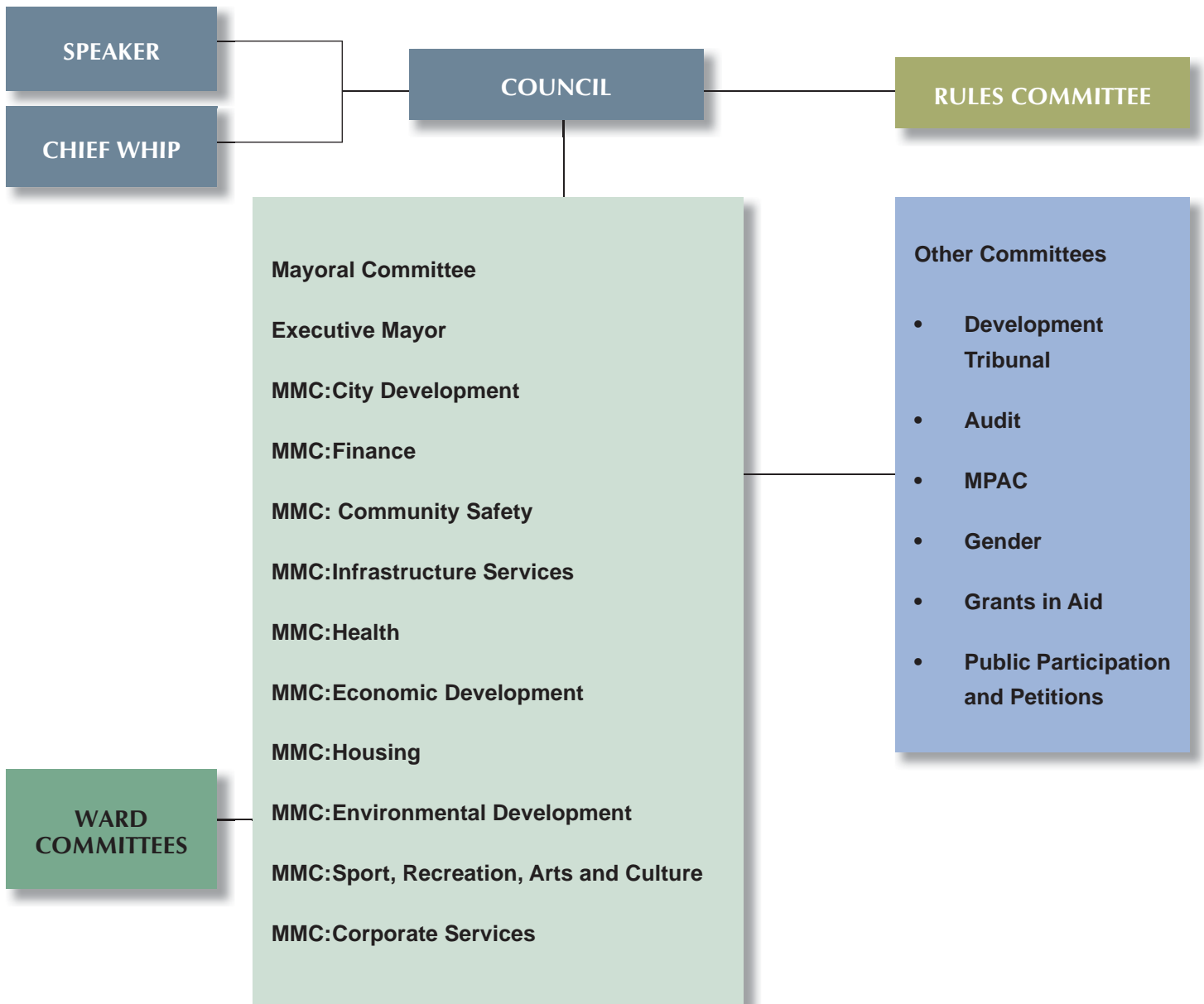
Political oversight of the administration is ensured via Section 80 committees in control of the different portfolios in Council, which comprise:

- Corporate Services and City Planning;
- Community Safety;
- Roads and Transport;
- Water and Energy;
- Health;
- Economic Development;
- Finance;
- Sport, Recreation, Arts & Culture;
- Environmental Development; and
- Housing.

Councillors also serve on the Development Tribunal where political oversight is ensured over the physical development of the Metropolitan area.

The Political Structure is outlined below:

Table 7: Organogram: Political Structure



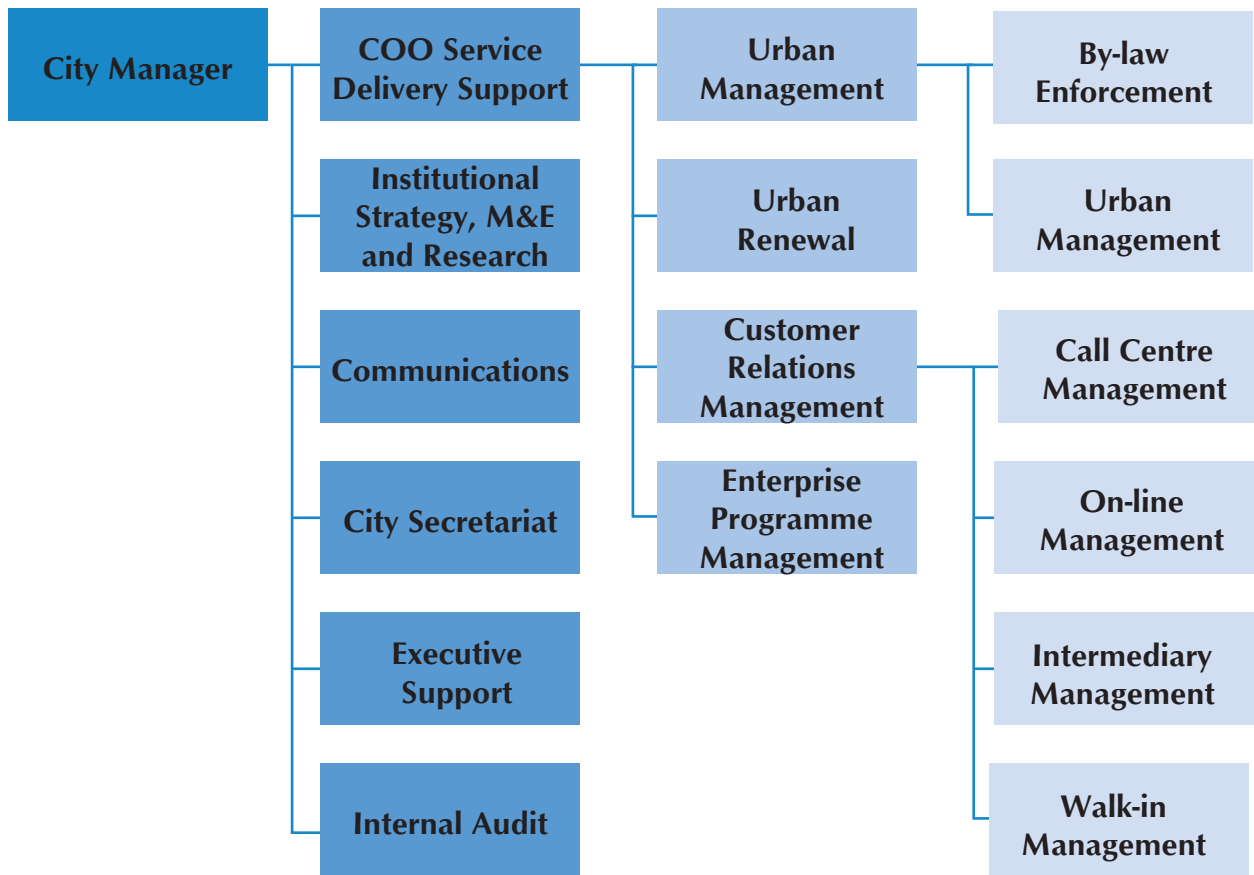
EMM went through an institutional review process as proposed in its Turnaround Strategy. The process has progressed and a new organisational structure has been approved on 25 November 2010.

The Structure has three main components, being:

- 7 Departments providing institutional management;
- 4 Corporate Services Departments; and
- 13 Service Delivery Departments.

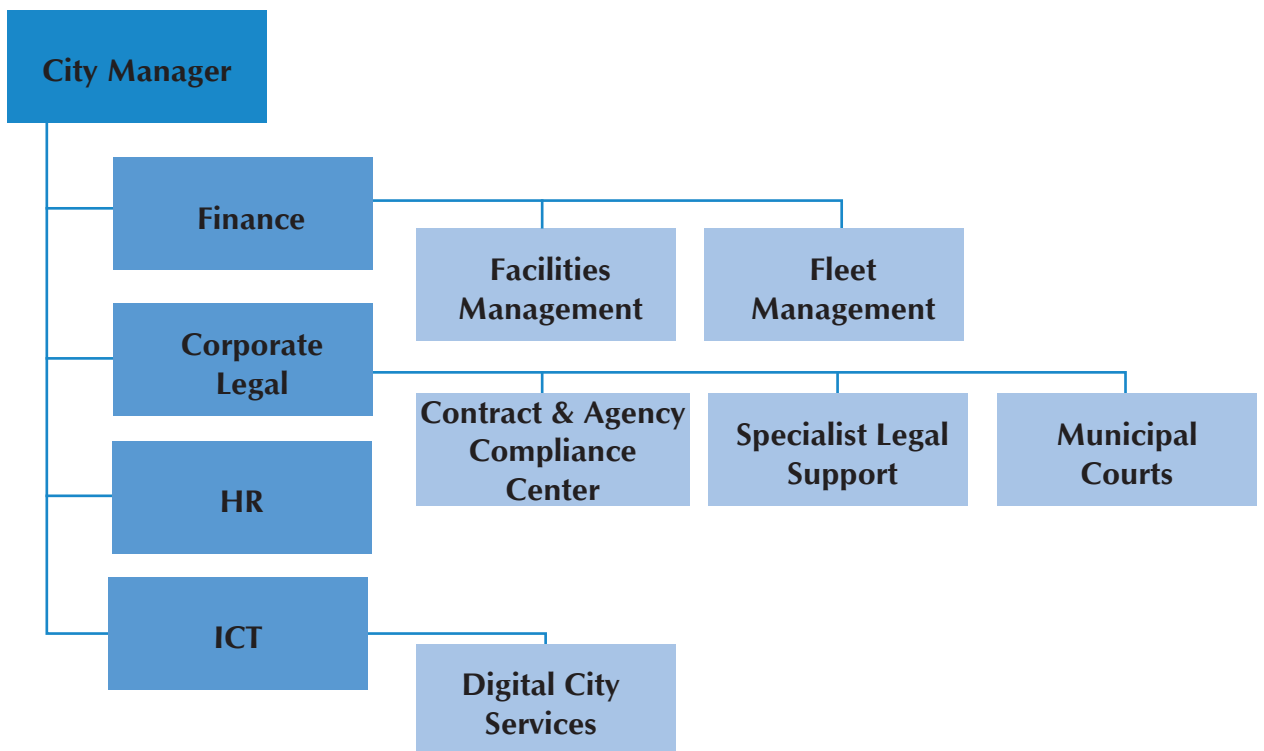
INSTITUTIONAL MANAGEMENT

Table 8: Organogram: Institutional Management



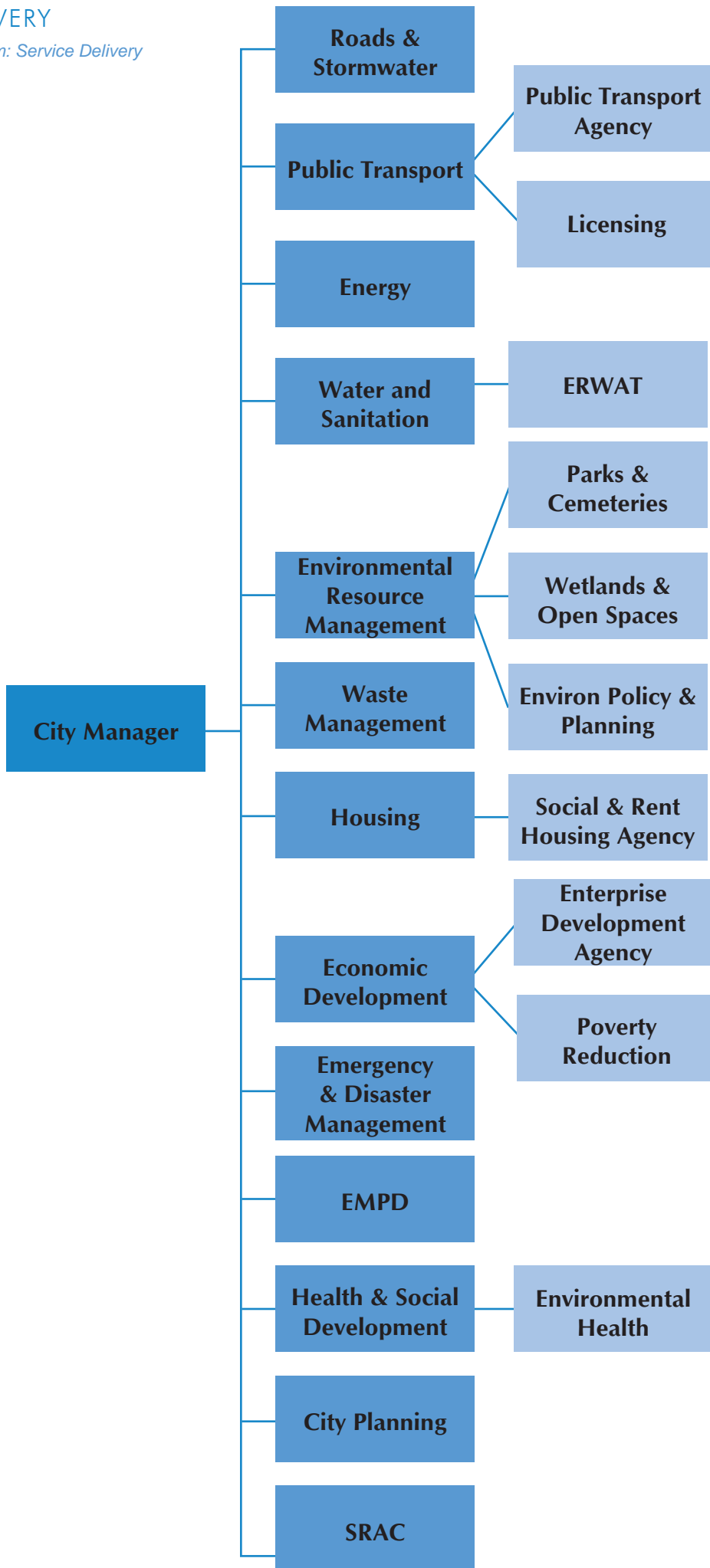
CORPORATE SERVICES

Table 9: Organogram: Corporate Services



SERVICE DELIVERY

Table 10: Organogram: Service Delivery



REVIEW OF THE INTEGRATED DEVELOPMENT PLAN

GUIDING PRINCIPLES

The review of the Integrated Development Plan (IDP) in terms of the Municipal Systems Act was guided and informed by the following principles:

- It must support and work towards achieving the Vision, Mission and Values;
- Working towards the achievement of the EMM GDS 2025 Outcomes and Milestones (Strategic Objectives);
- Focus on service delivery in terms of the eradication of backlogs and the maintenance of infrastructure;
- Address community priorities; and
- Provincial plans and programmes applicable to the specific department. Budget allocations by the respective provincial sector departments to these projects should also be reflected as far as possible.

Departmental plans that informs the department's budget and SDBIP are contained in the CD provided.

Departments were requested to ensure that the numbers of the various wards, in which projects identified in the budget will be implemented, are correct as this has been an ongoing problem over the last couple of years. Due to changes in ward demarcations as well as new areas being incorporated into Ekurhuleni, this will be closely monitored to ensure that ward numbers are correct.

There are also different categories of wards in terms of level of development. The categorising of wards is as follows:

- Underdeveloped Wards;
- Developed, Residential;
- Developed, Industrial/Commercial/CBD;
- Mixed Wards; and
- Multi-Wards.

Mixed wards are wards where there are combinations of underdeveloped areas, residential, commercial or CBD areas.

The key deadlines in the process plan for the Review of the IDP and preparation of the Multi Year Budget is reflected below:

2011/12 IDP AND BUDGET COMPILATION PROGRAMME – KEY DATES

Table 11: 2011/12 IDP and Budget Compilation Programme - Key Dates

Action	Due Date	Progress Report (January 2011)	
1	IDP Review Workshops	13 July – 20 August 2010	Finalised
2	IDP / Budget Compilation Methodology for 2011-2012 to be submitted to SMT for approval	23 August 2010	Finalised on 23 August 2010
3	Budget Steering Committee to discuss revised IDP / Budget Compilation Methodology for 2011-2012 and to consider preliminary departmental budget allocations	First week in September 2010	Finalised on 2 September 2010
4	Issue Budget Instructions to departments (including preliminary departmental budget allocations)	Second week in September 2010	Capital Budget instructions issued on 6 September 2010. Operating Capital Budget instructions issued on 13 September 2010.
5	Departments to compile detailed Operating and Capital Budgets	Third and Fourth week of September 2010	Finalised and submitted to Budget Office.
6	Departments to present their draft Operating Budgets to SMT	October 2010	Budget presentations to the SMT held on 15 November 2010. Budget workshop (SMT and departments) held on 8 and 9 December 2010.
7	PMO to evaluate departmental Capital Budget Submissions	November 2010	Process to be amended – multi-year project plans not yet prepared by departments. See additional information in body of item.
8	Departments to present their draft Operating Budgets to Budget Steering Committee	First two weeks in November 2010	Budget Steering Committee held on 3 December 2010 to discuss macro budget principles. Detailed departmental discussions to take place during January 2011.

Action	Due Date	Progress Report (January 2011)	
9	Departments to present their draft Operating Budgets to Joint Finance Portfolio and City Development Portfolio Committees	Last week in November 2010	Detailed departmental discussions to take place during January 2011. Proposed date 26 January 2011 (special joint meeting to be arranged – BSC/Finance Portfolio/City Development and Corporate Services).
10	PMO (with support of Departments) to present proposed Capital Budget to SMT	First week in December 2010	Finalised: 26 January 2011: BSC Workshop 28 January 2011: Special joint portfolio meeting– BSC/Finance Portfolio/City Development and Corporate Services).
11	PMO (with support of Departments) to present proposed Capital Budget to Budget Steering Committee	Second week in January 2011	Finalised: 26 January 2011: BSC Workshop 28 January 2011: Special joint portfolio meeting– BSC/Finance Portfolio/City Development and Corporate Services).
12	PMO (with support of departments) to present proposed Capital Budget to Joint Finance Portfolio and City Development Portfolio Committees (and all MMC's to be invited to meeting)	Third week in January 2011	Finalised: 26 January 2011: BSC Workshop 28 January 2011: Special joint portfolio meeting– BSC/Finance Portfolio/City Development and Corporate Services).
13	Final balanced budget to be presented to SMT	Third week in January 2011	Finalised: 24 January 2011
14	Final balanced budget to be presented to Budget Steering Committee	Third week in January 2011	Finalised: 26 January 2011
15	Draft IDP and Budget to be work-shopped with all Councillors	First week in February 2011	Finalised: 28 January 2011
16	Draft IDP and Budget to be considered by Joint Finance Portfolio and City Development Portfolio Committees (and all MMC's to be invited to meeting)	Second week in February 2011	Finalised: Special joint portfolio meeting– BSC/Finance Portfolio/City Development and Corporate Services) 11 February 2011 and 23 February 2011
17	Mayoral Committee and Council to consider Draft IDP and Budget	Last week in February 2011	Finalised: 24 February 2011
18	Submit Draft IDP to MEC for comments	Immediately after Council approval	Finalised: 28 February 2011
19	Submit Draft Budget to National Treasury and other Organs of State	Immediately after Council approval	Finalised: 28 February 2011
20	IDP Budget Public Conference	19 March 2011	3 Regional workshops held on 19 March 2011
21	Summary of public comments received submitted to Budget Steering Committee for consideration	Last week in March 2011	Combined with Joint Finance Portfolio: 6 April 2011
22	IDP and Budget Conference with all Councillors (post public conference to finalise IDP / Budget amendments, if any)	First week in April 2011	1 April 2011
23	Final IDP / Budget to be considered by Joint Finance Portfolio and City Development Portfolio Committees (and all MMC's to be invited to meeting)	Second week in April 2011	Joint Finance Portfolio: 6 April 2011
24	Final IDP and Budget to be considered by Mayoral Committee	Third week in April 2011	Scheduled for 14 April 2011
25	Final IDP and Budget Approval by Council	Last week in April 2011	Scheduled for 20 April 2011
26	Submit reviewed IDP to MEC	May 2011	Scheduled for end April 2011
27	Submit Budget, IDP, SDBIP, Performance agreements to National and Provincial Treasury	May 2011	Scheduled for end April 2011

Note 1: The IDP/Budget also refers to all other IDP, SDBIP and Budget Related Policies as well as tariffs to be reviewed and/or approved

PUBLIC CONSULTATION AND PLANNING

EMM is striving to deepen the democratic process of governance in Ekurhuleni. Community Based Planning (CBP) is one of the initiatives identified to achieve this objective. CBP is a planning and implementation process that provides a platform for the communities to engage in interactive participation in planning and decision making for implementation in their wards.

The municipal planning system, as elaborated in the Municipal Systems Act, 2000, has been formulated to play a critical role in determining how resources are allocated, especially the budgets of the municipality. The process took the shape of workshops held in each Customer Care Area (CCA) with ward councillors and ward committee members from 12 July until 20 August 2010. It focused on the following key matters:

1. Feedback on the implementation of the 2009/2010 departmental projects and programmes in the wards in the specific CCA and if it could not be implemented what was the reason therefore.
2. Report on approved 2010/2011 Capital Budget projects earmarked for the wards in the CCA.
3. Departmental Plans in terms of maintenance in the wards in the respective CCA's.
4. Alignment of departmental plans to ward priorities.
5. Report back on R100 000 CDP project implementation.

Each department nominated relevant officials to attend and participate in the process. Officials were nominated on the basis of knowledge of the departmental strategy (IDP) and how it relates to the departmental projects and programmes in the wards in the CCAs and its implementation in the specific CCAs.

The following table reflect the planning dates in the various CCAs and wards relating thereto:

The process was very intense and participation from ward committee members and councillors was good.

Table 12: Planning Dates in the various CCA's wards

CCA	WARDS IN THE CCA	CCA MANAGER	DATE	VENUE	TIME
Tembisa 2	1,2,3,4,7	Mmabatho Rantho	13 July 2010	Olifantsfontein Hall	09:00
Nigel & Duduza	84,86,87,88	Thandi Radebe Ndoli Mosiane	15 July 2010	Monte Motloun Hall	10:00
Kempton Park	13,15,16,17,23	Neli Thabatha	16 July 2010	Kempton Park Council Chamber	16:00
Germiston	21,35,36,39,41	Dawie Maree	19 July 2010	Old Council Chambers Germiston	17:30
Alberton	37,38,53	Clive Dunstan	20 July 2010	Alberton Council Chamber 4th floor	16:00
Kwa-Thema	77,78,79,80,81	Matshidiso Phalatse	21 July 2010	Kwa-Thema Community Hall	10:00
Kathlehong 2	59,60,61,62,63	Xolisile Tshabalala	23 July 2010	Palm Ridge Hall	10:00
Vosloorus	43,44,45,46,47,64	Hennie Botha	27 July 2010	Civic Centre Community Hall	10:00
Kathlehong 1	40,48,49,50,51,55	Lappies de Beer	28 July 2010	D.H Williams Hall	10:00
Edenvale	11,12,18,19,20	Lorraine Mokgatle	30 July 2010	Civic Centre Exco Room	16:00
Thokoza	52,54,56,57,58	Amanda van Zyl	2 August 2010	Youth Centre Thokoza	10:00
Springs	72,75,76	Sakie Kekane	4 August 2010	Springs Customer Care Supper Hall	11:00
Daveyton	25,68,69,70,71	Stephen Nowatha	6 August 2010	Mbikwa Cindi Community Hall	09:00
Boksburg	22,32,33,34,42	Ace Phiri	10 August 2010	Boksburg Civic Hall	09:00
Etwatwa	26, 65, 66, 67	Nompumelelo Phakathi	11 August 2010	Stompie Skosane Hall	10:00
Tsakane	82,83,85	Lidia Joubert	12 August 2010	Tsakane Community Hall	10:00
Brakpan	31,73,74	Papa Mokebe	13 August 2010	Brakpan Council Chambers	09:00
Tembisa 1	5,6,7,8,9,10,14	Arthur Zwane	18 August 2010	Rabasotho Hall	09:00
Benoni	24,27,28,29,30	Miriam Mahlangu	20 August 2010	Benoni Council Chamber	09:00

This process determined inter alia the following outcomes as being of high importance to our communities:

- Improved sustainable income - Economic development and Job creation;
- Improved health facilities and programmes on HIV & Aids;
- Improved education - Skills development;
- Improved safety & security;
- Improved living conditions – Infrastructure development and Housing provision; and
- Improved maintenance - Upgrading of Infrastructure.

In terms of more specific matters relating to community input are:

- Roads and Storm water;
- Housing;
- Street lights / High mast lights;
- Parks Development;

- Sport & Recreation;
- Construction of new Clinics & Extension of Clinics;
- Construction of libraries;
- Construction of MPC & Skill Development Centers;
- Traffic calming measures; and
- Sanitation- water & sewer.

With the local government elections that will take place later in the year, the priorities identified by ward councillors and ward committees will have to be revisited as ward boundaries have been changed in terms of realignment. An additional 23 wards will be established through the election process.

Table 13: Priority Results from Public Consultation Process

WARD 1	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Electrification of Tswelopele x8 2. Housing (building) in Duduza & Tswelopele 3. Sport grounds – Tswelopele x6 and x8 and sport facilities 4. High / primary school at Clayville 5. Training centre – technical skill – welding capacity etc 	<ol style="list-style-type: none"> 1. Electricity & Energy 2. Housing 3. SRAC 4. Gauteng Department of Education 5. Economic Development and Human Resource
WARD 2	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Construction of roads: Tswelopele ext 5, link between Winnie Mandela zone 2 and Makhulong link between Moriting and Hospital view 2. Construction of houses: Winnie Mandela, address the overspill problem 3. Road calming measures: Skylab street, Voyage street 4. Erection of street lights: Lint, Mazibuko at Hospital View, Tsepo Section, Makhulong and Zone 1 Winnie Mandela section between zone 1 & zone 2; Zone 2 and Hospital View ext 6 	<ol style="list-style-type: none"> 1. Roads & Storm water 2. Housing 3. Roads & Storm water 4. Electricity & Energy
WARD 3	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Alternative land for building of RDP houses 2. Building of a high school 3. Roads construction & storm water 4. Clearing of illegal dumping and litter packing through solid waste 5. Extension of existing clinic and provision of enough medication including staff 6. Installation of high mast lights in identified areas and strengthening community patrollers 	<ol style="list-style-type: none"> 1. Housing 2. Gauteng Department of Education 3. Roads & Storm water 4. Environmental Development - Solid Waste 5. Health 6. Electricity & Energy
WARD 4	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Upgrading of Sethokga hostel 2. Town layouts and erf re-alignment of Tembisa Ext 7 3. Storm water drains to be installed at corner Nyarhi and Izimbongi street, Exhubeni and Ext 7 4. Concrete Palisade fencing at Sethokga Hostel\ 5. High Mast Lights 	<ol style="list-style-type: none"> 1. Housing 2. City Development 3. Roads & Storm water 4. Housing 5. Electricity & Energy
WARD 5	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Street lights 2. Grass planting 3. Pedestrian bridge – ext 7 4. Storm water management – Nyoni Circle 5. Storm water pipe at Sedibeng Park 6. Development of recreational facilities 7. Skills development for youth and co-operation 	<ol style="list-style-type: none"> 1. Electricity & Energy 2. Environmental Development – Parks 3. Roads & Storm water 4. Roads & Storm water 5. Roads & Storm water 6. SRAC 7. Economic Development & Human Resource
WARD 6	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Building of stalls around Tembisa Station 2. Skills development centre 3. Cleaning campaign 4. Improvement of waste removal 	<ol style="list-style-type: none"> 1. Economic Development 2. Economic Development & Human Resource 3. Environmental Development – Solid Waste 4. Environmental Development – Solid Waste

WARD 7	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Roads and storm water drainage 2. Speed humps within small streets 3. Maintenance of sanitation 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. IS: Roads & Storm water 3. IS: Water – water & waste water
WARD 8	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Tarring of roads 2. Speed humps 3. Construction of Madela Kufa 2 RDP housing and re-location of excess people 4. High mast lighting in Twala Street 5. Electrical reticulation of Enxiweni RDP houses 	<ol style="list-style-type: none"> 1. Roads & Storm water 2. Roads & Storm water 3. Housing 4. Electricity & Energy 5. Electricity & Energy
WARD 9	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Water meter installation & re-allocation erf 473 Lifaleng & Lekaneng 2. High mast lights Lekaneng & Thekwane Street 3. Walkways priority list: <ul style="list-style-type: none"> • Mamaseanuke Street • Seagull Street • Kestell Street 4. Community Youth Centre – F605 Motaung (Multi-purpose) 5. Formalization of soccer field – Lifateng (next to Seohana) 	<ol style="list-style-type: none"> 1. IS: Water & Waste water 2. Electricity & Energy 3. IS: Roads & Storm water 4. SRAC 5. SRAC
WARD 10	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Mobile Clinic in Vusumuzi Informal Settlement 2. Investigate the solid waste problems in the ward and furnish a report 3. Upgrade Maintenance of streetlight 4. Park relocation next to Sangweni Clinic/ ERF 533 5. Parking needed next to Sam Hlalele 	<ol style="list-style-type: none"> 1. Health 2. Environmental Development – Solid waste 3. Electricity & Energy 4. Environmental Development – Parks 5. IS: Roads and Storm water
WARD 11	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Waste Removal 2. Clinic to operate 24 hours- Emdayeni Clinic 3. Multipurpose Centre next to Tswelopele ground – esqaweni section 4. Overhead bridge between Umfuyaneni and Tembisa Plaza 5. High Mast and Street Lights 6. Reconstruction of Lawrence and Phokanoka drive ,Tembisa West 	<ol style="list-style-type: none"> 1. Environmental Development – Solid Waste 2. Health 3. SRAC 4. IS: Roads & Storm water 5. Electricity & Energy 6. IS: Roads & Storm water
WARD 12	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Robots exiting into old Modderfontein Road 2. Street lights along Modderfontein Road until Commercia (?) 3. Street naming with pole numbers written, indicating first number in the street 4. Create, grade and build proper sports grounds, particularly for football and gymnastics for Commercia Ext 9 (friendship town) 5. Upgrading of storm water 6. Complete water meter installation project 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. Electricity & Energy 3. IS: Roads & Storm water 4. SRAC 5. IS: Roads & Storm water 6. IS: Water & Sanitation
WARD 13	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Community Hall Kempton Park West 2. High Mast Lights Phomolong & street light 3. Community Hall Birch Acres Ext 23-32 4. Pedestrian Bridge Andrew Mapheta Road 5. Roads and storm water in Vusumuzi 	<ol style="list-style-type: none"> 1. SRAC 2. Electricity & Energy 3. SRAC 4. IS: Roads & Storm water 5. IS: Roads & Storm water
WARD 14	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Renovation of the offices at Esselen Park 2. Street naming of new streets in Esselen Park 3. Two way road from Tonko – Zniko 4. Bridge Ethafeni – Vusumuzi 5. Indoor centre - Ethafeni 	<ol style="list-style-type: none"> 1. IS: Civil Works 2. IS: Roads & Storm water 3. IS: Roads & Storm water 4. IS: Roads & Storm water 5. SRAC
WARD 15	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Sim Road build complete road and infrastructure 2. Vleisstreet Pedestrian crossing-Upgrading of storm water system 3. Upgrading of communication with the public. 4. Rodent control Birchleigh Station 5. Pretoria & R25 Pedestrian bridge 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. IS: Roads & Storm water 3. CCA Manager 4. Environmental Development – Envir Health 5. IS: Roads & Storm water

WARD 16	RESPONSIBLE DEPARTMENT
1. Slipways corner CR Swart Drive and Rienert Ave	1. IS: Roads & Storm water
2. Upgrading of the Library in Kempton Park Civic Centre	2. SRAC
3. Upgrading intersections joining up with Pretoria Road	3. IS: Roads & Storm water
4. Extension and upgrading of Kempton Park Clinic	4. Health
5. Robots at Cnr Partridge and Pretoria Road	5. IS: Roads & Storm water
WARD 17	RESPONSIBLE DEPARTMENT
1. Resurface West Street and repair and maintain the Sidewalks.	1. IS: Roads & Storm water
2. Poor water drainage at Pomona onramp under the bridge opposite airport freight buildings to be attended to.	2. IS: Roads & Storm water
3. Improve sport facilities in Kempton park; attend to the roof of the indoor sports centre and upgrade general maintenance as well as the development of soccer and cricket facilities.	3. SRAC & IS: Civil works
4. Finalise and implement the K115 road linkage between Modderfontein road and R24 via Barbara Road intersection.	4. IS: Roads and Storm water
5. Address the problems of Spartan Clinic and evaluate possibility of an upgrading.	5. Health
WARD 18	RESPONSIBLE DEPARTMENT
1. PARKS	1. Environmental Development – Parks
<ul style="list-style-type: none"> • Horwood Farm – re-grade roads, clean dam, ongoing maintenance and security needed • Illiondale bird sanctuary – needs cleaning 	
2. PUBLIC TRANSPORT	2. IS: Transport
<ul style="list-style-type: none"> • Public transport that is needed in Edenvale for public use 	
3. STORMWATER	3. IS: Roads & Storm water
<ul style="list-style-type: none"> • Meadowdale:Fleming Road, – Harmelia:Sydella Road,Paula Road – Buurendal:Donald Road,Glenn Avenue Incorporating Fleming street, Puala, Sydella St Donald Ave and Glenn ave, concluding at Horwood dam, Eastleigh spruit, Isandovale – Linked to Sebenza spruit, Illiondale – Laurie Rroad 	
4. RESURFACING ROADS	4. IS: Roads & Storm water
<ul style="list-style-type: none"> • Hurleyvale – St Andrew Street, Matthew, St Joseph, Glenn Ave, Cunningham, Partridge, Donald, Steyn, Swartkoppies – complete resurfacing and general repair 	
5. TRAFFIC CALMING MEASURES	5. IS: Roads & Storm water & Community Safety – EMPD
<ul style="list-style-type: none"> • Edenglen – Terrace , Horwood, Baker, Palliser, Erasmus, Cunningham Roads– with immediate installation of traffic lights, circles and speed humps • Speed trapping needed in – Terrace , Boeing and Hurleyvale Roads • Economic development project • Assessment project to revitalized CBD needed 	
WARD 19	RESPONSIBLE DEPARTMENT
1. Rebuild / upgrade of Linksfield and Van Riebeck Roads	IS: Roads & Storm water
2. Double capacity of storm water drain in Fountain Road	IS: Roads & Storm water
3. 3-way traffic lights in Terrence Road	IS: Roads & Storm water
WARD 20	RESPONSIBLE DEPARTMENT
1. Rehabilitation of Oriel Way	1. IS: Roads & Storm water
2. Bill Steward Nature Reserve fencing	2. Environmental Development – Parks
3. Fencing of Watsonia Park	3. Environmental Development – Parks
4. Paving of sidewalks in the following roads:	4. IS: Roads & Storm water
<ul style="list-style-type: none"> • Bedford • Smith • Van der Linde • Van Buuren • Nicole 	
5. Upgrading of swing bridge – Riley Road	5. IS: Roads & Storm Water
WARD 21	RESPONSIBLE DEPARTMENT
1. Community Hall for Boneskans Park at Cnr Shamrock and Beacon Roads to include Clinic, Library, Pay Point	1. SRAC
2. Upgrading of Rietfontein Road, all sidewalks to be re-laid and the re-painting of parking bays	2. IS: Roads & Storm water
3. Upgrading of Stormwater at Stanley, Pretoria, Homestead and Olive Roads	3. IS: Roads & Storm water
4. Removal to a safer location with RDP Housing	4. Housing
5. Lighting on Ravensklip Station, Roberta Str,	5. Electricity & Energy

WARD 22	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Road upgrading and pavements in Humbagathle and Underbolt Roads 2. Speed calming in Wilson Street in Witfield and Odendaal in Jansen Park 3. Investigate possibility of mobile clinic as well as extended hours at Boksburg North 4. Speed calming and road signage as well as road painting at schools, shopping centers and churches 5. Dyan Tennis Club (Council facility) tarring of the driveway 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. IS: Roads & Storm water 3. Health 4. IS: Roads & Storm water 5. SRAC
WARD 23	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Improving the living conditions of the people living in the two informal settlements within the ward - clean water, decent sanitation and electricity 2. Complete upgrade of the Storm water infrastructure from OR Tambo Airport through Blaauwpan Dam along the wetland area west of Brentwood Park, through Atlasville, including Goedeberg and finally under the Mercury street Bridge leading into Homestead Lake. 3. Traffic lights at the corner of Celia Nestad and Stokroos Streets, Northmead. 4. Taxi rank on Vic Reese Park along great North Road. 5. Library for Bonaero Park to be erected. 6. Upgrading of the Bonaero Park clinic, including the mobile service 7. Upgrading Bonaero Oark Firestation to a Disaster Management Centre 8. Establishment of a recycling project 9. Traffic calming measures at various streets 	<ol style="list-style-type: none"> 1. Housing & water services and energy 2. IS: Roads & Storm water 3. IS: Roads & Storm water 4. IS: Transport 5. SRAC 6. Health 7. Community Safety 8. Environmental Development: Solid Waste, Economic Development 9. IS: Roads and storm water
WARD 24	RESPONSIBLE DEPARTMENT
<p>ALBERT LUTHULI</p> <ul style="list-style-type: none"> • Construction of new tar roads for Exts. 2, 3, 5, 6 • Street lights for the same Extensions • Street names 10w total infrastructure for Exts 2 – 6 • Parks for Exts 2 – 6 • Electrification of houses in Exts 2 – 6 • Community development Centre Albert Luthuli – including Pay Points • Albert Luthuli Ext 1, new roads to be tarred – Swaziland + Limpopo + Tlou in Albert Luthuli Ext 4 <p>VAN RYN AGRIC HOLDINGS</p> <ul style="list-style-type: none"> • New sewerage system • Upgrading solid waste mini station • Victor Penning Bird Sanctuary <p>CRYSTAL PARK</p> <ul style="list-style-type: none"> • Sport fields + (east) Crystal Park ext 2 <p>FAIRLEADS</p> <ul style="list-style-type: none"> • New sewerage system <p>RYNFIELD</p> <ul style="list-style-type: none"> • New sewerage system • Improve water pressure <p>BENONI SMALL HOLDINGS</p> <ul style="list-style-type: none"> • Tarring Border Road <p>BENONI NORTH AGRIC HOLDINGS</p> <ul style="list-style-type: none"> • Tarring reconstruction Kirchner, Waterhouse, Rennie, Lennox • Street lighting Lennox <p>BRENTWOOD PARK AGRIC AREA</p> <ul style="list-style-type: none"> • Street lights <p>POMONA</p> <ul style="list-style-type: none"> • Upgrading of all access roads (study underway) • Water pressure – improve • Electrical distribution – improve • Parks Pomona x3 <p>BREDELL</p> <ul style="list-style-type: none"> • Tar of 8th Street, Da Costa & 7th Street • Reconstruction of dirt roads, whole area <p>GLEN MARIAS</p> <ul style="list-style-type: none"> • Reconstruction – Outenikwa Street 	<p>IS: Roads & Storm water Electricity & Energy</p> <p>Parks Electricity & Energy Social Development (Provincial Department), SRAC IS: Roads & Storm water</p> <p>IS: Water & Sanitation Environmental Development: Solid Waste Parks</p> <p>SRAC</p> <p>IS: Water & Sanitation</p> <p>IS: Water & Sanitation IS: Water & Sanitation</p> <p>IS: Roads & Storm water</p> <p>IS: Roads & Storm water Electricity & Energy</p> <p>Electricity & Energy</p> <p>IS: Roads & Storm water IS: Water & Sanitation Electricity & Energy Environmental Development – Parks</p> <p>IS: Roads & Storm water IS: Roads & Storm water</p> <p>IS: Roads & Storm water</p>

WARD 25	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. New Clinic At Mayfield Ext 1 2. New School at Mayfield Ext 6 3. New Police Station at Mayfield Ext 5 4. Building of Multipurpose Centre 5. Agricultural Land 	<ol style="list-style-type: none"> 1. Health 2. Gauteng Provincial Department of Education 3. Gauteng Provincial Dept of Safety & Security 4. SRAC 5. Economic Development Gauteng Provincial Dept of Agriculture
WARD 26	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Housing development Etwatwa Ext 35 2. Development of a multi-purpose centre and library 3. Storm water next to Vezukhono School 4. Extension of Barcelona Clinic 5. East Putfontein Road upgrade of first road 	<ol style="list-style-type: none"> 1. Housing 2. SRAC 3. IS: Roads & Storm water 4. Health 5. IS: Roads & Storm water
WARD 27	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. One aspect that does need more attention is the basic infrastructure, namely the provision of electricity, water & sewerage 2. With the increase in population density through townhouse development and subdivisions, added pressure is being placed on these services and a plan needs to be implemented to ensure that water pressure remains at acceptable levels and that the electricity supply is secured. 3. Further, road maintenance remains essential to ensure that the cost of repair in the long term is kept as low as possible 4. Rynfield, Airfield and Morehill Parks must be cleaned 5 times per year (grass cutting) 	<ol style="list-style-type: none"> 1. Electricity, IS: Roads, IS: Water & Sanitation 2. Electricity, IS: Water & Sanitation 3. IS: Roads & Storm water 4. Environmental Development – Parks
WARD 28	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Storm Water in Somerset and Surrey, Corner Edward and Kings in Westdene 2. Roads (will Provide list) 3. Water Hyacinth Problem 4. Collapsed sewerage system 5. Water pressure at Western Extension 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. IS: Roads & Storm water 3. IS: Environmental Development 4. IS: Water & Sanitation 5. IS: Water & Sanitation
WARD 29	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Replacement of water pipes for the whole ward. 2. RDP houses for backyard and sub-tenants in Actonville & Wattville 3. Sporting facilities 4. High mast for Council flats & Ephes Mamkhele Secondary School – Hostel & Mabuya Street Park, Morane 5. Maintenance of parks & upgrading of all parks including playground equipment 	<ol style="list-style-type: none"> 1. IS: Water & Sanitation 2. Housing 3. SRAC 4. Electricity & Energy 5. Environmental Development – Parks
WARD 30	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Storm water drainage at Nobhadula 2. Maintenance of infrastructure in Wattville 3. Housing in Wattville 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. IS & Electricity and Energy 3. Housing
WARD 31	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Tarring of roads <ul style="list-style-type: none"> • Route first Geluksdal • Satinwood 2. Storm water drainage <ul style="list-style-type: none"> • Border Ward 31/82/85 Geluksdal • Dabula Street Leboheng Crèche – Silvertown • New Kleinfontein – Leachville Ext 3 3. Transport of school children <ul style="list-style-type: none"> • Leachville Ext 3 • Dalpark Ext 6 4. High mast lights <ul style="list-style-type: none"> • Dalpark Exts 6 & 2 5. Multi-purpose Hall <ul style="list-style-type: none"> • At Dalpark Ext 6 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. IS: Roads & Storm water 3. Gauteng Provincial Department of Education 4. Electricity and Energy 5. SRAC

WARD 32	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Street lights audit and maintenance 2. Street names 3. Trees must be regularly trimmed 4. Open spaces to be maintained at the Boksburg Cemetery 5. Maintain the sport stadium 6. Cleanliness of the Boksburg Civic Centre 	<ol style="list-style-type: none"> 1. Electricity & Energy 2. City Development & IS: Roads & Storm water 3. Environmental Development – Parks 4. Environmental Development – Parks 5. SRAC 6. SRAC & Environmental Development: Solid waste
WARD 33	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Multi-purpose centre 2. Community Halls 3. Clinics 4. Sport facilities 5. Schools 	<ol style="list-style-type: none"> 1. SRAC 2. SRAC 3. Health 4. SRAC 5. Gauteng Provincial Department of Education
WARD 34	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Replace old underground water pipes 2. Upgrade electrical reticulation boxes in Streets 3. Install prepaid meter boxes 4. Dumping – Tokyo Ext 2/ Mini dumping site and 1st Street 5. The pedestrian robot for kids and people crossing between Reiger park and Ramaphosa 	<ol style="list-style-type: none"> 1. IS: Water & Sanitation 2. Electricity & Energy 3. Electricity & Finance 4. Environmental Development: Solid Waste
WARD 35	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Good Hope housing Development 2. Grading of main entrance to informal settlement 3. Community Hall in Dukathole Ext 9 4. Clinic in Dukathole 5. Water taps installation at all informal settlement 	<ol style="list-style-type: none"> 1. Housing 2. IS: Roads & Storm water 3. SRAC 4. Health 5. IS: Water & Sanitation
WARD 36	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Public toilet at Station street and the rest must be clean and maintained at Webber street 2. Street lights @ End Street, Joubert Street, Knox Street 3. Upgrading of a Sport ground at Delville 4. Victoria Lake (Germiston Lake), reeds are overgrown on lake, reeds blocking flow of water 5. Roads in the CBD needs to be repaired and resurfaced 	<ol style="list-style-type: none"> 1. IS: Water and Sanitation 2. Environmental Development: Solid Waste 3. SRAC 4. Environmental Development 5. IS: Roads & Storm water
WARD 37	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. New Du Plessis Street taxi rank and demolishing adjacent Rugby pavilion and no 32 Du Plessis street and/or enter into partnership with GATA who have shown an interest in this project. 2. Planning and implementing of plans for upgrading roads network a hierarchy from CBP of Alberton all the way south including Heidelberg Road and its service roads & all roads around new Market race course development & Swartkoppies Road. 3. Repairing & renovating security camera network at Alberton Control Centre especially Alberton Boulevard 4. Preparing tender documents for promoting – requesting development proposal for prime land in front of Alberton Council Building (Encouraging investment) 5. Refurbishing Alberton Boulevard 6. Vlei Street Park upgrade – this is the entrance to Alberton 7. Fence on Ring Road West between Fore (?) and Eaton Streets 8. Paved parking on servitude area near Marias Viljoen High School 	<ol style="list-style-type: none"> 1. IS: Transport 2. IS: Roads & Storm water 3. Community Safety 4. City Development 5. IS: Roads & Storm Water 6. Environmental Development: Parks 7. IS: Roads & Storm Water 8. IS: Roads & Storm Water
WARD 38	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. New street lights on Michelle Ave 2. Resurfacing of residential roads in suburbs in Ward 38 3. Road and road reserves for Newmarket Park 4. Storm water drainage system for Newmarket Park 5. Upgrading of storm water system that feeds into Michelle Ave from Meyersdal 	<ol style="list-style-type: none"> 1. Electricity & Energy 2. IS: Roads & Storm water 3. IS: Roads & Storm water 4. IS: Roads & Storm water 5. IS: Roads & Storm water

WARD 39	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Rehabilitation of Weideman Dam 2. Rehabilitation of Dinwiddie sport complex 3. Dekema Road ext to improve access to Alberton 4. Upgrading of library & clinic 5. Upgrading of pavement in Elsburg 	<ol style="list-style-type: none"> 1. 1.Environmental Development: Parks 2. SRAC 3. IS: Roads & Storm water 4. SRAC & Health 5. IS: Roads & Storm water
WARD 40	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Roads – Moerane, between Mdakane and Mothoe, Mofokeng from Cnr Mdakane to Motheo, No Name between Mlangeni and Madontsela 2. Community Hall Spruitview 3. Sidewalk all Sections 4. Roodekop Robot entrance from Katlehong 5. Widening of N3 ON- RAMP, create more lanes and also a “Yield” sign 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. SRAC 3. IS: Roads & Storm water 4. IS: Roads & Storm water 5. IS: Roads & Storm water and SANRAL
WARD 41	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Roads construction – Buhle Park Roodekop Ext 21/22 2. Build clinic – Buhle Park 3. Build recreational facilities – sport facilities, public parks, libraries & community halls. 4. Build Police station 5. Build mini- transfer station 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. Health 3. SRAC, Environmental Development 4. Gauteng Department of Safety & Security 5. Environmental Department: Solid Waste
WARD 42	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Ramaphosa – no street lights on Elsburg Road 2. Pavements in large areas (Ramaphosa) 3. Mobile Police Station 4. Upgrade traffic control 5. Storm water reticulation in all of Ward 42. Problem throughout the Ward 	<ol style="list-style-type: none"> 1. Electricity & Energy 2. IS: Roads & Storm water 3. Gauteng Department of Safety & Security 4. Community Safety: EMPD 5. IS: Roads and Storm water
WARD 43	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Housing: Silahlala, Ulundi, Lindelani and Freedom Park Section D, Holomisa 2. High Mast Silahlala,& Ulundi, Lindelani, Freedom Park, Holomisa D Section, Mapleton- Street lights – Windmill Park, Dawn Park, Villa Liza, Llama and Dixie Strs Exts 1& 2 3. Multi-purpose Centre at Villa Liza and Community hall 4. Roads(to be forwarded by Ward Councillor) 5. Clinic at Villa Liza 	<ol style="list-style-type: none"> 1. Housing 2. Electricity & Energy 3. SRAC 4. IS: Roads & Storm water 5. Health
WARD 44	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Tarring of Theko (Ext 13), Incedo Ext 5 2. Mobile Library – Next to Tswelopele Clinic Ext 5 3. Storm water Drainages 4. Multipurpose Centre 5. Stadium 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. SRAC 3. IS: Roads & Storm water 4. SRAC 5. SRAC
WARD 45	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Multi-purpose Centre 2. Paving sidewalks; Masianoke, Khoza, Kgosana, Sam Sekoati (main street) 3. Extension of Vosloorus (Ext 9) Clinic 4. Completion of Vosloorus Swimming Pool 5. Extension of Social Development Garage in Vosloorus Ext 9 	<ol style="list-style-type: none"> 1. SRAC 2. IS: Roads & Storm water 3. Health 4. SRAC 5. Gauteng Department of Social Development & Health
WARD 46	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Comprehensive Social Development Centre which will consist of Sections for 6 target groups: namely children, youth, women, mature age , differently-abled and geriatric Sections: Facilities are many, eg : Library, Early Childhood Development, Toy Library, indoor and outdoor sport Centre, recreation halls, halls for plenary sessions during workshops, Economic development/promotion, Computer Centre for children & Youth, ABET 2. Nguni Flats 3. High Mast light next to (Rest in Peace) Cemetery 4. Food gardens (veggies) 	<ol style="list-style-type: none"> 1. Gauteng Provincial Department of Social Development, EMM Department of Health 2. Housing 3. Electricity & Energy 4. Health

WARD 47	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Multi-purpose centre for the southern area of the Ward Roads tarring: Pinzi, Thwala, Pheto, Pooe, Lubatse, Tshabong, Maumo Streets High mast light in Isikepe & Roejeo Streets Development of Vosloorus Stadium Family skills centre 	<ol style="list-style-type: none"> SRAC IS: Roads & Storm water Electricity & Energy SRAC Health
WARD 48	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Speed Humps at Pole &, Mkhampanyana Streets Housing Proclaim Moleleki Ext 4 as a Township Sportfield at Phase 1 Storm water drainage Roads upgrade 	<ol style="list-style-type: none"> IS: Roads & Storm water Housing SRAC IS: Roads & Storm water IS: Roads & Storm water
WARD 49	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Storm water challenges: <ul style="list-style-type: none"> Makula Section from Stand nos. 194 -198 properties not accessible when raining and houses are always flooded Mouometsi Str in Phooko Section is 100% no storm water drainage and houses are always flooded throughout the rainy season Cnr Tladi and the newly constructed Bakoena Str Upgrade of old dilapidated sewer system (whole Ward) Installation of Street lights from Thutong –Sibisi Str and Sibisi & Thutong in Pole Sstr 	<ol style="list-style-type: none"> IS: Roads & Storm water IS: Water & Sanitation Electricity & Energy
WARD 50	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Tarring of Roads: Gugushe, Masiteng and Ntombo Credi Section) Storm water drainage: Cnr Sibisi and Vilakazi, Cnr Rwayi and Tshabalala Sewer Problems: Cnr Mabizela and Masakhane, Sibisi and Skhosana Section, Cnr Mabona and Khulisa) Re-development of park Stand no. 49 Twala section High mast lights in Kgolamoriti 	<ol style="list-style-type: none"> IS: Roads & Storm water IS: Roads & Storm water IS: Water & Sanitation Environmental Development – Parks Electricity & Energy
WARD 51	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Storm water drainage at Monde Drive/Tama Area to Old Beer Hall be re-developed into a youth centre Construction of Sokhela Road Trading Stalls Rehabilitation of Roads 	<ol style="list-style-type: none"> IS: Roads & Storm water SRAC IS: Roads & Storm water Economic Development IS: Roads & Storm water
WARD 52	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Stand for Parks Palisade at Mandela Quarry /Natalpruit Hospital Taxi Rank near Tokoza Customer Care Centre Parks at Mpilisweni and Phalane Street lights at Mandela and Mpilisweni Sts. 	<ol style="list-style-type: none"> Environmental Development – Parks IS: Civil Works IS: Transport & Planning Environmental Development – Parks Electricity & Energy
WARD 53	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Expansion of Library in Eden Park Multipurpose Centre in Eden Park Identified streets affected by sewer drainage. Cnr Abraham & Petersen, Cnr Abraham & Borgwardt, Cnr Jaqua & Layland, Studbaker, Ford Street <u>Thina Sonke:</u> Proper roads, tarred roads, rubbles must be removed, erect a MPC, mobile clinic, removal of gum trees. <u>Eden Park ext 5</u> Roads to be tarred, storm water draining, sewerage Paving and sports facilities. <u>Bracken downs</u> Speed humps <u>Mayberry Park</u> Recreational centre, park, stop street signs at JG Strydom <u>Albertsdal</u> Fencing of the park, highmast lights at JG Strydom Skills Development Centre at Thinasonke 	<ol style="list-style-type: none"> SRAC SRAC IS: Roads & Storm water Health, IS: Roads & Storm water, Environmental Development, SRAC IS: Roads & Storm water, IS: Water & Sanitation, SRAC IS: Roads & Storm water IS: Civil works & Electricity & Energy, SRAC Environmental Development: Parks, Electricity & Energy SRAC & Human Resource

WARD 54	RESPONSIBLE DEPARTMENT
1. Roads and stormwater : Pavement – upgrading: No Name Str, Kubheka to Mabona, Twala Section, Gakhamba Street, no name street – Mlambo to Masango Street, Mavimbela Section, Hlongwane Street, Ngcobo Street, Manana Street, Khoza Str, Ndebele str	1. IS: Roads & Storm water
2. Mkhathizwe and Twala Ground- Sportfield	1. SRAC
3. Relocation – Mavimbela residents- housing	2. Housing
4. Disabled access and recreational programs	3. SRAC
WARD 55	RESPONSIBLE DEPARTMENT
1. Tarring of Roads, speed humps	1. IS: Roads & Storm water
1. Dube Palesa in Hlongwane	
2. Noname in Mngadi 53 + 525 + Kwesine	
3. Noname (Sizakahle)in Mngadi/Radebe	
4. Mazwi in Radebe	
5. Mshumpela + Noname in Sali	
6. Xhegwana in Zuma	
7. Noname in Zuma	
8. Noname in Mngadi 362 – 393	
9. Mhlahlo in Mngadi	
10. Msimango in Hlongwane	
11. Lehlongwane in Mavimbela	
12. Maphakama in Zuma	
13. Inqunqu in Sali 41 – 142	
14. Mlangeni in Radebe	
15. Noname (Koro) in Mngadi 18 + 27	
16. Mabija in Mngadi	
17. Mbasane in HLongwane	
18. Motseki in Moseliki	
19. Nota in Radebe	
20. Ngakamba in Mavimbela	
21. Mdluli in Radebe	
22. Nketli in Mngadi	
23. Noname in Sali	
24. Madiba in Zuma	
25. Matlango in Radebe	
2. Cleaning of Storm water Drainages	2. IS: Roads & Storm water
3. Extending of building of the Clinic and Maintenance	3. Health
4. Skills Development centre @ Radebe Section	4. SRAC & Health
5. Park at Sali Section	5. Environmental Development: Parks
WARD 56	RESPONSIBLE DEPARTMENT
1. Pavement of circles and sidewalks	1. IS: Roads & Storm water
• Khumalo Road has been paved with a few sidewalks outstanding.	
• Circles in the following streets are not yet paved: Xaba Street and Mabuya, Pitso and Mkwai Streets, Mokoena and Mapatane Streets	
• Thintwa Wetland to be converted to park	
• Storm water problem corner Nkaki and Tshabalala Streets	
2. Roads and Storm water drainage	2. IS: Roads & Storm water
• Mabuya Street next to retention dam – houses are sinking.	
• Corner Sekonyela and Pitso Streets – storm water problem is not yet solved.	
• Tobatse-Tshele and Maphale Streets – storm water problem not solved either	
• Matsimela Streets – to Angus Station opposite Sam Ntuli Stadium and indoor centre – storm water is needed.	
3. Maintenance of corner Ntuli and Zihlangu Streets – storm water drainage. Building a Multipurpose Centre	3. IS: Roads & Storm water
4. Building of Hospice	4. Health
5. Upgrade and extension of Old Age Home Facility	5. Health & Gauteng Department of Social Welfare

WARD 57	RESPONSIBLE DEPARTMENT
<p>1. STORM WATER DRAINAGE</p> <p><u>EXT 1 (Othandweni)</u></p> <ul style="list-style-type: none"> Cnr Elangeni Street & Tumelo Crescent Cnr Elangeni Street & Mohale Crescent Amanzi Mtoti Crescent Botodi Crescent <p><u>EXT 2</u></p> <ul style="list-style-type: none"> Cnr Lerole & Setsokotsane Streets Tladi & Zitha Street Cnr Mahano & Mapetane Vergenoeg Cnr Moepshe between Chapatso & Shilakoe <p><u>Phola Park</u></p> <ul style="list-style-type: none"> The whole area needs storm water drainage Clearing of storm water drains Cnr Modumo & Hlabula <p>2. <u>SEWERAGE (WHOLE AREA)</u></p> <p><u>TARRING OF ROADS</u></p> <p>Ext1</p> <ul style="list-style-type: none"> Mhluzi street Tshirela <p><u>Vergenoeg</u></p> <p><u>Motumisi streets</u></p> <p><u>Unit F</u></p> <ul style="list-style-type: none"> Madwaleni, Kgotso, Mosa & Kagiso <p><u>Phola Park</u></p> <ul style="list-style-type: none"> All outstanding streets in Phola Park <p>3. The stand behind no. 8679 (Grinaker) Tshelo street needs fencing for recycling in particular to alleviate poverty.</p> <p>4. Day care centre for vulnerable children in Phola Park Ext 1</p> <p>5. Housing reallocation of Phola Park.</p>	<p>1. IS: Roads & Storm water</p> <p>2. IS: Water & Sanitation</p> <p>3. Environmental Development and Economic Development</p> <p>4. Health & Social Development</p> <p>5. Housing</p>
WARD 58	RESPONSIBLE DEPARTMENT
<p>1. Speed humps in Thokoza Exts 2 and 3, Palmridge proper and Palmridge Ext 4</p> <p>2. High Mast in Thokoza Ext 2 Next to the Graveyard</p> <p>3. Construction of road from Phola Park Clinic to K146 and Installation of robots</p> <p>4. Sidewalks Mhloodi Primary School, Thabontsako Secondary School, Palm Ridge Senior Sec School</p> <p>5. Paving at Passages between RDP houses at Thokoza Ext 5, Passages between RDP Houses Palm Ridge Ext 4,</p>	<p>1. IS: Roads & Storm water</p> <p>2. Electricity & Energy</p> <p>3. IS: Roads & Storm water</p> <p>4. IS: Roads & Storm water</p> <p>5. IS: Roads & Storm water</p>
WARD 59	RESPONSIBLE DEPARTMENT
<p>1. Building of Multipurpose Centre at 903 Dikole Section and permanent sport grounds at Dikole proper Erf 758</p> <p>2. Roads: Dikole Section next to Lungisane Primary School, Dikole Ext 1 area 2249, 8 circle to paved at Monise Section Passages and at Ramokonopi West</p> <p>3. Building of houses on vacant land at Dikole Section</p> <p>4. Dikole Ext 2 next to Kwamazibuko Hostel need High Mastlight/street lights</p> <p>5. Building of toilets at Siluma Park</p>	<p>1. SRAC</p> <p>2. IS: Roads & Storm water</p> <p>3. Housing</p> <p>4. Electricity & Energy</p> <p>5. IS: Civil works & Environmental Development: Parks</p>
WARD 60	RESPONSIBLE DEPARTMENT
<p>1. Tarring of Roads; Moleleki, Ramokonopi, Dikole, Sonwaba</p> <p>2. Storm water at Moleleki Section</p> <p>3. Upgrading of Kwanele Parks</p> <p>4. Sewer at Moleleki for houses 1042 -1052</p>	<p>1. IS: Roads & Storm water</p> <p>2. IS: Roads & Storm water</p> <p>3. Parks</p> <p>4. IS: Water & Sanitation</p>
WARD 61	RESPONSIBLE DEPARTMENT
<p>1. Roads tarring at Mphefumulo Str from Ext 7 and 8, Nhlanguano Ext 2, Verbena Str, Umbuluzi Str, Comanda Str, u-Sharp</p> <p>2. Paving of Sefokabolea Str</p> <p>3. Constant storm water blockage from Kgi & Umqadi up to Aloe Str, Sausage to Aloe Sts.</p> <p>4. Storm water Drainage at Umbrella Str</p>	<p>1. IS: Roads & Storm water</p> <p>2. IS: Roads & Storm water</p> <p>3. IS: Roads & Storm water</p> <p>4. IS: Roads & Storm water</p>

WARD 62	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Palisade fencing between Natalspruit River & Zonkizwe Ext 6 Toilets & Taps at Zonkizwe ± 350 stands Multi-purpose centre at Zonkizwe Industrial Hive at Zonkizwe 	<ol style="list-style-type: none"> IS: Civil works Housing & IS: Water & Sanitation SRAC Economic Development
WARD 63	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Building of a new Library in Vosloorus Multi-purpose Sport Complex Katlehong South & Ext 2 major storm water problem. River Palisade fence 66/63 High mast Lights – Katlehong South and Moleleki 2 	<ol style="list-style-type: none"> SRAC SRAC IS: Roads & Storm water Environmental Development: Parks Electricity & Energy
WARD 64	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Need for primary school at Ext. 28 Completing Moagi street up to Tambokiesfontein Cemetery Multi-purpose Centre Roads- Ext 28 Phase 1, 18, 25, 47 	<ol style="list-style-type: none"> Gauteng Provincial Department of Education IS: Roads & Storm water SRAC IS: Roads & Storm water
WARD 65	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Extension of Clinic Building of houses & Essential Services Roads: Sekele, Sibande, Mthunzi, Molatho, Russia, Mphondo Multi-purpose Centre Park at Exts 7& 18 	<ol style="list-style-type: none"> Health Housing and IS: Water & Sanitation IS: Roads & Storm water SRAC Environmental Development – Parks
WARD 66	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Building of a Multi-purpose Centre Erection of street lights and High Mast Reconstruction of Madikizela Road (bend), 32nd and 24th St near Roller Street, Sekgala Ext 9, Dabula & Matlala Ext 9, Tembalihle & Turtle Dove, Third Street Ext 24, Welile Ext 8, Loliwe Ext 8, Thabethe Ext 24, Gwebu & Ngwenya Ext 21, Mbhele Street, 29th St, Gininzi St Community Park near Tshepo Themba hall (Park at Dan Pharasi Primary School) Pavilion stands at Chris Hani: at least 10 	<ol style="list-style-type: none"> SRAC Electricity & Energy IS: Roads & Storm water Environmental Development – Parks SRAC
WARD 67	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Tarring of Roads (list to be submitted to IS: Roads & Storm water Copy to the IDP Office for Incorporation, Mandla –CDW) Multi-purpose Hall Thulani Centre Upgrading of Joy Clinic Fencing of Wetland Etwatwa Blesbok Street lights, Kobi Mthebane Street, Feather Dust Section, Thulani, Phase 1 Slovo Street 	<ol style="list-style-type: none"> IS: Roads & Storm water SRAC Health Environmental Development Electricity
WARD 68	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> High Mast at Chris Hani Ext 2 Extension of Clinic Multi-purpose centre Erf 869 Sport Ground Chris Hani Ext 2 Storm Water at Mocke Street 	<ol style="list-style-type: none"> Electricity & Energy Health SRAC SRAC IS: Roads & Storm water
WARD 69	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Paving of passages: at Gasela –Dushane, Didi-Dushana, Didi-Khanyile, Khanyile-Kulwane, Khumalo-Langeni, Lushaba-Mpondo, Mpondo-Khubeka Paving of Esselen and Turton Ending of lease of theatre Paving Esselen and Mucha Multi-purpose centre 	<ol style="list-style-type: none"> IS: Roads & Storm water IS: Roads & Storm water SRAC IS: Roads & Storm water SRAC
WARD 70	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Resource Centre at Shezi Street Erection of the calming measure Upgrading of Art Centre (Rhu Hlatswayo) Sports Complex for all sporting Codes Emergency route (Exclusive lane) for ambulance 	<ol style="list-style-type: none"> Gauteng Provincial Dept of Social Development IS: Roads & Storm water SRAC SRAC Public Safety

WARD 71	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Paving of streets sidewalks- Sigalo, Gija, Marivale, Mathewson, Chembeni, Heald, Phaswane 2. Passage Lights 3. Nomathamsanqa Park – Lights to be erected 4. Establishment of industrial Hive 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. Electricity & Energy 3. Environmental Development – Parks & Electricity 4. Economic Development
WARD 72	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Housing Development and upgrading of Informal housing at Gugulethu,/Everest, Payneville Ext 1&3, Modder East Skompass 2. Chris Hani Ext 2 housing Development, supply electricity, create a sport facilities/Park , Development of roads and Storm water, installation of traffic lights at Mocke and Etwatwa Road 3. Payneville Proper- Recreational Facilities, Development of Roads and Stormwater- Zwelithi, Rolihlahla, Kgagare Streets 4. Modder East & Dersly Park- Development of Library, Development of Clinic, New School in Modder East, Rehabilitaton of mine dumps 5. Bakerton Walkways & Ramps 	<ol style="list-style-type: none"> 1. Housing 2. Housing, Electricity & SRAC & IS: Roads & Storm water 3. SRAC and IS: Roads & Storm water 4. SRAC 5. SRAC, Health & GP Dept of Education 6. IS: Roads & Storm water
WARD 73	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Building of new houses 2. Building of a new Police Station 3. Tarring of roads in Kingsway: Ndlabulela ,Jabula , Musa, , Bekezela & Nyoka Sts 4. Erection of high mast lights 5. Building of a community hall 	<ol style="list-style-type: none"> 1. Housing 2. Gauteng department of Safety & Security & SAPS 3. IS: Roads & Storm water 4. Electricity & Energy 5. SRAC
WARD 74	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Building of houses at Mkanwa and Ekuthuleni 2. Street lights at Cnr More, Mohlala and Morapedi 3. Multi-purpose Centre with soccer field 4. Upgrade & Maintenance Roads: Moloto ,, Mokuo , Morake & Motake Sts. 5. Sewerage at Tornado, Phomolo, Riverside, Ekuthuleni, Mkanwa 6. Traffic calming at Springs Road 	<ol style="list-style-type: none"> 1. Housing 2. Electricity & Energy 3. SRAC 4. IS: Roads & Storm water 5. IS: Water & Sanitation 6. IS: Roads & Storm water
WARD 75	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Satellite Police Station for Reedville 2. New Clinic Reedville 3. Community Centre Reedville + Wright park + Pollak Park 4. Housing for people at Never Never 5. Sport Ground for the Youth 	<ol style="list-style-type: none"> 1. Gauteng Provincial Dept of Safety & Security & SAPS 2. Health 3. SRAC 4. Housing 5. SRAC
WARD 76	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Housing Development at Daggafontein 2. Roads- Vlei Street from Nettleton Street to Smythe Street- Strubenvale, Kraanvoel Street to Mossie Street- Daggafontein Ext 1, Loerie Street- Daggafontein Ext 1, Penquin Street Struisbult 3. The grading of roads within informal Settlement – Daggafontein (Vukuzenzele Informal Settlement) 4. High Mast at Daggafontein 5. Street Names 	<ol style="list-style-type: none"> 1. Housing 2. IS: Roads & Storm water 3. IS: Roads & Storm water 4. Electricity & Energy 5. City Development & IS: Roads & Storm water
WARD 77	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> 1. Open storm water drainage at Ext 1, 2 and 4 2. Speed humps at September, Raborife, Mduduzi, and Dr Madendi St Ext 4 Phase 2 3. Development of houses at 621 Scheme, 433 Scheme, Flora Park, Section D and Wagplek 4. Tarring of Roads, Sidewalks Thakalo St next to old age home, Ext 1, Radebe Street 5. Building of one Primary School in Barcelona Ext 2 	<ol style="list-style-type: none"> 1. IS: Roads & Storm water 2. IS: Roads & Storm water 3. Housing 4. IS: Roads & Storm water 5. Gauteng Provincial Department of Education

WARD 78	RESPONSIBLE DEPARTMENT
1. Construction of Roads : Mcebi, Kodisang, Lepelle, Nyanyadu	1. IS: Roads & Storm water
2. Storm Water Drainage: Hlabane , Mcebi, Ramothibe, Ndimande & Maduna Streets to be unblocked	2. IS: Roads & Storm water
3. Sports facilities: Playground scraping and levelling	3. SRAC
4. Municipal Infrastructure: Water System upgrading	4. IS: Water & Sanitation
5. Electricity upgrading	5. Electricity & Energy
6. Youth Centre	6. Provincial Department of Social Development
7. Upgrade and Extension of Main Clinic	7. Health
WARD 79	RESPONSIBLE DEPARTMENT
1. Eradication of waiting areas e.g. Langaville Extension 7 and Langaville Proper	1. Housing
2. Roads – Maphanya, Ext 6 Mcakumbane/Ndungoane, Mjadji, Lebiloane/Mofokeng, Ext 7a unfinished roads, access road to Secondary School from Black Road	2. IS: Roads & Storm water
3. Storm water drainage, Corner Gauteng Avenue and Black Road, next to Score Supermarket • Rapetsoa Street, next to Stand numbers 177 to 180 in Langaville Extension 7A ,Cornwell , Busakwe , Msikinya , Mashiqla , Ndungwane &, Mampe Streets	3. IS: Roads & Storm water
4. Top Structures EXT 7 & 7A	4. Housing
5. Pedestrians Cross Bridge Vlakfontein Road next To Ntokozweni ground and Ncwadi passage	5. IS: Roads & Storm water
WARD 80	RESPONSIBLE DEPARTMENT
1. Satellite Police Station for this Ward	1. Provincial Department of Safety & Security & SAPS
2. Multi-purpose Youth Art Centre	2. SRAC & Provincial Department of SRAC
3. Sidewalks at Ncwadi,	3. IS: Roads & Storm water
4. Construction of Roads: Sibande, Sefoloshe and Skosana	4. IS: Roads & Storm water
5. Library	5. SRAC
WARD 81	RESPONSIBLE DEPARTMENT
1. Construction of new Roads • T. Mbeki Street in Ext 5 Langaville, Thami Mtshazo Street in Ext 18 Tsakane • John Gabuza Street Ext 6 Langaville,• Maintenance of all roads in the Ward• Canal flowing from Ext 5 through Ext 4, Canal flowing from Ext 3 through Ext 4	1. IS: Roads & Storm water
2. Storm water network on the whole of Tugela Road linking Ext 4 and Ext 7 Langaville	2. IS: Roads & Storm water
3. Building of a new Police Station	3. Provincial Department of Safety & Security & SAPS
4. Sport Complex	4. SRAC
5. Multi-purpose Centre	5. Provincial Department of Social Development & SRAC
WARD 82	RESPONSIBLE DEPARTMENT
1. New Clinic to serve this Ward	1. Health
2. Upgrade and maintain Tsakane Swimming Pool	2. SRAC
3. Erection of a Robot Cnr Zulu & Modjadji	3. IS: Roads & Storm water
4. Erection of new Clinic (Geluksdal)	4. Health
5. Gelukdal Swimming Pool	5. SRAC
WARD 83	RESPONSIBLE DEPARTMENT
1. Parks – upgrading of parks at Sindane to avoid illegal dumping	1. Environmental Development – Parks
2. Street and road construction : Marambane, Tina , Nhlabathi, Zikode	2. IS: Roads & Storm water
3. Houses- Majority of old municipal houses have cracks	3. Housing
4. Upgrading of Sewer System	4. IS: Water & Sanitation
WARD 84	RESPONSIBLE DEPARTMENT
1. Erection of a new Clinic to serve Tsakane Ext 16, 17, 19	1. Health
2. Building of Roads and Stormwater drainage: Ext 16 Zulu Str, Rockville Lemba Str, Thakadi, Lehurutsi, Phaleng Streets	2. IS: Roads & Storm water
3. Paving of Sidewalks: Toyi Toyi Lwamondo, Zimu, Letsapa Streets	3. IS: Roads & Storm water
4. Pedestrians Bridge between Tsakane Ext 13 and Rockville	4. IS: Roads & Storm water
5. Erection of High Mast lights Tsakane Exts 19, 12b, 16 & 17	5. Electricity & Energy
6. Water logging at Thubelisha homes: Malome , Mhlangano & Mhlaba Streets and Phumula Mqashi homes, Ext 3 Duduza (upgrade of storm water drainage)	6. IS: Roads & Storm water

WARD 85	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Tarring of Roads: Dzivamisoko, Sabelo & Mamabulu Streets Satellite Police station Ext 8- Thubelisha, very urgent Storm Water- Thubelisha/Ext 8, Rockville/Thakado and Khama, Modjadji Clinic (operates 24 hours) also needs to be VERY URGENTLY extended. Day Care Centre/crèche at Ext 8 	<ol style="list-style-type: none"> IS: Roads & Storm water Provincial Department of Safety & Security & SAPS IS: Roads & Storm water Health Provincial Department of Social Development
WARD 86	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Houses need to be built in Ext 4, Bluegumview, Ext 2 and Ext 3, Masechaba Proper, Masechaba Ext 14 Tsakane Ext 10 Tarring of Cyril Ramaphosa, Lethukethula and Freedom Street , Sidewalks Erection of high mast lights Ext 1 Masechaba Proper, Bluegumview Ext 2, Tsakane Exts 10, 15 and 17 Storm water drainage at Cyril Ramaphosa, Lethukuthula & Freedom Streets Early Childhood Development Centre/Old Age home Community Hall and Library Bluegumview Ext 3 	<ol style="list-style-type: none"> Housing IS: Roads & Storm water Electricity & Energy IS: Roads & Storm water Provincial Department of Social Development SRAC
WARD 87	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Provide street lights along all main streets (viz. Sonnestraal, Nala, Ndudula, Letsapa, Mandela, Selepe and Lekope) Completion of the John Dube housing project (Top structure), Provision of Housing Pave walk-ways on all main streets Re-surface remaining gravel roads (Streets), ie: J.Williams , P.Seme , Xuma , Matthews , Barbara Hogan , Paris , Mnagedi , Quill, Liwi & Finch Development of parks 	<ol style="list-style-type: none"> Electricity & Energy Housing IS: Roads & Storm water IS: Roads & Storm water Environmental Development
WARD 88	RESPONSIBLE DEPARTMENT
<ol style="list-style-type: none"> Storm water problems – Ext 2 Masechaba – houses in wetland. Prioritized roads for tarring Robots at bridge to Alra Park Mobile library in Masechaba Satellite Police Station at Alra Park 	<ol style="list-style-type: none"> IS: Roads & Storm water IS: Roads & Storm water IS: Roads & Storm water SRAC Provincial Department of Safety & Security

CONSULTATION ON THE DRAFT IDP AND BUDGET

The draft IDP and Budget were published for comments from 1 March 2011 until 31 March 2011. Hard copies were made available at all EMM Libraries and Pay points as well as on the EMM website supported by a dedicated email where comments could be submitted.

IDP and Budget meetings have taken place on 19 March 2011 in a regional format. There were three different meetings covering the EMM area. The following is a summary of the results obtained through the above process:

Table 14: Results from Budget/IDP Workshop

Comment	Budget Implication	Budget Amendment Required	Departmental Comments
Impact of cost of energy on the local economy	None – business tariff was reduced and the residential tariff increased to minimise the impact on the businesses. The residential tariff is still lower than the business tariff increase	Tariffs of business reduced as part of NERSA engagements (reduced from avg 27% to 21.3%)	Energy Department comments: Tariffs were revised to have less impact on business and industry, yet still protect the poor. No further action required.
Quality of work performed by EMM contractors, particularly in respect of road construction	None – budget implementation to be done in a manner that provides value for money Not only the roads department, but all departments must ensure that the correct product are obtained at the correct quality levels and at the correct price	None – budget implementation to be done in a manner that provides value for money	Roads and Stormwater comments: Quality control is performed as part of the construction programme. Any specific issue can be raised with the department for further investigation and attention. Also see below for additional information.

Comment	Budget Implication	Budget Amendment Required	Departmental Comments
More jobs to be created through initiatives of the Metro	<p>Implementation of capital budget to be as labour intensive as possible. Specifically the EPWP programme must be utilised for further create jobs through the implementation of the capital budget.</p> <p>The total allocations to the Economic Development Department (both capital and operating budget) is R83m</p>	Additional funds to be sought from the President's newly announced Job Creation Fund	<p>Corporate Legal comments:</p> <p>Plan to create sustainable decent job opportunities for the Youth / students through the current experiential students training programme by increasing the intake of students from 2 to 5 students per annum and to develop a plan to absorb these experiential programme students into full-time employment once they complete their practical studies and/or qualify. This will translate into 5 permanent jobs created per annum. Should the Departmental situation warrant more job-creation opportunities, this will be accordingly be accommodated in the Plan.</p> <p>Roads and Stormwater comments:</p> <p>Opportunities are made available on our EPWP programme. New advertisement will be issued during April 2011.</p>
Preventative maintenance levy / fund supported due to importance of sustainability of supply of electricity.	Electricity maintenance levy / fund included in budget (3% of income which totals R269m. This amount is utilised specifically for preventative maintenance.	None – levy / fund already included in budget	<p>Energy Department comments:</p> <p>Maintenance fund implemented since 2005</p> <p>Full supportive resources implemented</p> <p>No further action required.</p>
Midblock water meters (Tembisa, Daveyton and others)	<p>Midblock metering projects – R13m provided in the capital budget for projects earmarked specifically for midblock metering projects.</p> <p>Other metering projects (replacement of old meters) – R20.7m provided in the capital budget.</p>	None	<p>Water and Sanitation comments:</p> <p>There is a programme that deals with midblock meters. There is also a programme to replace and maintain meters. The midblock eradication programme is a ten year programme.</p>
Inadequate facilities to purchase pre-paid electricity	Additional vending facilities are being provided as part of the Revenue Management and Enhancement Projects. R22m has been provided on the operating budget and R130m on the capital budget.	None	<p>Energy Department comments:</p> <p>Third party vending is being strengthened through point of sale, cellphone vending and internet based vending</p> <p>Full implementation by 30 June 2011 will see 1 000 plus additional vending points throughout the City</p> <p>No further actions envisaged.</p>
More opportunities required for the youth	<p>Budget implementation issue – Policy on set-asides / targeted procurement to be finalised</p> <p>The Finance department and Economic development department is busy investigating ways and means of implementing targeted procurement</p>	None	<p>Corporate Legal comments:</p> <p>See comments on the creation of more job opportunities above</p> <p>Health Department comments:</p> <p>The department currently has the programme for the youth running and those programmes include amongst others learnerships, Co-operatives training, Career exhibition, assistants in getting bursaries for the youth.</p> <p>Actions are currently underway that for full action plan for the youth as the SDBIP cannot cover all the departmental programmes.</p>

Comment	Budget Implication	Budget Amendment Required	Departmental Comments
Cut-offs due to meters not read properly plus problem of interim billings and change of ownership issues	Operational challenge – not related to funding constraints	None	<p>Water and Sanitation comments:</p> <p>The EMM would like to read all meters, but this is not always practically possible. Community members are encouraged to phone in their readings where the meter is not read for a period a period of longer than three months. This will indicate that Council does not have access to the meter, or that there are other challenges.</p> <p>Energy Department comments:</p> <p>Continuous application of resources and capital to reduce inaccessible meters, leading to interim billing.</p>
Strikes impacting on community	Provision made for temps for Solid Waste Department – R8m has been provided as part of the salary budget on the operating budget	Savings on salaries (no work no pay) to be used for additional temps / contractors during strike Departments will have to identify the amount of savings that are available from the no work no pay principle and have this transferred to appropriate vote number to fund the intervention (either contracts or temps)	<p>Comments of Solid Waste:</p> <p>Waste Management Services is in the process of implementing a recovery plan to ensure reliable and sustainable service delivery. An item in this regard has been prepared for submission to the Environmental Development Portfolio.</p> <p>For the immediate future contractors will be hired in to assist the EMM employees to catch up with the backlogs once the strike is over.</p> <p>The only contingency plans currently in place for service delivery during strike action is the hiring in of private contractors to assist with service delivery.</p> <p>The success rate of the hiring in of private contractors varies according to the level of intimidation evicted by the striking workers and the level of security provided by EMM.</p> <p>Comments of Corporate Legal:</p> <p>Managers should be held accountable for failing to manage staff and not reporting accurately on staff attendances during illegal/ legal strikes whilst serious efforts should be made to protect working employees more so now that 'hot spots' are known.</p>
Housing issues, especially waiting list for housing	The Housing dept budget allocation for 2011/12 is R329m in total for the operating and capital budget – this amount excludes the additional funds that will be received once the accreditation process has been finalised.	Once housing accreditation has been finalised, impact on EMM budget to be incorporated into budget (target August 2011 adjustments budget)	<p>Housing department comments:</p> <p>See action plan detailed below</p>

Comment	Budget Implication	Budget Amendment Required	Departmental Comments
Availability of MPC's and libraries	Provision has been made on the capital budget as follows: MPCs – R44.3m Libraries – R30.5m These funds are intended for the construction of new facilities	None	SRAC department comments: MPC has been earmarked for the Vosloorus in the 12/13-13/14 (R10.5 million) Multi year and the department intends to do rehabilitation of the Faranani MPC is at bidding stage, the swimming pool is being address at present. Zonkezizwe MPC funds allocated in the 12/13 financial year. There are 4 libraries currently under construction : - Winnie Mandela Langaville Library Olifantsfontein and Vosloorus is at bidding stage. The construction of a library in Bonaero Park is also being considered and funds will be allocated in the 12/13 financial year
Call centres that are not answered and issues that are never reacted on when it is answered	Operational challenge – not related to funding constraints Budget provision for 2011/12 has been made in the amount of R25 million on the operating budget	None	Water and Sanitation comments: The capacity of call centres is being improved and it is anticipated that the service will improve. Community Safety comments: Experiencing increased volume of incoming calls (life-threatening as well as non-life threatening). Training of volunteers to assist with call taking and dispatching. Establishing of Forum to interact with service delivery departments in order to improve response to all incidents reported to the Call Taking Centre. Also see action plan below
Roads maintenance	Provision of R269m has been made in the operating budget for the roads department for maintenance. This amount is provided for the maintenance of both roads and stormwater	More funding is required, but not available at present. This area must be first priority in the adjustments budget should any additional funding becomes available	Roads and Stormwater comments: Maintenance is done continuously and is dependent on available funding. If there are specific areas which are of concern, these must be reported to the department for attention
Stormwater problems – additional stormwater facilities to be provided	An amount of R63.6m has been provided on the capital budget for new stormwater construction projects In addition, projects aimed at the construction of both roads and stormwater as combined projects of R88.8m has been provided	More funding is required, but not available at present. This area must be first priority in the adjustments budget should any additional funding becomes available	Roads and Stormwater comments: Current funding is being spent under our turnkey programme. The capex allocated for the 2011/2012 will be spent starting July 2012
Streetlights and high mast lighting	An amount of R21.4m has provided on the 2011/12 capital budget for the construction of additional streetlights and high mast lighting	None	Energy Department comments: Allocated capex will be spent in all financial years No additional actions.

Comment	Budget Implication	Budget Amendment Required	Departmental Comments
Health in specific clinics (location, need, service)	An amount of R48.3m has been provided for on the 2011/12 capital budget for the construction of new clinics	None	<p>Health Department comments:</p> <p>Eastern subdistrict currently has 36 clinics which are rendering full Primary Health Care package.</p> <p>The following clinics are in the different stages of construction and will also increase the service delivery in the Eastern Sub - district</p> <p>Ward 83 Clinic 1st Avenue Clinic Tsakane X10 Clinic Slovo Park Clinic</p>
Outstanding matters that remain on IDP/SDBIP every year, without it ever coming to fruition	<p>All departments must ensure that actions included in the IDP and SDBIP are implemented over the period as indicated.</p> <p>It must be noted that ONLY funded items can be included in the SDBIP as the intention of the SDBIP is to indicate the outcomes that will be achieved in the implementation of the budget.</p> <p>In addition, as part of the GDS review process, an indication will be given in terms of the time periods in which the respective long terms goals will be achieved to ensure clear communication to the community</p>		<p>Corporate Legal comments:</p> <p>The IDP process should be two-fold: A process of reporting back on progress made with implementing projects linked to the needs submitted in the previous consultative process with Communities plus a process of noting new needs with a clear indication of the available budgetary allocation to ensure that the Community is made aware that some of the needs may not be accommodated in a financial year but will be flagged for prioritisation in the ensuing financial year.</p>

ROADS AND STORMWATER

The comment on roads and stormwater was made without any specific reference to a problematic situation or incident.

It can, however, be mentioned that during the construction period various quality tests are conducted throughout the construction cycle to ensure that the quality standards are met. Upon completion of a specific road, there is a handover process whereby the officials of the department go through an inspection process of that road, and if there are any snags, these are listed for rectification before the road is taken over.

Once this process is complete, the residents on that particular street are then consulted and requested to highlight any problems with the said road. If all are satisfied with all the aspects of the completed street, each resident that requested to sign a "happy letter" as proof of them having inspected the said street.

The department, however, remains open to any comments and should any resident wish to bring this to the attention of the Department, the residents are urged to submit comments to the Customer Care Center for forwarding to the RTCW offices.

REPORT ON FLOODING PROBLEMS: 2010

Subsequent to the flooding which occurred late in 2010, several reports were prepared and submitted to various committees of Council. It must be noted that no additional funding was made available for any major capital project in this regard, except for maintenance purposes.

The Department further categorized all the identified problem into Capital Related and Maintenance related projects. Under the maintenance part, various systems have already been cleaned and opened, and the exercise is still in progress.

Under the capital works, some projects such as the Quinine stormwater project is currently in the procurement stage, Atlasville Stormwater has also been attended to though some more work must still be done. A major delay in this regard is also encountered where EIA and Water Use License have to be applied for before the work is executed. A number of these projects are due for construction in the new financial year 2011/2012.

The Turnkey programme and budget is being earmarked to address some of the projects identified in this report and further progress will be reported in due course as the work progresses. The information below further details the progress made as well as the planned action to various identified problem areas:

Area	Problem	Solution	Status	Additional Funds required
NORTH				
Atlasville	Flooding of numerous houses (twice). Increased flow in stream due to development. Reeds in channel reducing capacity.	Reeds need to be removed. Channel widened plus other minor work.	Project at PDR stage. EIA and WULA required.	R10m
Tembisa Various areas (Maokeng, Phomolong etc)	Flooding of stream resulting in shacks being swept away	Moving of residents outside flood lines.	Housing to assist. Residents were moved back after the areas was cleared and made safe	?
Tembisa Various Bridges	Flooding of various bridges due to insufficient capacity or silting. Erosion at some threatening to wash away entire bridge.	Protection work and de-silting where necessary. Increased capacities	Nil	R30m
Tembisa Various intersections	Localized flooding at various intersections due to upgrade of gravel roads and higher runoff. Also major problems in Phomolong.	Work can be executed by Turnkey contractors	Consortia appointed and the work is in progress under the Turnkey programme	R15m
Eastleigh (Ferdinand St)	Flooding of houses due to substandard system(90 degree turns) and increased flow due to Greenstone development	-Temporary solution is to install 900mm dia pipe down Ferdinand to assist with additional capacity(emergency work) -JRA to assist with reduced stormwater from pond at Greenstone development. -Increase capacity further down in Ferdinand into Eastleigh spruit.	IPW3 to be accepted by Empyrean consortium to start with emergency work. Meeting held with JRA concerning Greenstone development, they promised to investigate possibilities to reduce outflow. Stormwater master plan to identify possible solution.	R2m ? R6m
Eastleigh (Aileen St; Greenstone View)	Stormwater originating from Greenstone development is not entering/ under capacity stormwater system, as a result flooding of houses at Aileen/Laurie intersection	Increase capacity of system and registering Stormwater servitude through flooding property to take stormwater directly to the spruit.	Stormwater masterplan to identify possible solution. Temporary remedial work being considered.	R2m
Eastleigh Spruit (Industrial area)	Severe flooding of numerous properties on an annual basis.	Master plan done a number of years ago and being implemented in phases due to financial constraints	Consultant appointed for next phase. EIA in process.	R100m
Buural (Attenuation dam)	Flooding of houses below attenuation dam due to excessive inflow.	Dam to be improved and enlarged.	Improvement only being planned currently as enlargement entails purchasing of home.	R5m
Klopper Park/ Harmelia	Flooding of houses due to runoff from Tunney. Temporary berm breached.	Implement planned attenuation dam and pipes.	EIA processes	R5m
Meadowdale	Factories flooded regularly	Attenuation dam and localised stormwater improvements	Design of dam in progress.	R2m
Croydon	Flooding of houses downstream of attenuation dam.	New dam and systems planned.	EIA processes	R1m

Area	Problem	Solution	Status	Additional Funds required
Pomona	Densification and developments are putting pressure on the available (and limited) infrastructure. Limited infrastructure does exist as the area has not been formalised in terms of regional services. The area is also affected by a spruit and the protection of the flood-lines is constantly under pressure. Flooding along route Roads inaccessible	<ul style="list-style-type: none"> Protection of the flood-lines is critical. Environment and DWE assistance are required. Defining (re-defining) the flood-lines is also essential. Regional Stormwater management plans required to support the local stormwater management plans. Extensive roll-out of infrastructure especially roads and stormwater to guide development in this priority development area Generic EMP to guide maintenance activities. 	A stormwater management plans is in the process to be developed. Will guide further infrastructure projects and developments Small localised project is envisaged for implementation near Pomona Ext 3. Will however only assist but will have limited impact on the overall picture.	Planning: R 2.0 million. Expropriation: R 4.0 million (for attenuation) Infrastructure: Phase 1: R 10 million (estimate).
Bonaero Park	Small diameter pipes Flatness of area Capacity insufficient to deal with development Flooding of houses	Improve system with appropriate pipes Secure Blaauwpan area as a retention facility Extend the retention facilities Continuous interaction with ACSA on developments Generic EMP to guide maintenance activities.	No budget available at present A Retention facility was previously constructed.	Planning: R 1.0 million Expropriation (retention): R 3.0 million Infrastructure Cost: ± R 5.0 million (phase 1)
Witfield (Between Pitout & Edwards streets)	Houses in floodline getting flooded on a regular basis.	Attenuation and installation of additional SW systems	Phase 1 of project currently at PDR/EIA phase. Funds required for rest of project	R20m
Beyers Park (Klip Street)	Flooding of residential complex due to insufficient capacity of pipes.	Replacement of SW pipes with larger diameter pipes	Phase 1 to be executed under Turnkey. (IPW3)	R2,0
Swartspruit in Kempton Park	Severe erosion in Spartan area and adjacent to golf course. Also flooding of Kelvin and other roads	Attenuation facilities and erosion protection work.	Emergency repairs/ measures to be executed under Turnkey. Rest of Phase 1 at design & EIA stage. Additional funds required for balance of project	R25m
Birch Acres/ Norkem Park (Pan)	Rising water level in pan threatening houses and church.	Phase 1: Water to be pumped out. Phase 2: outlet pipe to be constructed.	Plans in progress to pump out water.	R1m (for outlet)
Oriel Stream & Jukskei River	Erosion & flooding of Nettleton Rd.	Retention facilities. Erosion Protection of spruit. EMP for maintenance. Development guidelines and policies on densification. Improvement of pipe systems to deal with densification. Increase capacity of bridges	A planning project will be activated this financial year	R 6.0 million for emergency work at Oriel/ Jukskei (protection of park & properties) Planning: R 3.0 million EIA: R 350 000 Infrastructure: R 15 million (Phase 1).

Area	Problem	Solution	Status	Additional Funds required
North Street (Boksburg)	Stormwater flooding properties on southern side of North rd between Louis Botha and Koen Brits rds.	Stormwater not entering the stormwater system/ system under capacity	Increase accessibility of stormwater system, additional catchpits in North rd, clean system. Turnkey to inform, no budget available.	R500 000.00 for accessibility increase.
Terenure (Thames Loop)	Flooding of houses due to insufficient SW system	Improve connection and system	Busy with investigations	R0,5m
Spartan X2	Capacity of system. Discharge points. Flooding of factories.	Improve capacity and hydraulic efficiency	No funding available	R 1.0 million
Edgar St (Boksburg)	Capacity of System. Management of overflow of retention facility. Densification guidelines. Flooding of roads and inaccessibility to areas.	Densification guidelines and policies to be developed. Improve capacity of the system	No projects currently on budget	Planning R 1.0 million Infrastructure : R 5.0 million (phase 1)
Anderbolt (Boksburg)	Flooding of properties in various streets (All Black etc) due to insufficient pipe sizes.	Upgrading various sections of system.	Nil (Can be executed under Turnkey)	R8m
Glen Marais (Quinine Rd)	Flooding and various other problems.	Installation of new box culverts and protection of dam outlet etc. (Current project) Purchase plot and construct attenuation dam. Also system upgrades required.	Contract awarded for culverts in Quinine Rd (Phase 1)	R25m
Glen Marais (Vlei Rd)	Flooding of Road Pedestrian route	Improve the capacity of the system Consider implementing permanent solution (Dann Road) Improve pedestrian walkways Improve capacity of pie system	No project identified	Short Term: R 3.0 million Long Term: R 120 million
Impala Park Various street in northern areas	Flooding in de Havilland Dornier and Douglas street due to water from ACSA	Additional SW pipes required	Nil	R5m
Terenure; Opstal str	Stormwater from Sweetwillow flooding property at Opstal/ Sweetwillow intersection	Additional catchpits to be added, lengthen of existing catchpits, possible increase in capacity necessary	Cleaning of system reported to depot. Stormwater masterplan to identify solution.	R1,5m
Bredell; 8th ave/Omega	Stormwater flooding Mr Sindel's property, no stormwater system exists!	Stormwater from Omega str(gravel) flooding property and silting of material onto property.	Constructing of Omega str to a tarred finished rd with a proper stormwater system. Stormwater masterplan to identify solution.	R5m
Illiondale Price Mc Naughton Rd.	Run off from Johannesburg City power lines.	Liaison with City Power. Protection and drainage on EMM side	Discussions held with City Power	R1,0m
Policy and Guidelines on Stormwater Management	Densification is allowed without improving the stormwater network. Run-off patterns change and needs to be managed uniformly and in a sustainable manner	Draft development guidelines and mitigation measures for sensitive areas. Develop generic EMP plans	Terms of reference drafted for a generic EMP	R 750 000 EMP R 500 000 Guidelines and policy

HOUSING DEPARTMENT		
Activity	Output	Timelines
1. Develop a transitional and implementation plan to take over new functions from Province in line with the accreditation of the municipality, in respect of the following functions: <ul style="list-style-type: none"> Beneficiary management/ waiting list also known as demand database system Commission feasibility studies Programme management of the house construction programme 	Implementation of new accredited functions.	With effect from 1 July 2011 onwards
2. Improve customer relations and mechanisms such as; business process review for enhanced and new processes and procedures.	Establish improved customer relations (new objective)	With effect from 1 July 2011 onwards
3. Manage and facilitate the upgrading of informal settlements through provision various tenure options.	Serviced stands in line with CAPEX No. of completed units/ houses (no baseline - new objective)	See SDBIP targets per quarter

COMMUNITY SAFETY		
CHALLENGE	ACTIONS TO BE TAKEN	DUE DATE
Life threatening and non-life threatening (service calls are not answered and dealt with promptly)	Discuss with Human Resources and Finance Departments a source of funding the activities of volunteers.	1 April 2011
	Appoint additional Disaster Management Communication volunteers to increase the number of available operators to take incoming calls and the dispatching of the calls.	As soon as funding is available.
	Establish a Forum to interact with service delivery departments in order to improve response to all incidents reported to the Call Taking Centre.	29 April 2011

EKURHULENI METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK (MSDF) 2011 – EXECUTIVE SUMMARY

INTRODUCTION

This report is the Executive Summary of the Ekurhuleni MSDF Review 2010/11 (MSDF). The MSDF consist of four reports:

- Report 1: MSDF Status Quo Report;
- Report 2: The Ekurhuleni MSDF;
- Report 3: MSDF Participation Report; and
- Report 4: Executive Summary (this report).

Reports 1 and 2 contain the contents of the MSDF starting with Section A, being an Introduction to the MSDF.

Section A ([Chapter 1](#)) describes the purpose of the MSDF, the contextual framework, legal and policy imperatives and the Ekurhuleni GDS. The purpose of the Spatial Development Framework (MSDF) is to indicate to members of the public and others with an interest in the city, the desired long term proposals which will affect the Spatial form for the entire Ekurhuleni area. It indicates issues which have been formed and considered and provides everyone with the opportunity to participate in the plan making process.

This conceptual and legislative framework forms the basis for the development of the Ekurhuleni MSDF. Based on the National Spatial Development Perspective of 2006, the MSDF is informed by its comparative advantages as well as its competitive advantages. The **comparative advantage** is the provision of efficient production and service delivery. In this instance it entails an inward focus within Ekurhuleni that is its self assessment. It also looks at the **competitive advantage** wherein Ekurhuleni as a developmental metropolitan municipality will compare itself with other metropolitan municipalities and regions. The comparative advantage of Ekurhuleni is its industrial and manufacturing base (called the industrial heartland of Africa). In Africa and in South Africa in particular the OR Tambo International Airport gives the metro tremendous corporative advantage. The transport network and as well the Maputo-Joburg Corridor that passes through Ekurhuleni as well as retail and commercial services give Ekurhuleni a competitive advantage and the MSDF will work to improve this.

Section B contains the Status Quo analysis while, Section C contains the SDF Proposals and Section D details the SDF Implementation Plan. These three Sections are summarised in this report. Report 3 documents the MSDF Participation process. For further detail on the matters addressed in this Executive Summary, please refer to Reports 1, 2 and 3.

STATUS QUO ANALYSIS

The MSDF Status Quo Analysis addressed all status quo information available during review process. In order to align with the Ekurhuleni Growth and Development Strategy, the following four categories were used to reflect on status quo information:

- Physical Landscape;
- Social Landscape;
- Economic Landscape; and
- Institutional landscape.

Ekurhuleni is a metropolitan municipality found in the province of Gauteng, South Africa; located east of the Johannesburg; and south of Tshwane along the east-west Joburg-Maputo Corridor as well as the east-west gold (and coal) mining corridor; and the north-south iron and steel corridor. As at 2006 according to the Global Insight report adopted by the Mayoral Committee in February 2008, Ekurhuleni has a population 2.7 million, and its geographic area measures 2000km² in extent. The metropolitan area was previously referred to as the East Rand, the industrial heartland of South Africa and the home of the biggest international airport in Africa. [Chapter 2](#) describes the status quo analysis of Ekurhuleni's physical aspects in terms of land use, municipal infrastructure, the natural environment and development corridors.

[Chapter 3](#) describes the status quo analysis of Ekurhuleni's social aspects including Demographics, Socio-Economic Inequality, and Social Development. Family Health Care and related matters are also addressed, namely Education, HIV and Aids, and Mortality & Natality. Also included is Sport, Recreation, Art & Culture, Public Safety, Disaster Management, and Housing.

[Chapter 4](#) describes the status quo analysis of Ekurhuleni's economic aspects including Local Economic Development, Informal Businesses, Gross Geographic Product, Economic Growth, Employment, Local Economic Trends, Retail, Tourism and Industrial Development.

[Chapter 5](#) describes the status quo analysis of Ekurhuleni's institutional aspects including Customer Care Areas, Wards, The IDP and Budget, Urban Renewal, and City Vision & City Identity.

Section A concludes with a Synthesis of all status quo information in [Chapter 6](#). It is obvious that to some extent the development within the core economic triangle, the corridors and at the East Rand Mall and O R Tambo International Airport (for which there is a masterplan that has Council support) are in line with the MSDF as well as within the context of the NSDP which recognises the airport as having both comparative and competitive advantage, as well as the Gauteng SDF. Being part of the global village has resulted in the growth of the airport and foreign direct investment (FDI). It is however also important to remember during the development discourse in a social agenda. There should be mutual coexistence rather than exclusivity. The challenge however is the fact that there is lack of reliable socio-economic data to proceed meaningfully on

a comprehensive review of the MSDF. However, in the absence of data the reviews merely incorporate sectoral strategies that are available. Upon completion of this Status Quo Report, a copy of the 'Infrastructure and Community Services Backlog Study, 2009-2025' became available. The second challenge is the fact that there will be 101 wards during next year's (2011) local government elections. The strategies and policies stemming from this review are dynamic and robust, and remain flexible.

THE SPATIAL DEVELOPMENT FRAMEWORK

Planning Approach

The SDF Approach is described in [Chapter 7](#) by means of a summary of the main principles which, in combination represents an approach towards the spatial restructuring of the Ekurhuleni Metropolitan area. The approach was informed by work done for the previous MSDF as well as by further studies and planning work undertaken since. Of importance in formulation this approach is the 'Academic Critique of the Local Spatial Development Framework Modules' as compiled by the University of Witwatersrand in 2009. This report provides a critique of the concept of LSDFs and the way the Scope of Work is constructed, as well as of specific modules. A set of recommendations arising from the critique is also developed as is more fully detailed in the MSDF document.

The SDF Approach is described in terms of the following:

- Promoting Economic Activity within the Core Development Triangle;
- Specialised Activity Nodes within & beyond the Core Development Triangle;
- Optimise linkages within the Core Development Triangle;
- Link Disadvantaged Communities to the within the Core Development Triangle;
- Mixed use, high density development along corridors and at nodes;
- Structure the IRPTN to support corridors;
- Extend economic activities into PDAs;
- Promote infill residential development;
- Upgrading of Engineering and Social Infrastructure in PDAs;
- Maintain and upgrade residential quality in suburbs;
- Formalise and protect the Municipal Open Space System;
- Promote access to services through CCCs;
- Implement a statutory Urban Edge;
- Land reform; and
- Informality.

Spatial Objectives and Concept

In [Chapter 8](#), the Objectives and Concept of the MSDF is described. The development concept is spatially indicated on MSDF Map 11. This concept is used to guide the drafting of the Metropolitan Spatial Development Framework and Implementation Plan in the following chapters. This section should be read with the Map 11 and describes

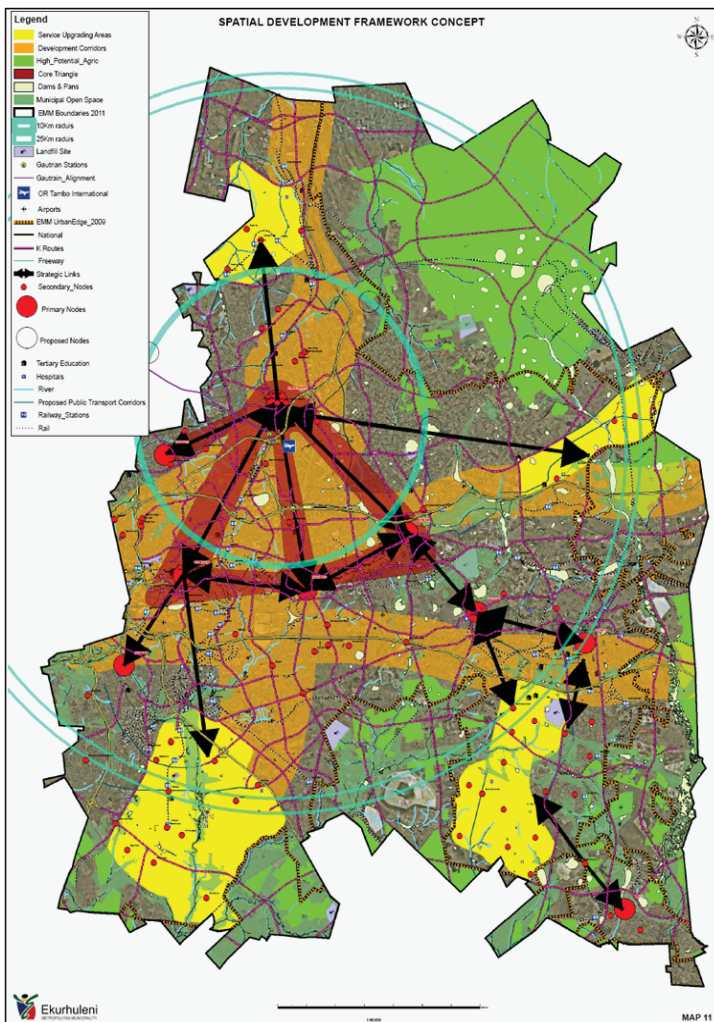
the following components:

Core Development Triangle

The Core Development Triangle area, presents an opportunity for Ekurhuleni to achieve a variety of development and restructuring objectives at once within one functional area. This includes:

- stimulating economic development in the broad sense by promoting
 - corridor development, especially the development of the R21 corridor which could eventually extend up to Tembisa in the north;
 - a variety of economic activities associated with OR Tambo International Airport;
- promoting sustainable development (development which does not impact negatively on the receiving environment);
- the gradual upgrading and renewal of the CBDs of Ekurhuleni;
- to introduce modern industrial concepts like high tech industries, industrial parks, export processing zones etc in Ekurhuleni to enhance the tradition of Ekurhuleni being the industrial heartland of South Africa;
- the development of corporate office parks near OR Tambo International Airport which could establish Ekurhuleni as an office destination (something it severely lacks at present);
- to promote residential development and densification within the urban fabric, whilst reserving open space needed for social, recreational and ecological purposes;

Figure 8: Spatial Development Framework Concept



- the establishment of Transit Orientated Development on mining land in close proximity to the Ekurhuleni railway system that could lead to large scale development in the remainder of Ekurhuleni;
- the promotion of public transport, and specifically rail transport as the backbone to the public transport system of Ekurhuleni;
- to unlock development potential of certain areas by way of the provision of strategic transport linkages;
- to optimise the potential benefits to be derived from national and provincial initiatives in the area surrounding OR Tambo International Airport;
- to enhance the tourism potential of Ekurhuleni; and
- the development of a core identity for Ekurhuleni – not an extension of the identity of one of the former nine towns of Ekurhuleni, but the creation of a brand new identity which reflects the diversity of what and who Ekurhuleni represents.

The idea is not that development of this area should be promoted at the cost of the remainder of the EMM. It is, however, clear that this area has the best combination of existing infrastructure, strategic land uses and resources in the form of vacant land/land developed at low intensity in the entire metropolitan area to serve as pilot area around which to commence with the restructuring and consolidation of the Ekurhuleni urban structure. Geographically it also represents the most central part (point of gravity) of Ekurhuleni. Market interest is very high in the area which is a major benefit, and in addition to the above there is also large public sector spending (Blue IQ initiatives) in the area to which value can be added.

The EMM should thus utilise the high development potential of this area to set certain development trends in motion which could benefit the entire metropolitan community in the following ways:

- increased revenue to the municipality resulting from development in the area which could be used to support and enhance the economic potential of other parts of Ekurhuleni that are not as well located, or as accessible;
- more job opportunities which will serve the entire metropolitan community;
- the spill-over effect where the successful implementation of a concept leads to it being extended into adjoining areas. A good example in this regard is the Centurion area which is now benefiting from the Midrand-strip concept which was initiated some 15 years ago.

The Core Economic triangle should thus be seen as the first phase (the starting area) of a broader initiative towards developing the EMM Area in line with the principles as contained in the Development Facilitation Act. All other initiatives aimed at enhancing specific parts of the metro outside the Core Development Triangle area will continue parallel to the Core Development Triangle initiative as described in the Capital Investment Framework.

Activity Nodes

Map 11 indicates all Primary and Secondary Activity Nodes for Ekurhuleni. In this regard, the 'Burgess' planning theory as applied in the Gauteng 2055 SDF is also being applied in the Ekurhuleni Spatial Concept. Map 11 indicates application of the theory around the Ekurhuleni Core Node and throughout the rest of Ekurhuleni.

The theory as applied indicates the role of other (primary and secondary) nodes relative the Core Node. On Map 11 the 10km

radius around the Core Node indicates the position of the Edenvale, Germiston, Boksburg and Benoni Primary Activity Nodes. The 10km radius also shows the need for future Primary Nodes in Tembisa, along the Albertina Sisulu Corridor (R21) and in the area linking OR Tambo International to Daveyton –Etwatwa.

The applied theory also indicates the role of other nodes like Springs CBD, Brakpan CBD, Alberton CBD and Nigel SBD relative to the 20km to 25km radius for the Core Node. The need to stimulate the development of strong nodes in Etwatwa, Tsakane, Vosloorus, and Kathlehong/Tokoza is also indicated.

A strong nodal network is promoted within the Ekurhuleni Metro. The types of nodes are to be delineated and defined in greater detail in the section dealing with the RSDFs to be drafted. As far as retail is concerned, the 9 Primary Activity Nodes (Central Business Districts) which currently exist in the Ekurhuleni Metro are being maintained and strengthened. These areas are highly accessible by car and (in most cases) by rail and therefore caters for the entire EMM community. Billions of rands of transportation infrastructure, engineering services and buildings have been created in these areas, and the Metro cannot afford to neglect these areas or to allow these to decay. As and where there is a need/opportunity for the development of larger regional shopping malls, these should be located within the functional area of one of the CBDs in order to prevent these Malls from becoming competing entities for the CBDs. If correctly developed, a shopping mall can actually contribute towards the improvement of a CBD. As a principle, however, a decentralised regional shopping mall should not be supported by the EMM. Local and neighbourhood centres can, however, be, allowed at decentralised locations as and where the need arises.

The implementation of City Improvement Districts (CIDs) is proposed as a strategy to improve safety, security and overall environmental improvement in the CBDs. This could serve to counteract deterioration and urban decay, which are the result of land uses moving from central business districts to suburbs and regional malls. The implementation of the CIDs could protect existing public and private investment in the central business districts and counteract further decentralisation.

Development Corridors (Re-development Areas)

There are two metropolitan level corridors identified in the Ekurhuleni Study for the Development of Corridors, 2004. These are depicted on Map 11 and described below.

The Tembisa - Kathorus Corridor: "The future role of the corridor is largely seen as being an development corridor that will create a vital north-south development link in the Ekurhuleni Metropolitan area, where higher density development and concentration of economic activity will contribute to a more favourable and market-driven investment environment for businesses and local communities. This corridor will create opportunity for economic development on land currently underutilised (without damaging the environmental sensitive areas) and the more efficient use of available infrastructure. Envisaged land uses include mixed development, residential, industrial, aviation and transport orientated development and tourism." ¹

The Germiston - Daveyton Corridor extends from Germiston

traversing the Boksburg and Benoni areas as far east as Daveyton and Etwatwa. "The main mobility spine of this Corridor is the N12 highway and the railway line that runs parallel to it. The length of the Corridor is approximately 35 kilometres from Germiston to Etwatwa. Despite of the fact of being located at long distances from the Corridor, it constitutes an important link between the major residential areas of the city. This fact is due to the important linkage of this Corridor to the main labour and economic pools of the city and to the Johannesburg CBD. Residents in areas such as Kathlehong, Vosloorus and Tsakane are functionally linked to the Daveyton / Germiston Corridor, as this is where an important amount of the job opportunities are located. The N17 runs from Alberton in the west to Springs in the east. Although it falls outside the primary corridor, it is an important mobility spine serving the corridor and the main link between Springs, Boksburg, Germiston and the southern areas of Johannesburg. The traffic of this freeway is much lower than the traffic volume of the N12 and is to a large degree underutilised. The fact that this is a toll road may contribute to this under-utilisation." ²

More detailed corridors are indicated on the Spatial Concept map (Map 11). These corridors were identified based on the proposed Ekurhuleni Integrated Rapid Public Transport Network (IRPTN). The proposed IRPTN network was then aligned to the theory of the 'Burgess' model so as to link and support the proposed activity nodes.

Municipal Open Space

The hydrological system in Ekurhuleni provides a strong and distinct natural backbone to open spaces. The hydrologic systems are vital when it comes to the biological and hydrological functioning of the area, therefore it must remain intact and disallow any further development.

The hydrological systems and the remaining high quality vegetation areas provide important spatial nodes which contain high potential for the conservation of biodiversity. Topographical feature such as ridges are scarce in Ekurhuleni and when they occur in their natural state, they align with the occurrence of primary vegetation. Thus, it was agreed that topographical features should be used as an integrated element in the classification of open spaces.

The remaining natural open spaces were reassessed in terms of quality and were classified into the following categories:

- Hydrology, which indicates areas that are clearly discernible such as rivers, streams, pans, dams and wetlands.
- High, which means areas are not in a good natural state and normally consists of primary vegetation and in a few instances of high quality secondary vegetation where such vegetation, despite previous disturbance, is recognised as a typical condition of the particular vegetation type especially where it occurs in combination with significant areas of primary vegetation.
- Medium, which consists almost entirely of secondary vegetation, where the present state of such vegetation is still good enough to support open space connectors and links, despite reduced and species diversity
- Low, which consists of secondary vegetation that has been heavily degraded and/or fragmented that are not in itself, without rehabilitation, suitable to serve as a natural open space, connector or link between natural open spaces.

¹ Ekurhuleni Study for the Development of Corridors, 2004; page 127

² Ekurhuleni Study for the Development of Corridors, 2004; page 150

Classification of open space:

- Metropolitan open space node: open spaces areas that have a distinct character that are meant for the use or enjoyment of all persons in the metropolitan area and even beyond.
- Local open space nodes: “open space areas that have a distinct character that are meant primarily for the use or enjoyment of specific communities.”
- Corridors: “open spaces that form part of the hydrological system, are natural areas that are shallowly undermined or areas with high quality natural vegetation that links different nodes with each other.”

More detailed information and mapping is available in the Ekurhuleni Biodiversity and Open Space Strategy documents.

Urban Edge

The Ekurhuleni Urban Edge as depicted on Map 13 and Map 14 reflects the official Ekurhuleni Urban Edge. With this 2010/11 MSDF Review, a number of amendments are being made to the previous Ekurhuleni Urban Edge as approved by the Corporate Services and City Development Portfolio Committee in November 2009. The purpose of the latest amendments is to further align the Ekurhuleni Urban Edge and the Gauteng Urban Edge and to accommodate new development proposal outside the 2009 Ekurhuleni Urban Edge where desirable.

Due to recent changes to the Urban Edge, certain land owners who's land was previously within the Urban Edge have now been excluded. In some cases these land owners might have bought the land for development purposes based on previous Ekurhuleni SDFs/ previous Urban Edge demarcations. In order to act fairly towards such land owners/ developers, land development application submitted within two years of the approval of this MSDF may be evaluated in terms of the SDF/ Urban Edge that was in place when the land was acquired by the applying land owner.

For ease of reference, Urban Edge map numbers as used in previous urban edge amendments are referred to. The specific maps are however not included in this MSDF document as the proposed changes are all reflected on Map 13 and Map 14 of this MSDF document. During this 2010/11 MSDF Review, the Ekurhuleni Urban Edge was considered for amendment in the following areas:

- Benoni AH, Rynfield & Mayfield area;
- Etwatwa East;
- N17 Mining Land;
- Daggafontein - ERGO;
- Dunnottar;
- Marievale;
- Vorsterkroon - Alrapark;
- Nigel Prison;
- Nigel – Duduza;
- Bluegum View south;
- Private Sector Submission: VBH Town Planning – Remainder of Portion 44 of the Farm Waterval 150IR (Waterval Land Development Area;)
- Private Sector Submission: VBH Town Planning – Remainder of Portion 37 of the Farm Tamboekiesfontein 173 JR – Tambo Springs;
- Private Sector Submission: Welwyn Town Planners – Portion 47 of the Farm Witpoortjie 117 IR;
- Private Sector Submission: Izwelisha Town Planners – Remainder of Portion 1 Witfontein 16 IR;
- Private Sector Submission: Izwelisha Town Planners – A portion of Re/1 Modder East 72 IR; and
- Private Sector Submission: Urban Consult Town Planners – Portion Re/1, 111 and 115 Daggafontein 125 IR.

Land Use Proposals

The COGTA Local Government Turnaround Strategy of November 2009 on page 21 states that “Through the municipal Spatial Development Framework, each municipality is aware of and is able to guide land use acidity on every square meter and kilometre in its area of jurisdiction”. The Ekurhuleni approach is based on a Metropolitan SDF, supported by Zone (Regional) SDF and, where required Precinct Plans. The land use proposals of the Ekurhuleni Spatial Development Framework are based on the broad objectives and principles as stated in the previous chapters. The structuring elements and land use proposals of the MSDF are described in more detail below. The description should be read in conjunction with the proposals as depicted on Map 12, Chapter 9.

Activity nodes

Core Area:

The following table summarises the airport related land uses and functional areas in the Core Development Triangle (Core Node/ Aerotropolis) and where these could be accommodated as a priority.

Table 15: Airport Related Land Uses and Functional Areas in the Core Development Triangle

		Rhodesfield	Bartlett/ Bardene/ Hughes	Beyers Park	Impala Park	IDZ	Bonaero Park/ Park Haven	Pomona/ R21	Brentwood Park	Kempton Park AH	OR Tambo
1	Hotels	X						X			X
2	Conference Facilities	X						X			X
3	Recreation	X						X			
4	Exhibition Centres	X						X			
5	Tourism Administration	X									
6	Retail/Business	X	X					X		X	X
7	Industrial		X			X		X			
8	Commercial/ Warehousing							X		X	X
9	Hi-tech industries		X			X					
10	Research and Technology		X			X					
11	Office	X	X					X			X
12	Accommodation (Permanent)	X		X	X		X		X		
13	Medical Transfer	X									X
14	Council Facilities	X									

* Note: Certain portions of Bonaero Park should be investigated for mixed land uses due to the proximity of the area to the airport and due to possible noise impact. This should be done with the drafting of the applicable RSDF and mindful of the ACSA Master Plan for OR Tambo International.

In view of the political and strategic need for an Ekurhuleni city identity, the role of Kempton Park and the R21 (Sisulu) Corridor must be considered. These are ideally located from a planning perspective. Geographically the location for this Aerotropolis area has the ideal city identity to use OR Tambo International as our national asset to our advantage, also in linking to the adjoining Johannesburg and Tshwane Metros.

Primary Activity Nodes [Red]

The Primary Activity Nodes are generally the CBDs of the former towns that now comprise Ekurhuleni. Each of these CBDs has a distinct history that, over more than 100 years, has developed into large centres of economic importance. Most of the CBDs grew as the surrounding towns grew and this was largely based on the importance of retail within these areas. The CBDs have long been challenged by perceived levels of crime, poor parking facilities and outdated facilities. Coupled with this, retail has evolved into new forms such as Hypermarkets, shopping malls, value malls, big-box retail, etc. The development of these facilities has resulted in CBDs with vacant buildings, informal street trading and general urban decay. The overall result is that approximately 50.8% of all retail is now located outside of the CBD areas of Ekurhuleni. This average is skewed since in Boksburg 81,1% of retail facilities are located outside of the CBD, while in Springs only 9% is located outside of its CBD.

The continued function of the CBDs for retail purposes is largely due to the linkages between the former previously disadvantaged areas and the CBDs, which are generally well serviced by public transport links. The CBDs have therefore increasingly catered for these markets since there are very limited retail facilities located within these areas. In the 2004 Regional Retail Investigation it was found that the supply-demand does not correlate to the situation that has developed with respect to retail facilities. This means that based on population numbers, income and spending power many of the former towns appear to be oversupplied with retail facilities, however, the former previously disadvantaged areas are so undersupplied that is obvious that people from these areas spend at facilities outside of their local area.

Table 16: Specific Land Uses To Be Allowed in Each of the 9 Priority Areas

Node	Specialised function	Niche function
Edenvale CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport mode interface, high density residential; service industries.	Linear corridor accommodating private sector offices, motor trade businesses, craft, antique shops, prime high density developments, places of refreshment and entertainment etc.

Node	Specialised function	Niche function
Kempton Park CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport modal interface, high density residential.	Airport related development. Serve the retail needs of the middle to lower income groups especially from Tembisa. Provides for packet shoppers. Provides accommodation in terms of guest houses and motels. Government offices & services.
Germiston CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport mode interface, high density residential; service industries.	EMM HQ (All Departments), Central & Provincial Government regional offices, EMM Institutional hub. Service function to Industrial Sector. 'African Tourism Shopping Destination'.
Boksburg CBD	Regional retail (medium & low income), offices, entertainment, service industries, transport modal interface, high density residential	Serve the retail needs of the middle to lower income groups especially Reigerpark & Vosloorus. Provides for packet shoppers. Taxi rank. Government offices: SARS & Ekurhuleni (Boksburg CCC)
Alberton CBD	Regional retail (medium & high income), offices, entertainment, service industries, high density residential	High income retail, services, entertainment, offices, Horse Racing & related facilities
Springs CBD	Regional retail (medium & low income), offices, entertainment, service industries, motor trade and related uses, high density residential; service industries.	Motor trade and related uses, Mining; Engineering and Mechanical workshop; Tourism (Guest Houses).
Brakpan CBD	Local retail (medium & low income), limited offices, service industries, motor related uses, high density residential.	Motor trade and related uses, service industries and light engineering workshops, high density residential. Good location for a Tertiary Educational facility.
Benoni CBD	Regional retail (medium & high income), offices, entertainment, service industries, high density residential.	High income retail, entertainment related uses, services, high density residential (Flats); regional Sport & recreational Function
Nigel CBD	Regional retail (medium & low income), offices, service industries, medium density residential.	Service and agricultural oriented uses, light engineering and mechanical workshops, residential.

Focus should be on operational maintenance in these areas, i.e. refuse removal, road maintenance, law enforcement, building maintenance, etc. Residential densities should be directed to support activity and transport nodes in the area. Detailed land use proposals are to be formulated in the RSDF proposals for the areas. Urban renewal initiatives identified in the Urban Renewal Strategy should be implemented as a matter of priority. Specific attention should in this regard be given to the CBDs of Brakpan, Springs, Germiston and Boksburg.

The following EMM Development Policies are relevant to these areas and must be applied in the drafting of RSDFs: Home Office Policy; Tavern Policy; Spaza Policy; Street Trading Policy; Container Policy; Accommodation Establishment Policy; and Density Policy.

The 2004 Ekurhuleni Regional Retail Investigation has become outdated. This policy will thus be rescinded by each of the new RSDFs, and the updated research will thus form part of each of these documents. In the future RSDFs it may be imperative to reclassify some of the major secondary nodes, particularly the East Rand Mall and East Gate, as Primary Nodes since they have become more significant than some of the CBD areas and are likely to remain areas of high demand for future development.

Secondary Activity Nodes [RED DOTS]

The locality of Secondary Activity Nodes is indicated schematically on Map 12. The 'footprint' of each Secondary Activity node is to be determined in the RSDFs to be drafted. The table in the MSDF document identifies specific land uses to be allowed and promoted in each of the identified secondary nodes.

Focus should be on operational maintenance in these areas, i.e. refuse removal, road maintenance, law enforcement, building maintenance, etc. Residential densities should be directed to support activity and transport nodes in the area. Detailed land use proposals are to be formulated in the RSDFs for these nodes. The 'foot print' of each secondary node will be determined in the RSDFs. Urban Renewal initiatives identified in the Urban Renewal Strategy should be implemented as a matter of priority. Municipal spending should be focused at these nodes. New retail development should be focused into these nodes.

The following EMM Development Policies are relevant to these areas and are specifically to be interpreted during the drafting of RSDFs: Home Office Policy; Tavern Policy; Spaza Policy; Container Policy; Street Trading Policy; Accommodation Establishment Policy; and Density Policy.

The Council has approved a Retail Strategy for the PDAs in 2008. This strategy for each of the nodes identified in these areas details a number of key action to be undertaken to facilitate the implementation of retail facilities. The elements typically found in Secondary Activity Nodes are further subdivided into specific type of facilities and addressed according to whether it is public or private sector related.

Tertiary Activity Nodes

Tertiary Activity Nodes and their respective functions are to be indicated in the RSDFs to be drafted.

Neighbourhood Nodes

Neighbourhood Nodes and their respective functions are to be indicated in the RSDFs to be drafted.

Rural Services Node

Rural Service Nodes are limited nodes outside the Urban Edge which provides essential services to the surrounding rural areas. The expansion of the existing uses within the node would not be permitted unless the availability of bulk services and dolomite stability has been established. All proposed land uses establishing within the node would also have to motivate regarding the service that they provide to the surrounding agricultural community and how the use will enhance and sustain the agricultural environment. Two Rural Services Nodes are proposed, namely, Bapsfontein and Petit (the intersection of Birch and Pretoria Road).

RESIDENTIAL [YELLOW]

Existing and future urban residential areas, including supportive uses such as community facilities, local business, parks and open space, recreation and entertainment.

Townships [YELLOW]

In low income areas focus should be on the provision of social and municipal infrastructure, as well as the aesthetic upgrading of the area. Residential densities should be directed to support secondary and tertiary activity nodes and corridors without over-utilising existing service infrastructure. Detailed land use proposals are to be formulated in RSDFs for these areas.

The following EMM Development Policies are relevant to low income residential areas and are specifically to be interpreted during the drafting of RSDFs: Tavern Policy; Spaza Shop Policy; Accommodation Establishment Policy; Home Enterprise Policy; Street and Township Naming Policy; Container Policy; Street Trading Policy; Density Policy.

Suburbs [YELLOW]

In medium and high income areas, focus should be on the maintenance of infrastructure in these areas. Residential densities should be directed to support secondary and tertiary activity nodes and corridors without over-utilising existing service infrastructure. Detailed land use proposals are to be formulated in RSDFs for these areas.

The following EMM Development Policies are relevant to medium and high income areas and are specifically to be interpreted during the drafting of RSDFs: Home Office Policy; Second Dwelling Policy; Accommodation Establishment Policy; Home Enterprise Policy; Street and Township Naming Policy; Density Policy.

Informal Areas Upgrading [YELLOW]

Informal areas (squatter areas) are to be upgraded, formalised, or relocated as per the plans and strategies of the Ekurhuleni Housing

Department. The 'Housing Migration Plan is to be updated in the RSDFs so as to support the MASDF proposals.

Rural Residential Areas [YELLOW & GREEN HATCHED]

Low density residential development, mostly associated with agricultural use, or other forms of low density residential development as allowed in terms of the Gauteng Urban Edge Policy.

Densification Areas [BLACK HATCHED]

Densification is very often perceived as an exercise where homogeneous residential units are produced, aimed at providing for limited income groups (often associated with low-income groups). Ekurhuleni is currently striving for a unified identity across the City, whereby all citizens can feel included. Densification should not occur randomly but in an organised strategic manner. Densification must be implemented with the knowledge and understanding of the following issues of social infrastructure, environmentally sensitive areas, transportation, protection of low density areas, correcting spatial imbalances of the past, demand vs. supply, and land as a resource, as prescribed in details in the EMM residential densification strategy. Densification should definitely be encouraged around transportation centres/stations, where it safe from a geotechnical perspective. These areas should be designed in such a manner that the integration of land uses and transport modes are supportive of and supported by higher residential development. Clustering of activities is therefore necessary and densities should be highest at these 'nodal' cores, descending gradually from the core area, but remaining relatively high adjacent to the public transport routes, whether rail or road.

Residential densification is supported around Nodes, Transport Oriented Development (corridors/movement system) and Residential Areas, where certain degrees of densification can be accommodated. This include in and around nodes and modal transfer points and around public open spaces.

Nodes: A density of 100 units per hectare is deemed to be most effective for public transport, but densities should be considered in finer detail and through extensive public participation as part of the RSDFs and/or Precinct Plans.

Proposed densities per type of node

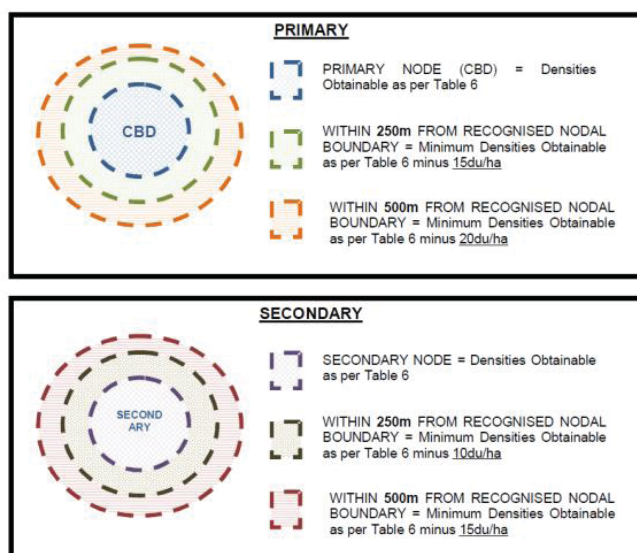
Table 17: Proposed Densities per Type of Node

Nodal Type	Density targets 2025	
	Minimum	Maximum
Primary	110	*
Secondary	100	160
Tertiary	90	140

Source: EMM Residential Densification Strategy, 2008

The following illustrations and accompanying notes illustrate the densities which are targeted around these areas of economic concentration measured from the recognised nodal boundary. As far as residential infill development, densification and mixed use is concerned, it should be noted that current housing typologies for subsidised housing do not support multiple level housing, mixed uses or high density residential development along main transportation corridors. Current typologies are based on large scale, single

Table 18: Illustrations of Densities Targeted



residential stands. Current institutional housing projects certainly work against the ideal of a compact city, infill development of small pockets of land, the urban edge, and public transport orientated corridor development.

Mixed land uses at a fine grain and design supporting walking distances are promoted in residential areas. This policy permits the introduction of low-scale, non-intrusive, non-residential areas uses in residential areas, particularly neighbourhood shopping centres, home offices and home industries. The appropriate location for these should however be determined in accordance with detailed Precinct Plans and the Land Use Management System.

The principle applied to densification and mixed land uses should be that the quality of residential areas as well as public and private investment should be protected. Ekurhuleni hosts vast established residential areas of high quality and amenity. In these areas maintenance of infrastructure and public investment (also parks, sidewalks, etc.) is essential to protect residential quality. Residential quality in the disadvantaged areas should be improved through upgrading of infrastructure, development of parks, public spaces and community facilities as well as ongoing maintenance of these and specifically improving safety.

Transport Oriented Development: Densification should also be encouraged along public transportation routes and in areas of extensive public investment in road and transportation infrastructure. The transportation network is based on the various transportation modes used in Ekurhuleni, namely rail (stations) and roads.

Rail: Railways stations act as the areas in which rail users enter and exit trains and these must be conveniently located and pedestrian friendly. However, to make stations more viable, modal transport facilities should be implemented. These should have some of the following characteristics:

- High density residential uses (a variety of housing typologies should be used);
- Modal interchanges should be present (between rail and vehicles);
- Mixed use developments should be present (presenting economic opportunities for some of the immediate area's residents); and

- Limited private vehicle parking should be provided (forces the public to make use of other public transport modes).

Densification should be encouraged around railway stations, however, design guidelines must be strictly adhered to due to noise pollution and as a safety precaution. The highest densities should be concentrated around points of modal transfer and adjacent to existing stations, which are currently used by commuters. Through the investment in these identified areas, broader social, economic and environmental impacts can be expected. These expected positive impacts include:

- Economic investment, opportunity and convenience for users of the facility, by the community and broader region;
- Minimising/reducing commuter distances;
- Minimising/reducing vehicle emissions; and
- Increasing the threshold of public infrastructure/transportation investments and maximising the usage of such investments.

The following density targets are proposed around railway stations listed above:

Table 19: Proposed Density Targets Around the Railway Stations

	2025 (u/ha)
Proposed density up to 500m from the station	110 – 200
Density targets between 500m & 1000m from the station (Dwelling units per hectare (minimum – maximum))	90 – 160

Source: EMM Residential Densification Strategy, 2008

The busiest station in the Ekurhuleni Metropolitan area is Germiston Station and it is recommended in the ITP that densification projects be developed and implemented in the Germiston area, as this is where the major rail infrastructure is centered in the EMM. The municipality is currently busy with the Urban Renewal Programme for Germiston area and densification is part of the objectives in implementing this programme. Germiston is but not the only busy station in Ekurhuleni. Some of the busiest stations include Kempton Park, Leralla, Daveyton, Isando, Dunswart, Oakmoor, Tembisa, Limindlela and this is based on station inflow and outflow volumes with more than 20 000 passengers. Higher density residential developments may also be incorporated into mixed-use developments (refer to Category 2) around stations. In the case of residential units on the ground floor, these units must be designed as live-work units to assist in economic upliftment in these respective areas as well.

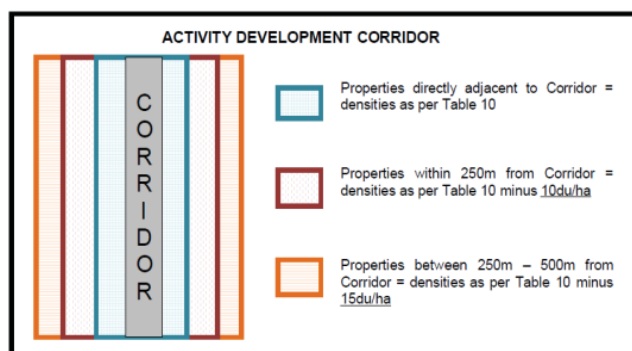
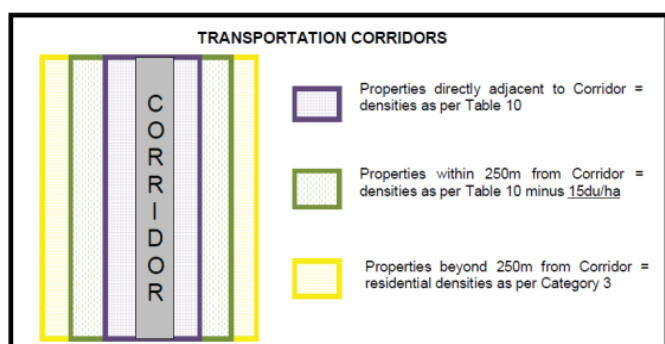
In addition to normal rail stations there is also Gautrain stations in Ekurhuleni. There is OR Tambo International Station which services the airport as well as Rhodesfield station located in Rhodesfield. The OR Tambo station does not have a direct impact on residential densification. The Rhodesfield station on the other hand will serve the residential communities of Ekurhuleni. Residential densification should therefore be encouraged at this station to levels similar to those in Primary Activity Nodes. The Rhodesfield area has been earmarked for redevelopment due to the location of the Gautrain Station and also its close proximity to the airport. The area surrounding the station has been set aside for mixed use development, including offices, high density residential development with which Ekurhuleni hopes to provide professionals and companies with a business address in the metro area.

Road: The EMM has identified a road classification system which is simplified into a Freeway Network and a Second Order Road Network as well as a proposed Third Order Road Network. Due to the high mobility and limited access of freeway traffic, increased densification would not be suitable on at interchanges on this road network. Second order road network is most conducive to higher residential densities as these roads link residential areas to nodes and other areas of economic activities and other residential areas. EMM has proposed various density targets on the roads classified as transportation corridors as well as activity development corridors. The densities for different types of corridors are as follows (Retail Densification Strategy, 2008):

Table 20: Densities of Different Type of Corridors

Road Classification	List of Corridors	Land Use	Density targets 2025 Units per hectare (Minimum–Maximum)
Transportation corridors	Albertina Sisulu Corridor; Germiston Daveyton Corridor	- Mixed land uses at identified intersection nodal points. - Higher density residential	60 – 80
Activity Corridors	To be listed in RSDFs; mainly K-routes linking Primary Nodes	- Local nodal development - Higher density residential	110 – 130
Activity Spine	To be listed in RSDFs; mainly municipal roads linking Secondary Nodes	- Residential - Business - Retail - All uses to be of a local and fine grain nature	40 – 60

The following illustrations illustrate the densities which are targeted abutting the identified corridors. The above-mentioned density targets are applicable to erven directly adjacent to the identified nodes and corridors.



NB: 'Table 10' on the diagram refers to the table above indicating densities for different types of corridors. 'Category 3' refers to the residential areas section below.

Residential Areas: The proposed densities for the residential category are listed as below and the densities have been categorised according to Residential zoning categories as contained in the Town Planning Schemes, namely Residential 1, 2, 3, 4 and 5. It is important to note that these targets are guidelines for residential areas and must be adjusted to local conditions.

Residential density targets

Table 21: Residential Density Targets

Residential zoning categories	2025 (u/ha)
Residential 1	25 – 30du/ha
Residential 2	30 – 65du/ha
Residential 3	65– 85du/ha
Residential 4	>85du/ha
Residential 5	20 – 40du/ha

Core Development Triangle: The Core Development Triangle is also identified as most suitable for higher density residential developments. It will contribute to the efficient use of infrastructure in the area and it will contribute to the sustainability of public transport investment and use. It will also bring people’s homes closer to employment opportunities. This area will therefore have increased densities in terms of nodal development and transit oriented development and the same incentives would apply in the meeting of any special conditions. However, additional incentives may be granted due to the location of the higher residential developments in the demarcated area of the Core Development Triangle.

The following are the proposed densities for the Core Development Triangle.

Table 22: Proposed Densities for the Core Development Area

Nodal Type	Density targets: 2025	
	Minimum	Maximum
Primary	120 units/ha	*
Secondary	110 units/ha	170 units/ha
Railway Stations (up to 500m)	120 – 210 (minimum –maximum)	
Railway Stations (500m-1000m)	100 – 170 (minimum –maximum)	
Transportation Corridors	100 – 120 (minimum –maximum)	
Activity Development Corridors	120 – 140 (minimum –maximum)	

INDUSTRIAL [PURPLE]

Light and heavy industries, service industries, warehouses and commercial uses. Noxious industries as per local town planning scheme. The table below indicates the type of industrial uses to be promoted per industrial area.

An Industrial Strategy is to be prepared which will help to devise an understanding of the key niche roles of each area. This may assist with investment in the area, and with the type of infrastructure required to support these activities. Statistics South Africa (StatsSA) have devised a list of Standard Industrial Classifications (SIC) and it is important that each industrial township is analysed in terms of this list to ensure that comparisons can be easily made to other areas. A summary list has been compiled as reflected in the table below. The tables in the MDSF will be used to guide proposals on industrial development in the RSDFs.

Some areas consist either of pure commercial uses or of a mix of commercial and light industries. Currently there are no distinct commercial (warehouse/ distribution) nodes in Ekurhuleni, but several could be developed in future. These include:

- Along the R21 to the north of OR Tambo International Airport in the Pomona area;
- west of the OR Tambo Airport in the Isando-Jet Park area;
- selected areas along the N3 and R59;
- small areas in Benoni and Brakpan serving as infill development; and
- south of the N17 between Springs and Nigel and north of the Nigel CBD serving as infill development.

Focus should be on operational maintenance in these areas, i.e. refuse removal, road maintenance, law enforcement, building maintenance, etc. Detailed land use proposals are to be formulated in the RSDFs for these areas. Urban Renewal initiatives identified in the Urban Renewal Strategy should be implemented as a matter of priority. Municipal spending should be focused on these areas as the industrial areas contains the bulk of all job opportunities and form the backbone of the EMM economy. EMM Health by-laws must be strictly applied in industrial areas, with focus on reduction of air and water pollution.

The following EMM Development Policies are relevant to these areas and are specifically to be interpreted during the drafting of

RSDFs: Tavern Policy; Spaza Policy; Container Policy; and Street Trading Policy.

MIXED LAND USE [PINK]

Mixed Land Use A (Airport Related): Airport related uses, warehousing, commercial including related retail trade, offices, hotels, guesthouses, conference facilities, and places of refreshment, light industrial/high tech industrial.

Mixed Land Use B (Business Related): Business, Offices, hotels, high density residential, places of refreshment, retail motor trade and related uses (only on designated areas), service industries, clean industries, conference facilities & commercial.

Mixed Land Use C (SMME): A combination of predominantly commercial land uses including SMME development and job creation. More areas for Mixed Land Use C must be identified in the RSDF, specifically in proximity to the previously disadvantaged areas, so as to stimulate economic development and job creation in these areas.

Mixed Land Use D (Residential): A combination of predominantly residential land uses to be determined pending soil conditions or further investigations. Land not suitable for residential development is to be optimally utilised mindful of exposure to the proposed PWV and other major routes.

Mixed Land Use E (Commercial): A combination of predominantly commercial land uses focussed on the transportation and finance sectors and aimed to optimal utilisation of the exposure to the corridors identified in this report (to be determined pending soil conditions).

Mixed Land Use F (Airport - Passenger): Passenger terminal, hotels, conference facilities, offices, public transport, passenger related retail, parking and airport other related uses.

Mixed Land Use G (Airport – Cargo & Technical): Aircraft maintenance, airline support, airline support offices, cargo, catering, airport support, ATC, and related uses.

Mixed land Use H (Casino): Casino, hotels, places of refreshment, entertainment and other casino related uses.

Mixed Land Use I (Offices): Offices and related development which may include restaurants, coffee shops, personal service industries, limited retail, social facilities and residential development.

MUNICIPAL OPEN SPACE

The natural open system indicated in the EBOSS includes highly stressed sensitive natural environments such as wetlands, rivers, streams and remnant patches of representative indigenous fauna and flora that are necessary to maintain bio-diversity and forms the primary open space network in Ekurhuleni and must be addressed as “no go” areas of development.

The Metropolitan nodes, local nodes and corridors form the primary open space network, which is considered as development “no go areas” where recreation, educational (environmental), tourism related uses and facilities are permitted, subject to environmental authorisation, may be developed with the open space network. Neighbourhood parks or “Public open space” zoned land and

various servitudes classify the secondary open space system and must be linked, where possible, to the primary open space network in the RSDF.

The primary and secondary open space network must be linked, where possible to facilitate a range of continuous recreational opportunities and act as channels for indigenous species, potentially facilitating the movement of pollinators and the dispersal of seed from one space to another. The land uses around primary and secondary open spaces should be carefully considered as the integrity of the primary open spaces network must be protected and it must also secure access for the general public to the primary open space network.

AGRICULTURE

Some areas outside the Urban Edge are earmarked for agriculture. These areas are the more remote parts of the Ekurhuleni Metro which are furthest removed from the urban activity.

The Gauteng policy on the protection of high potential agricultural land (2006) defines high potential agricultural land as "Having the soil and terrain quality, growing season and available moisture supply needed to produce sustained high yields of crops economically when treated and managed according to best possible farming practices". Applying this definition, a land capability mapping study was completed during 2006 for Gauteng Province with the objective to identify and protect areas of high agricultural potential. The result of this study was subsequently classified and grouped into the following 5 classes:

- **Agricultural hubs:** High potential agricultural land that resides outside the urban edge. Seven hubs have been identified in the Gauteng Province.
- **Important agricultural sites:** All land identified as high agricultural potential land and located outside the urban edge but not within an identified Agricultural hub. A complete agricultural specialist study is required for any proposed development on these areas.
- **Incorporated within the urban edge:** All land identified and classified as high potential agricultural land but incorporated completely within the boundaries of the urban edge will not be regarded as viable land for future agricultural development.
- **Overlapping the urban edge:** High potential agricultural land that is located in close proximity and /or overlapping the urban edge boundary is regarded as agricultural land that could be utilized for agricultural production purposes. A complete agricultural specialist study is required for any proposed development on these areas.
- **Protected area:** High potential agricultural land within protected areas will not be used for agricultural purposes.

Where a provincial department decides to approve an application (e.g. Housing) which does not comply with the criteria, then that department has to write a memorandum and draft recommendation and submit this for comment to all relevant provincial departments and the EMM before making a final decision. These parties must, again, be informed in writing of the final decision.

MINES & QUARRIES

Mines (underground and open cast), mine dump reclamation, quarries and related activities, including shafts, slimes dams, stone crushing, residential uses and offices subsidiary to mining activities.

MUNICIPAL INFRASTRUCTURE

Map 12 indicates current and planned above ground bulk municipal infrastructure. Current below ground bulk infrastructure is captured on the Ekurhuleni GIS. Planned below ground bulk infrastructure are not mapped but is described in the MSDF Implementation Plan. The following types of above ground municipal infrastructure are indicated on Map 12:

- water reservoirs;
- sewer treatment plants;
- electricity main sub-stations; and
- land-fill sites.

In the case of current infrastructure, the land footprint of the facility is indicated. In the case of planned infrastructure, a symbol is used to indicate the approximate locality of the planned infrastructure.

SOCIAL INFRASTRUCTURE

Map 12 indicates current and planned bulk social infrastructure. Detail on current bulk social infrastructure is captured in the Ekurhuleni GIS. Detail on planned bulk social infrastructure will be addressed in the MSDF Implementation Plan as applicable. The following types of above ground municipal infrastructure are indicated on the map:

- hospitals (level 1, 2 and 3 hospitals);
- prisons;
- tertiary education;
- major sport & recreational facilities; and
- cemeteries.

In the case of current infrastructure, the land footprint of the facility is indicated. In the case of planned infrastructure, a symbol is used to indicate the approximate locality of the planned infrastructure.

In identifying and planning for these facilities, reference was made to the Executive Summary of the "Master Plan for Sport and Recreation, Arts, Culture & Heritage, Environment & Libraries and Information Services in the Ekurhuleni Metropolitan Municipality" (Maluleke, Luthuli & Associates, 2002, page 12).

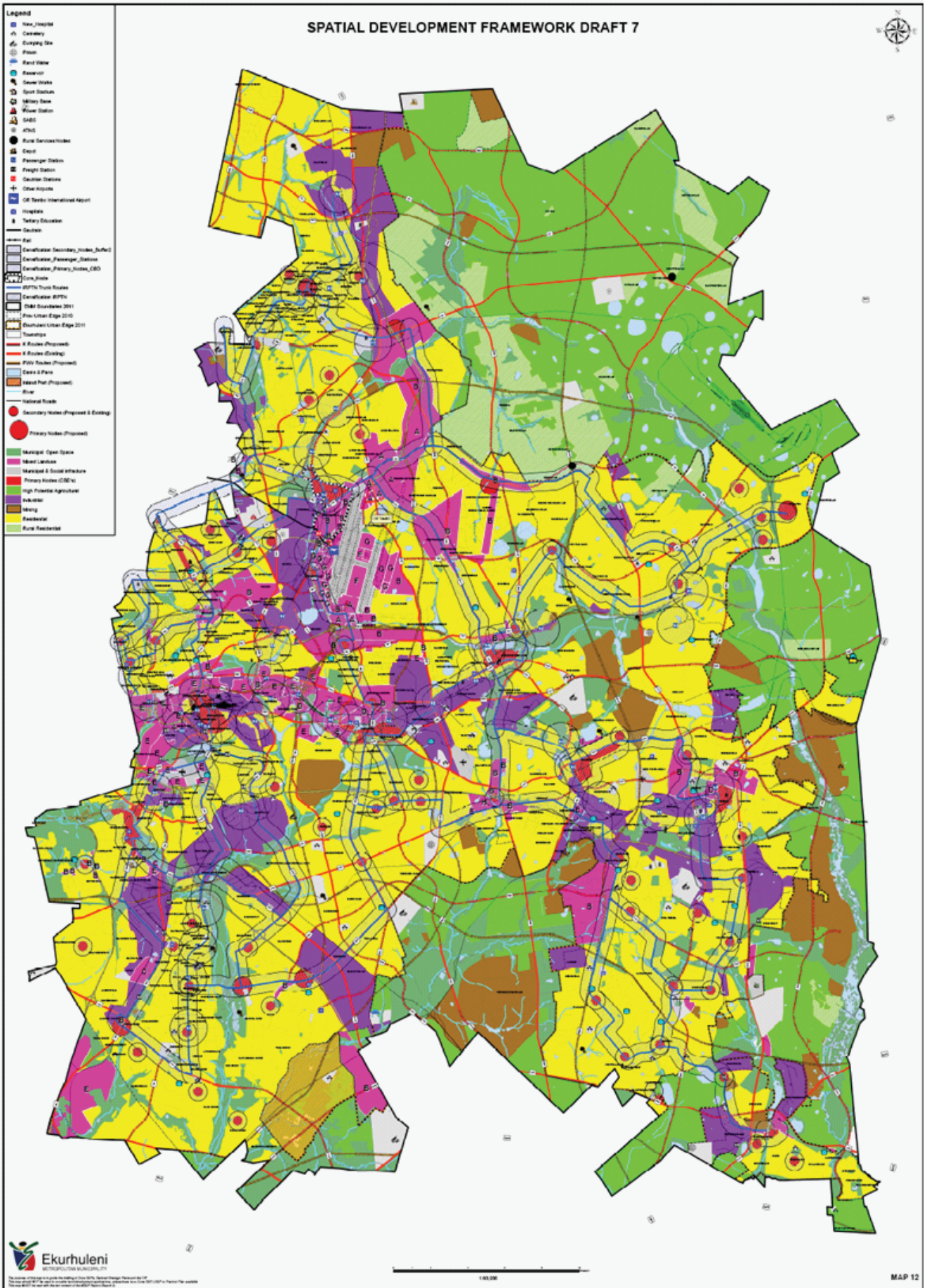
TRANSPORT INFRASTRUCTURE

The land uses proposed in the SDF description above must be supported by transport infrastructure in order to materialise. This section gives a summary of the main transport infrastructure required. Only bulk transport infrastructure with a land use impact is indicated on the map. The following is described in the document:

- Prasa Rail;
- Bus services;
- Taxi services;
- Integrated Rapid Public Transport Network (IRPTN);
- Modal Transfer Facilities;
- Freight Infrastructure;
- Roads;
- The Gautrain;

- OR Tambo International Airport; and
- Other Airports and Airfields.

Figure 9: Spatial Development Framework Draft 7



POLICIES AND STRATEGIES

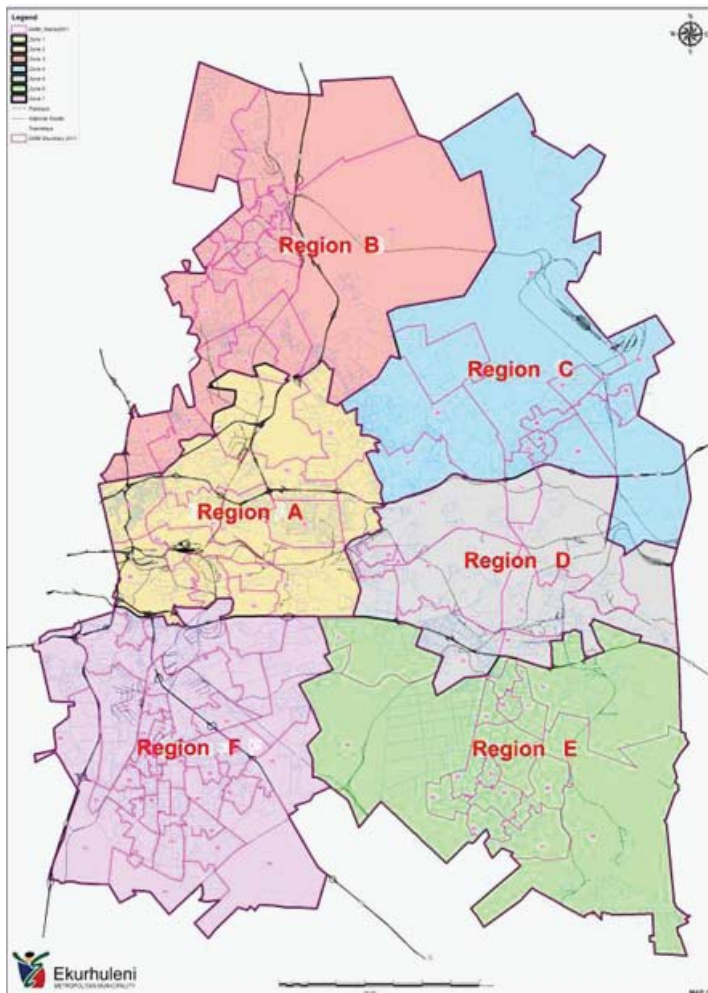
The land use proposals of the Ekurhuleni Spatial Development Framework require the implementation of a range of policies and strategies in order to re-create a smart, creative and developmental city. The policies and strategies so required are described in [Chapter 10](#) including the following:

- Environmental Policies;
- Social Facilities;
- Transport;
- Municipal Infrastructure;
- Housing;
- Economic Development;
- Retail development;
- Mining & Quarries;
- Land Reform;
- Urban Edge; and
- Disaster Management.

IMPLEMENTATION PLAN

Planning and Urban Management Zones ([Chapter 12](#))

Figure 10: Planning and Urban Management Zones



In order to more effectively provide for the various functional areas of Ekurhuleni, the Metropolitan SDF provides for six urban planning and urban management regions. These are sometimes alternatively referred to as zones or areas. The six regions are indicated on Map 13.

For the purposes of planning at the strategic level, development planning and urban management regions are not necessarily administrative regions although it is desirable that they coincide with the regions. There is a need to dismantle apartheid boundaries and integrate the city. The moot question is what are the prevailing circumstances for EMM for integration and development? Infrastructure Planning is a critical function that informs the developmental needs for the municipality and integrated planning.

System of Plans

The Ekurhuleni system of plans is guided by applicable current legislation, including the Municipal Systems Act, the Municipal Planning and Performance Management Regulations, the Development Facilitation Act, etc. All applicable legislation is summarised in the MSDF Status Quo Report (Report 1).

This chapter describes the relationship between:

- Spatial Development Frameworks;
- Precinct Plans;
- Land Use Policies;
- Sectoral Strategic Plans;
- Land Use Management Systems; and
- Land Development Applications.

Growth Management Strategy

According to the Gauteng Urban Edge Policy, 2007 (page 49) a Growth Management Strategy should form an integral part of the Municipal Spatial Development Frameworks in Gauteng Province. In essence the Growth Management Strategy is an implementation strategy for the Spatial Development Framework. A Growth Management Strategy entails the application/utilisation of a number of Growth Management Tools in combination with one another with a view to achieve the desired spatial outcome as reflected in the Spatial Development Framework (the Map). It thus focuses on ways and means (how) to achieve the proposals contained in the Spatial Development Framework.

There are several Growth Management Tools available to guide and influence public and private development processes, and in the Growth Management Strategy an authority indicates which of these instruments it intends using and what it wants to achieve with these. As stated earlier in this document the Urban Edge is one such Growth Management Tool, but its efficiency is significantly enhanced only when used in combination with some of the other instruments.

Internationally, a variety of growth management tools are being used for the purpose of urban growth management additional to the Urban Edge. The nature and application of these measures vary from country to country and even from region to region. This Chapter elaborates further on some of the most prominent Growth Management Tools that can be used to guide, direct and influence development patterns and trends in Ekurhuleni, namely:

- Threshold Public Service Standards;
- Fiscal Impact Analysis;
- Land Use and Infrastructure Coordination;
- Re-development Areas (Brownfields);
- Strategic Development Areas;
- Focused Economic Development in Growth Areas;
- Zoning;
- Bulk Service Contributions;
- Purchase of Development Rights (PDR);
- Incentives;
- Tax Increment Financing;
- Ring-fencing;
- Transit Orientated Development; and
- Annexation Plans.

Capital Investment Framework (CIF)

Chapter 15 describes the Ekurhuleni Capital Investment Framework (CIF) as required in terms of Section 4(e) of the Municipal Planning and Performance Management Regulations, 2001 (as promulgated in terms of the Municipal Systems Act) and as required in terms of the White Paper on Spatial Planning and Land Use Management, 2001. Although not defined in legislation, the CIF must show where the Municipality intends spending its capital budget and must map the projects included in the budget.

The Ekurhuleni CIF is described in terms of the following:

- Services Backlog;
- Geography of EMM income;
- Priority Geographic Areas;
- Budget Policies;
- Linking the CIF to the Capital Prioritisation Model;
- Capital Prioritisation Model;
- Major Capital Projects; and
- Priority Strategic projects.

SERVICES BACKLOG

The EMM Infrastructure and Community Backlog Study, 2010 (compiled by IMQS) provides essential information in terms of outlining statistics for services backlogs, economic spending, household figures and a projected population growth scenario in determining future infrastructure needs for the Metro. The Study guides the MSDF in identifying areas with capacity backlogs in relation to capital expenditure and investment required throughout Ekurhuleni to address areas of upgrading, renewal and maintenance of services. This provides guidance in determining priority geographic areas in relation to a projected capital expenditure scenario (see proposed CIF table). The growth scenario also gives the MSDF insight in terms of its CIF for future growth trends in Ekurhuleni, which lends itself to determining future capital expenditure as per its priority geographic areas.

GEOGRAPHY OF EMM INCOME

Budget priority spending should also be determined in relation to the metro's major rates levied. The EMM top 40 account holders (see map) have been mapped and identified as needing to protect investors as contributing to the economic growth and viability of the metro. The main contributing sectors have been identified as retail, entertainment, aviation, property development, mining and manufacturing (food and beverage, packaging, chemicals, metal, services, and other manufacturing services). The main investors are located at O.R Tambo International Airport, Wadeville - Alrode, Bedfordview, Olifantsfontein, Dunswart - Anderbolt, and the Germiston Industries.

PRIORITY GEOGRAPHIC AREAS

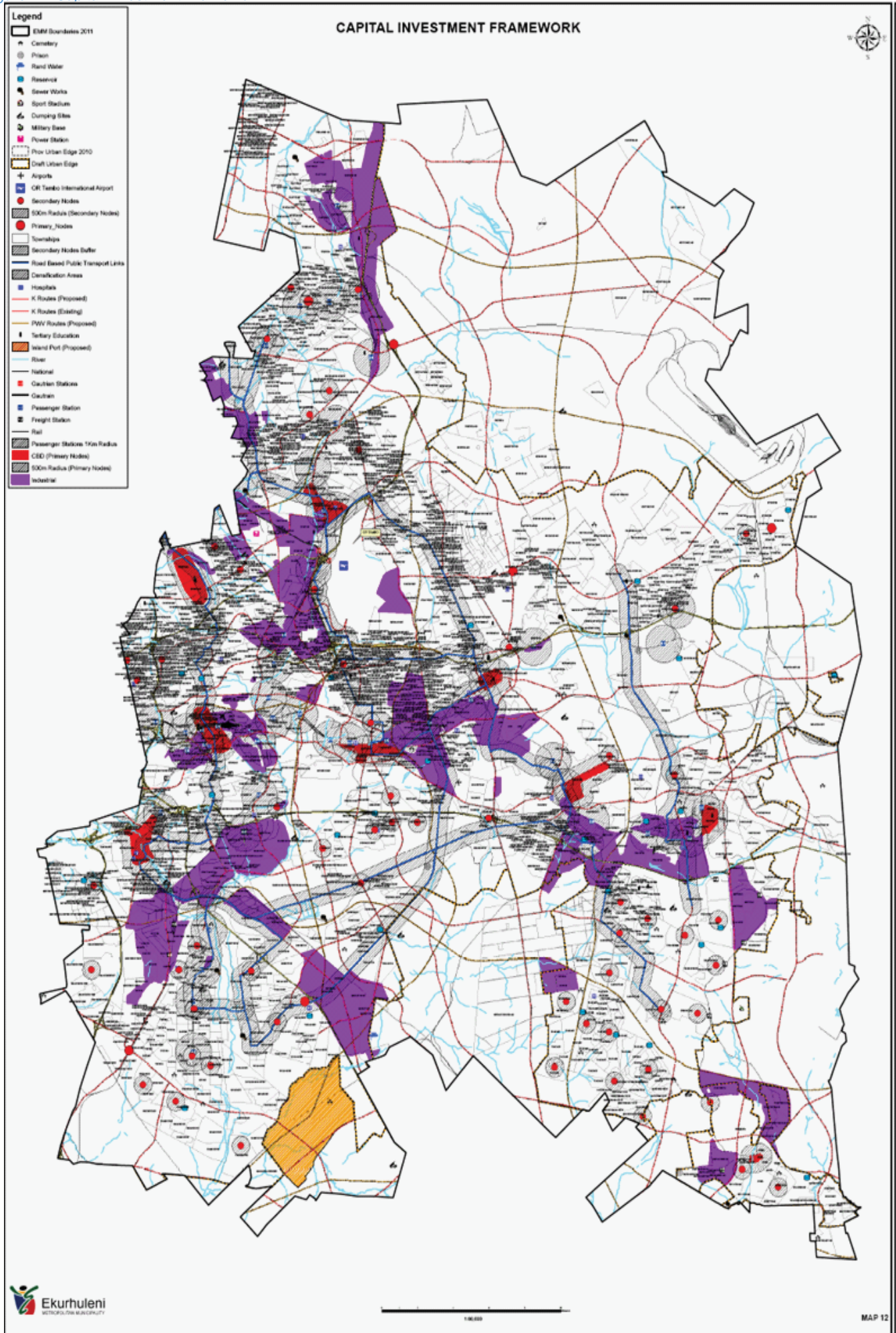
The Capital Investment Framework must focus capital spending in Ekurhuleni into the indicated priority geographic areas as indicated on the maps. The priority geographic areas were identified based on the following form giving spatial elements from the MSDF Spatial Concept and Land Use Proposals:

- Previous MSDF priority areas (service upgrading, infill, expansion);
- Densification areas (core triangle, nodes, corridors);
- Geography of EMM income; and
- Major Housing Projects.

PHASING THE CIF

Implementation of the MSDF must be understood as a long term process, covering the 25 year planning horizon of the MDSF, and beyond. In order to quantify the phasing of the CIF, five phases of five financial years each are proposed. The identified Priority Geographic Areas are classified in to indicate the relative strategic spatial importance of one area against another. In the classification, seven main criteria are used as described below. The priority areas per phase are indicated on the map.

Figure 11: Capital Investment Framework



LINKING THE CIF TO THE CAPITAL PRIORITISATION MODEL

The EMM Long Term Financial Plan has informed the MSDF by determining a projected expenditure forecast for the metro, which has helped in formulating a comprehensive CIF for the MSDF. The EMM Rates Policy makes specific mention of “Special Rating Areas”, which lends itself to making provision for incentives to make the development of UDZ and IDZ areas more functional and beneficial to future investors. The CIF is the spatial plan of the Ekurhuleni Capital Prioritisation Model to be drafted as part of the Ekurhuleni Growth and Development Strategy (GDS) review. In drafting the Capital Prioritisation Model, the CIF will be integrated with various budget guidelines as well as strategic objectives from the GDS.

CAPITAL PRIORITISATION MODEL

The Ekurhuleni Capital Prioritisation Model is to be drafted during the review of the Ekurhuleni Growth and Development Strategy. In such Capital Prioritisation model, capital projects will firstly be evaluated by using the approved CIF. Only thereafter will the Project Management Office (PMO) evaluate the projects in terms of the Capital Prioritisation Model to determine whether it is feasible to implement the project over the project duration as proposed by the responsible department. The Capital Prioritisation Model may include budget priorities, GDS priorities, the Spatial Concept, and Priority Geographic Areas (Map 14), together expressed as a quantified percentage (%) of the capital budget. The recent change in the MIG City conditional grant to the Urban Settlement Development Grant (USDG), as well as the increase in the total grant to make out approximately 50% of Council's total Capital budget, will also place an additional responsibility on Council to evaluate its projects in terms of the National Guidelines as stipulated by the USDG. These guidelines will have to be incorporated in the MSDF priorities because of the fact that Council's total capital budget will be measured against the outcomes as set in the mentioned guidelines. This will also play a role and guide the GDS review process which will also reflect the priority areas.

MAJOR CAPITAL PROJECTS

This section of the document intends to highlight how the spatial distribution of the major capital projects for the 2011/2012 financial year relates to the MSDF Capital Investment Framework. For this purpose the major spatial capital projects of all departments will be mapped from the IDP data. It is important not to only focus on expansion and upgrading of services but also to properly maintain the existing services and facilities in Ekurhuleni.

Reference is made to the EMM IDP Budget and SDBIP with regards to its budget allocation as per department in the Detailed Capital Plan of the IDP (Section 5.11 IDP 2009-2011). This section of the IDP whilst defining budget allocation further in terms of new developments, service delivery backlogs and upgrading of existing services does not lend itself to determining spatial priority areas. Specific projects as mentioned per CBD or wards in the EMM IDP Budget and SDBIP, 2009-2012, will be mapped at a later stage as part of the CIF

PRIORITY STRATEGIC PROJECTS

The MSDF process identified a number of Priority Strategic Projects. These projects are of a metropolitan wide strategic nature and are of critical importance in building the City of Ekurhuleni as envisaged in

the GDS, MSDF and IDP. These projects are listed in the table below, reflecting the responsible department and budget type required initially. Only projects of immediate priority are listed. Projects beyond the first 10 years are to be included in later MSDF reviews. The list of strategic projects should be re-visited after the review of the GDS and must be measured against the USDG Guidelines.

MAJOR INVESTMENT AND DEVELOPMENT PROJECTS

During the drafting of the MSDF, a number of major investment and development projects were noted. These include development applications of a large scale, as well as large development initiatives for which no applications have been submitted yet. The table in the MSDF document reflects these Major Investment (Capital) and Development Projects. The processing and evaluation of these projects are to be managed through an interdepartmental committee to be set up for this purpose. More projects might be removed or added to the list by the Executive Director City Development.

POVERTY ERADICATION

In a recent Provincial study, all the poorest wards in Gauteng were identified and were listed for provincial intervention. A number of wards in Ekurhuleni were included on the provincial list. These wards are listed below and must also be prioritised as part of the Ekurhuleni CIF.

MARKETING THE MSDF

After approval, the MSDF must be marketed and/ or communicated to the role players and implementers. The MSDF must be made available as effectively and widely as possible.

MONITORING AND EVALUATION

The national government has a monitoring and evaluation system developed in the Presidency dated 2007 and titled “Policy Framework for the Government-wide Monitoring and Evaluation System”. In this system monitoring involves “collecting, analyzing and reporting on inputs, activities, outputs, outcomes and impacts as well as external” factors. Evaluation is time bound and periodic.

Monitoring and evaluation system is a set of organizational structures, management processes, standards, strategies, plans, indicators, information systems, reporting lines and accountability relationships which enables national, provincial departments, municipalities and other institutions to discharge their ineffectively. Whilst some government departments and municipalities have used report scorecards, Ekurhuleni uses the legislated SDBIP. The SDBIP shall be used to monitor expenditure on capital projects of Departments.

CONCLUSION

In conclusion, the SDF should not be used in isolation from the Growth and Development Strategy and the Integrated Development Plan for the Ekurhuleni Metropolitan Municipality. Furthermore, the SDF constitutes more than a plan indicating desired land uses, but puts forward spatial objectives and strategies for the EMM. Future capital investment in Ekurhuleni must be undertaken within the ambit of the SDF, while the hierarchy of plans should be updated to guide development and land use decisions.

The broad perspective of development needs and priorities provided

by the SDF emphasises the need for a Capital Investment Framework with a Capital Prioritisation Model to ensure the equitable allocation of resources between different development priorities

The above is an executive summary of the draft SDF. Detailed proposals on the SDF with all its supporting information is contained on the CD provided.

DISASTER MANAGEMENT PLAN

EXECUTIVE SUMMARY

The Disaster Management Act (Act 57 of 2002) provides disaster management personnel with a new focus on disaster management. It presents new challenges in not only negotiating and writing up a disaster management plan but also in developing disaster management plans for general public scrutiny. Public scrutiny and acceptance of disaster management plans, prior to its implementation, has become a legislative requirement as identified by Section 26(g) of the Local Government: Municipal Systems Act, Act 32 of 2000.

The Municipal Systems Act, in Section 25 indicates that each municipality should adopt a "single, inclusive and strategic plan for the development of a municipality." The plan referred to is the Integrated Development Plan. The same Act in section 26(g) dictates that "applicable disaster management plans", are a core component of the Integrated Development Plan of a Municipality.

Therefore, the challenge is to develop a disaster management plan which all stakeholders – community, public, commercial, etc - of a municipal entity are able to comprehend and implement within their own setting and which indicates the procedures and processes required to minimise the threat of disaster, utilising a developmental approach. Another challenge includes community and other stakeholder participation in not only the activation of disaster response procedures but also in mitigation and development initiatives, which would lead to sustainable development.

It should be noted that disaster management is not only reactive, but now focuses on actions aimed at preventing disasters, or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees to disaster management. The needs identified in the corporate disaster management plan will indicate where line functions and departments must contribute. These contributions will then be included in line function and departmental disaster management plans.

Disaster management plans cover the whole disaster management continuum, and must address actions before, during and after disasters. Disaster management plans are compiled on the basis of a generic plan including standard operating procedures and best practice, and then expanded with risk-specific plans that address disaster management for special circumstances where the generic plan needs to be adapted.

The main strategy of all disaster management activities will be disaster risk reduction. A risk reduction strategy will ensure alignment with the strategies adopted internationally.

The United Nations' International Strategy for Disaster Reduction highlighted the following challenges posed by disasters:

1. *"Disaster loss is on the rise with grave consequences for the survival, dignity and livelihood of individuals, particularly the poor and hard-won development gains. Disaster risk is increasingly of global concern and its impact and actions in one region can have an impact on risks in another, and vice versa. This, compounded by increasing vulnerabilities related to changing demographic, technological and socio-economic conditions, unplanned urbanization, development within high-risk zones, under-development, environmental degradation, climate variability, climate change, geological hazards, competition for scarce resources, and the impact of epidemics such as HIV/AIDS, points to a future where disasters could increasingly threaten the world's economy, and its population and the sustainable development of developing countries.*
2. *Disaster risk arises when hazards interact with physical, social, economic and environmental vulnerabilities. Events of hydro meteorological origin constitute the large majority of disasters. Despite the growing understanding and acceptance of the importance of disaster risk reduction and increased disaster response capacities, disasters and in particular the management and reduction of risk continue to pose a global challenge.*
3. *There is now international acknowledgement that efforts to reduce disaster risks must be systematically integrated into policies, plans and programmes for sustainable development and poverty reduction, and supported through bilateral, regional and international cooperation, including partnerships. Sustainable development, poverty reduction, good governance and disaster risk reduction are mutually supportive objectives, and in order to meet the challenges ahead, accelerated efforts must be made to build the necessary capacities at the community and national levels to manage and reduce risk. Such an approach is to be recognized as an important element for the achievement of internationally agreed development goals, including those contained in the Millennium Declaration.*
4. *The importance of promoting disaster risk reduction efforts on the international and regional levels as well as the national and local levels has been recognized in the past few years in a number of key multilateral frameworks and declarations."*

South Africa was part of the Hyogo Framework of Action meeting in Japan during January 2005 with one of our personnel, and Councillors, participating as part of the South African delegation.

The Disaster Management Plan of Ekurhuleni predetermines, to the extent possible, actions to be taken by all departments, stakeholders and cooperating private organisations, to prevent disasters and to reduce the vulnerability of EMM residents to any disasters that may occur. The plan further aims to establish capabilities for protecting citizens from the effects of disasters and for mechanisms to respond effectively to the actual occurrence of disasters, and then to provide for recovery in the aftermath of any disaster involving extensive damage or other debilitating influence on the normal pattern of life within the community of the municipality.

The Disaster Management Plan provides the basis for the development of risk specific plans which would take into account the peculiarities of different risks. A flood has a different risk profile

to drought and an earthquake has a different risk profile to a toxic chemical release.

Disaster Management is the business of all stakeholders in Ekurhuleni and so the integration of disaster response plans, the integration of sustainable development and the integration of risk reduction measures must be a coordinated focus of all stakeholders. It is only through sustainable development which considers the impact of development on future generations that we as a municipality would be able to leave a legacy of a healthy and safe world for all to be enjoyed.

The plan provides the results of consultation of disaster risk reduction and response role-players. Each Department of Council is able to identify its disaster responsibilities to ensure that any response to a disaster means that responders do not work against each other but rather compliment efforts to ease the effects of a disaster and so ensure a speedy recover from the disaster. The plan further aims to ensure that sustainable development remains just that, by the application of disaster management principals related to disaster risk reduction, mitigation of disaster risks and prevention.

The typical disaster response scenario would allow for immediate response actions by the Emergency Services in the form of emergency medical services (ambulance), fire and rescue and metro police services. Other departmental role-players like engineers, electricians, building inspectors, health workers, housing officials, to name a few and a host of non-municipal role-players like amateur radio operators, first aid organisations, the SPCA and the like, all have a joint and or supporting responsibility during the response to a disaster. The Disaster Management Centre would be activated and senior departmental officials would be required to participate in the decision making processes at the Centre while the disaster declaration is being done by the Executive Mayor.

The longer term disaster effects would continue to be coordinated from the Disaster Management Centre using relevant departments to supply the necessary skills and direction. These actions would ensure that rehabilitation, and if necessary, reconstruction occurs in order to normalise the disaster stricken community. Funding of post disaster response would take place by utilisation of own internal funds and then secondly by approaching the Provincial and National Government for additional disaster response funding and through the application of Municipal Finance legislation related to emergency purchases.

In conclusion, the Municipal Disaster Management Plan aims at ensuring that Ekurhuleni makes every effort to identify and then reduce disaster risk through proper and timely disaster risk reduction actions. For the disaster events which cannot be prevented, the disaster management plan provides all role-players with pre-determined guidelines on the processes to be followed to save lives and protect property and the environment.

The Disaster Management Plan is contained on the CD provided.

MULTI YEAR FINANCIAL PLAN

The 2011-2014 Multiyear Financial Plan is contained in Part 2 of this document.

PERFORMANCE MANAGEMENT SYSTEM

A municipality is required to utilise a PMS as a primary mechanism to plan, monitor, measure, review and improve the implementation of the municipality's Integrated Development Plan (IDP). The IDP process and the Performance Management process should be seamlessly integrated. The IDP fulfils the planning stage of Performance Management and, in turn, Performance Management fulfils the implementation, management, monitoring and evaluation of the IDP implementation. The performance of an organisation is integrally linked to that of its employees and it is important to manage both at the same time.

The process commences when consultation takes place with all relevant role players. Thereafter, a long term vision and IDP is developed and revised. A PMS is developed and implemented during the same process. After this, regular monitoring, measurement and reviewing of organisational and employee performance takes place. Results are reported on and plans for improvement are developed as part of the review of the IDP. Performance of the organisation is reported on quarterly and annually in terms of specific requirements. The review of the performance of individuals takes place on a quarterly basis in September, December and March of every financial year and a final assessment is done after the June year-end.

Measurement of organisational performance during a particular financial year is facilitated through the implementation and assessment of the Service Delivery Budget Implementation Plan (SDBIP). The annual SDBIP populated with Key Performance Indicators (KPIs), measures and targets, is an integral part of the PMS and must be annually approved and adopted by council. The contents of the SDBIP are taken up into the Performance Agreements of all Section 57 employees, contract workers as well as in performance appraisals of other municipal employees. A 100% alignment is thus ensured.

The PMS should provide a mechanism for ensuring increased accountability between the community and the council, the political and administrative components of the municipality, as well as between each department and the office of the City Manager.

The PMS must also provide a mechanism for learning and improvement in that knowledge must be obtained, in respect of which approaches have the desired impact and enables the municipality to improve delivery. Another important function of the PMS is that it should provide the leadership and management of the municipality with timely diagnostic signals of the potential risk that are likely to impede the implementation of the IDP. This will enable the implementation of interventions where it is necessary and possible to do so.

The Municipal Planning and Performance Management Regulations, Regulation 796 of 2001 to the Systems Act, contains the following important prescriptions relating to a municipality's PMS:

Regulation 7(1) – A municipality's PMS entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed; including determining the roles of the different role-players.

Regulation 7(2) – in developing a PMS a municipality must ensure that the system:

- (a) complies with all the requirements set out in the Act (Systems Act);
- (b) demonstrates how it is to operate and be managed from the planning stage up to the stages of review and reporting;
- (c) clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- (d) clarifies the process of implementing the system within the framework of the Integrated Development Planning process;
- (e) determines the frequency of reporting and the lines of accountability for reporting;
- (f) relates to the municipality's employee performance management process;
- (g) provides for the procedure by which the system is linked to the municipality's Integrated Developmental Planning process

Regulation 8 – A PMS must be established before or at the same time as the commencement by the municipality of the process of setting KPI's and targets in accordance with its integrated development plan.

Regulation 11(1) – A municipality must review its KPI's annually as part of the performance review process.

Regulation 14(4)(a)(ii) – A performance audit committee must review the municipality's PMS and make recommendations in this regard to the council of that municipality.

The Performance Management System (PMS) for Ekurhuleni Metropolitan Municipality has not been reviewed and is currently implemented as was approved in the 2008-2012 IDP.

PROVINCIAL PLANS, PROGRAMMES AND BUDGETS

Final information regarding the provincial plans, programmes and budgets are being awaited and will be included in the final IDP. Departments will engage on these programmes and projects to ensure integration and coordination.

CONCLUSION

This 2011-2016 IDP has been developed in line with the various National and Provincial Guidelines, the EMM GDS 2025 and community priorities. Departmental plans include strategic objectives, indicators and targets which is included in the SDBIP.

SELECTION CRITERIA

Franchise and Established Business

- Opportunities will be awarded on the basis of The Highest Bidder concept with minimum 50% to the municipality.

Small Business

- All small businesses will be assessed by the Joint Technical Committee. Company, points of the TMM will be used for selection. All specific tender requirements will be subject to be advertised for bidding.

Section A

- Provide an overview of the kind of product to be sold at the outdoor village.
- Ensure food meets all hygiene requirements.
- Provide enough supply on the day (At least 10000 units).
- Have sufficient staff for selling, cooking & stock storage.
- Ensure compliance with fire and safety standards.
- Ensure safe handling of money.
- Transport to and from the venue.



EXHIBITION

Exhibition of products and services for sale at the outdoor village.

Exhibition of products and services for sale at the outdoor village.

Exhibition of products and services for sale at the outdoor village.

PART 2 ANNUAL BUDGET





PART TWO ANNUAL BUDGET

MAYOR'S REPORT

The full Mayoral Report (Budget Speech) to be delivered at the Council Meeting in April 2011 will be made available at the Council meeting when the budget is submitted for final approval.

RESOLUTIONS

1. **That** the annual operating budget of Ekurhuleni Metropolitan Municipality for the financial year 2011/2012 and indicative for the two projected outer years 2012/2013 and 2013/2014 **BE APPROVED** as set out in the following schedules:

- Schedule A1 - Budget Summary on page 101;
- Schedule A2 - Budget Performance (Revenue and Expenditure by standard classification) on page 102;
- Schedule A3 - Budget Performance (Revenue and Expenditure by municipal vote) on page 103;
- Schedule A4 - Budget Performance (Revenue & Expenditure) on page 104;
- Schedule A5 - Budget Capital Expenditure by vote, standard classification and funding on page 105;
- Schedule A6 - Budgeted Financial Position on page 106;
- Schedule A7 - Budgeted Cash Flows on page 107;
- Schedule A8 - Cash backed Reserves / Accumulated Surplus reconciliation on page 108;
- Schedule A9 - Asset Management on page 109;
- Schedule A10 - Basic Service Delivery Measurement on page 110.

2. **That** authority **BE GRANTED**, to a maximum amount of R250 million, in respect of bank overdraft facilities and/or the raising of short term loans, including loans at call from Council's bankers, for the financial year ending 30 June 2012 in order to finance temporarily:

- expenditure on the capital budget; or
- expenditure on the operating budget incurred in anticipation of the receipt of revenue estimated and from which the expenditure would have been defrayed.

3. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2011/2012 operating budget (income and expenditure) with all operating grants received in addition to the currently gazetted DORA grants as well as income received for recoverable jobs subject to these adjustments being reported on in the Adjustments Budget.

4. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2011/2012 operating (income, expenditure and contribution to capital where applicable) and capital budget with

all insurance claims received subject to these adjustments being reported on in the Adjustments Budget.

5. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2011/2012 capital and operating budgets, with all developers contributions received for new developments subject to these adjustments being reported on in the Adjustments Budget.

6. **That** the Chief Financial Officer **BE DELEGATED** authority to adjust the 2011/2012 capital and operating budgets, with all external grants in addition to the currently gazetted DORA grants received for capital projects subject to these adjustments being reported on in the Adjustments Budget.

7. **That**, in order to facilitate multi-year budgeting, departments **BE AUTHORISED** to commit projects on the 2012/2013 and 2013/2014 budgets, on both internal and confirmed external funding sources.

8. **That** the taking up of a municipal bond of R800 million to fund the 2011/2012 Capital Budget **BE APPROVED** subject to the Chief Financial Officer submitting a further report detailing the terms and conditions of the bond before it is finalised.

9. **That** the annual consolidated operating budget of Ekurhuleni Metropolitan Municipality for the financial year 2011/2012 and indicative for the two projected outer years 2012/2013 and 2013/2014 **BE NOTED** as set out on page 75;

10. **That** it **BE NOTED** that the assessment rates and services tariffs for the 2011/2012 year will be submitted as separate reports.

11. **That** the Measurable Performance Objectives for 2011/2012 contained from page 251 onwards **BE APPROVED**.

12. **That** the amendments to the following Budget-related policies as detailed in Annexures A - E **BE APPROVED**:

Cash Management and Funding Strategy Policies (Annexure A)

- Funding and Reserves Policy;
- Borrowing Policy;
- Cash Management Policy;
- Investment Policy; and
- Long Term Financial Plan.

Budget and Accounting Policies

- Budget Implementation and Monitoring Policy (Annexure A)
- Planning and Approval of Capital Projects Policy (Annexure A)
- Accounting Policy (contained on CD)

Rates and Tariffs Policies

- Electricity Tariff Policy (Annexure A)
- Property Rates Policy (Annexure B)

- Provision of Free Basic Electricity (Annexure C)

Debtors Management Policies

- Provision of Doubtful Debtors and Debtors Write-off Policy (Annexure A)
- Other Policies
- Domestic Travel Policy (Annexure D)

13. That the unchanged Budget-related policies as contained in the CD addendum to the budget document **BE NOTED**:

Rates and Tariffs Policies

- Water and Wastewater Tariff Policy
- Provision of Free Basic Water and Wastewater Policy
- Solid Waste Tariff Policy

Budget and Accounting Policies

- Municipal Entities Policy

SCM policy in terms of section 111 of the MFMA

Asset management and disposal of assets policy

Debtors Management Policies

- Credit Control and Debt Collection Policy
- Indigent Policy

Policies dealing with infrastructure investment and capital projects

- Developer contributions for property developments – Electricity
- Developer contributions for property developments – Water and Wastewater
- Developer contributions for property developments – Roads

Policies relating to the management of electricity

- Electricity metering for domestic customers (aimed at management of electricity losses)
- Policy to promote electricity conservation and efficiency

Policies related to personnel (including overtime, vacancies and temporary staff)

- Recruitment and selection policy and procedure
- Overtime policy
- Acting allowance policy
- Acting allowance (section 57) policy
- Uniform allowance for night work policy
- Transport allowance policy
- Internship policy and implementation guidelines
- Learnership policy
- Study bursary scheme for employees
- Ekurhuleni bursary scheme
- HIV policy
- Incapacity due to ill health policy

- Experiential Training / Learning Policy

Other policies

- Acceptance of grants, donations, sponsorships and gifts policy
- Grants-in-Aid Policy

14. That the Ekurhuleni Metropolitan Municipality's Tariff By-laws **BE APPROVED** as set out in Annexure E of the report in terms of the provisions of sections 11, 12 and 13 of the Local Government: Municipal Systems Act, Act 32 of 2000, read with section 7 of the Rationalization of Local Government Affairs Act, Act 10 of 1998, to be effective from 1 July 2011.

15. That the Executive Director: Corporate and Legal Services **ATTEND** to the compliance with all relevant legislation to give effect to 14 above.

16. That the upper limits of the salaries, allowances and other benefits of the CEO and other senior staff of the Municipal Entities **BE DETERMINED** as detailed on Page 137 in terms of Section 89 of the MFMA, for the 2011/2012 financial year.

17. That any increases to the salaries, allowances and other benefits of the CEO and other senior staff of the Municipal Entities for the 2011/2012 financial year **BE SUBJECT** to approval by the Ekurhuleni Metropolitan Municipality Remuneration Committee.

18. That the payment of any performance bonuses of Municipal Entities (in addition to the salaries, allowances and other benefits approved above) **BE SUBJECT** to approval by the Ekurhuleni Metropolitan Municipality Remuneration Committee.

19. That the Ekurhuleni Metropolitan Municipality Remuneration Committee **BE DELEGATED** the authority to approve performance bonuses of the Municipal Entities for purposes of compliance with Section 89 of the MFMA.

20. That the budgets and business plans of the municipal entities appearing as from Page 226 **BE SUPPORTED**.

21. That the Service Delivery and Budget Implementation Plans of the Municipal Entities appearing as from Page 289 **BE APPROVED** as contemplated in section 93B (a) of the Municipal Systems Act and section 87(5)(d) of the MFMA.

22. That the Municipal Entities **BE INFORMED** of the resolutions taken above and **BE REQUESTED** to submit their budgets to their respective Boards for final approval.

23. That the Ekurhuleni Metropolitan Municipality (EMM) Integrated Development Plan (IDP) for 2011/2012 **BE ADOPTED**.

24. That a copy of the IDP **BE SUBMITTED** to the MEC for Local Government for comments.

25. That the MEC for Local Government **BE REQUESTED** to approve the Ekurhuleni Metropolitan Municipality (EMM) Integrated Development Plan (IDP) for 2011/2012 as its Land Development Objectives as envisaged in section 27(a) of the Development Facilitation Act.

26. That the 2013/2014 capital budget **BE APPROVED** per source of finance (capital programme as per section 19.3 of the MFMA)

only due to the following reasons:

- a. A new method of project prioritization is being introduced and new projects must be subjected to this process
 - b. The institutional review which has been adopted by Council during November 2010 is currently being rolled out and sufficient opportunity should be given to departments (in the new form) to ensure the appropriate projects are funded in the budget.
- 27. That** the process of approving the individual projects for the 2013/2014 financial year **BE DEALT WITH** as follows:
- a. All currently approved projects must be populated on the PCS system for the years 2011/2012 – 2013/14
 - b. Funding requirements for projects as per a above, will form the initial allocation for projects for the 2013/1014 financial year
 - c. In addition to the above, departments must submit new projects based on the revised GDS and 2011 – 2016 IDP
 - d. A Project Prioritisation Committee will be established during the 2011/2012 financial year
 - e. The proposed new projects as identified by departments, will be subjected to project prioritization based on the newly adopted project prioritization model (refer to details in the “Overview of Budget Funding - Capital Budget” section of the IDP / Budget document)
 - f. Identified projects will be submitted to Council for adoption as part of the January 2012 adjustments budget process.

EXECUTIVE SUMMARY

SERVICES PROVIDED BY THE MUNICIPALITY

The Ekurhuleni Metropolitan Municipality adopted a revised Organisational Structure during November 2010. The budget for the 2011/2012 financial year is presented in terms of the newly adopted organisational structure.

The following services are rendered by the Metro:

Departments Providing Institutional Management

Institutional Strategy, Monitoring and Oversight and Research, Communication, City Secretariat, Executive Support, Internal Audit, Risk Management, Chief Operating Officer (Service Deliver Co-ordination, including Urban Management, Urban Renewal, Customer Relations Management and Enterprise Programme Management)

Corporate Services Departments

Corporate Legal, Human Resources, Finance, Information &

Communication Technology

Service Delivery Departments

Roads and Stormwater, Public Transport, Energy, Water and Sanitation, Environmental Resource Management, Waste Management, Housing, Economic Development, Emergency and Disaster Management, Ekurhuleni Metro Police Department, Health and Social Development, City Planning, Sport, Recreation, Arts and Culture.

The Metro has three municipal entities, namely:

Brakpan Bus Company

Provision of a Bus Service to the community of Brakpan.

East Rand Water Care Company (ERWAT)

Wastewater Purification for the entire Ekurhuleni Metro and portions of the City of Johannesburg.

Ekurhuleni Development Company (EDC), including the EDC Management Company, the Germiston Pharoeh Park Co, the Pharoeh Park Phase II Co and the Lethabong Housing Institute, Social Housing (Rental) in Germiston.

In addition, the EMM holds a 20% share in the Rand Airport but has no control over the company and as such the company is accounted for as a long term investment and not an entity.

The aggregate budget of the Metro is presented on the following two pages. The budgets of the entities are contained in the section dealing with municipal entities. The entities are self-funded, however, subsidies are granted to the entities as per the Municipal Entities Support Policy. The revenue sources of the entities are:

ERWAT – Mainly EMM for sewer purification service rendered

EDC – Rental received for housing units, supplemented with EMM subsidy

BBC – Subsidy received from National Department of Transport, bus fares with subsidised institutional and logistical support from the EMM.

METRO CONSOLIDATED BUDGET
Table 23 Metro Consolidated Budget

CONSOLIDATED BUDGET - METRO WITH ENTITIES

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Property Rates	2,270,935	2,389,311	2,648,035	2,648,035	3,037,977	1,977,939	2,997,991	3,238,484	6.60%	8.02%	15.18%	3,536,424	3,868,848
Less: Income foregone	567,058	610,844	516,035	516,035	510,620	433,230	487,180	528,591	3.52%	8.50%	2.48%	577,221	631,480
Sub-total: Net Property Rates	1,703,877	1,778,467	2,131,999	2,131,999	2,527,358	1,544,709	2,510,810	2,709,893	7.22%	7.93%	12.70%	2,959,204	3,237,369
Penalties imposed on Property Rates	38,037	108,132	71,208	71,208	100,346	48,805	75,836	107,835	7.46%	42.20%	0.51%	114,845	122,539
Interest Earned - Outstanding Debtors	446,172	422,541	270,959	271,065	338,846	158,890	278,361	302,825	-10.63%	8.79%	1.42%	348,222	400,430
Sub-total: Penalties and Interest on Debtors	484,208	530,673	342,166	342,272	439,192	207,696	354,197	410,660	-6.50%	15.94%	1.92%	463,067	522,969
Electricity Sales	3,291,695	4,048,670	5,617,639	5,617,639	7,756,404	5,168,547	7,663,820	9,151,547	17.99%	19.41%	42.89%	11,022,123	13,281,658
Less: Income foregone	0	0	0	0	262,485	34,460	169,901	0	-100.00%	-100.00%	0.00%	0	0
Sub-total: Net Electricity Sales	3,291,695	4,048,670	5,617,639	5,617,639	7,493,919	5,134,087	7,493,919	9,151,547	22.12%	22.12%	42.89%	11,022,123	13,281,658
Solid Waste Income	404,660	463,108	564,339	564,339	643,243	396,455	601,625	721,582	12.18%	19.94%	3.38%	842,086	982,714
Sub-total: Solid Waste Sales	404,660	463,108	564,339	564,339	643,243	396,455	601,625	721,582	12.18%	19.94%	3.38%	842,086	982,714
Sanitation Income	505,761	458,599	454,099	655,084	838,547	564,188	838,247	997,937	19.01%	19.05%	4.68%	1,164,591	1,359,076
Less: Income foregone	0	0	0	0	173,308	117,511	173,193	199,172	14.92%	15.00%	0.93%	232,434	271,250
Sub-total: Net Sanitation Sales	505,761	458,599	454,099	655,084	665,238	446,677	665,054	798,765	20.07%	20.11%	3.74%	932,157	1,087,826
Water Sales	1,294,621	1,180,942	1,414,368	1,414,368	2,334,280	1,461,784	2,064,431	2,499,829	7.09%	21.09%	11.72%	2,754,812	3,041,312
Less: Income foregone	0	0	0	0	227,391	161,100	227,239	256,553	12.82%	12.90%	1.20%	282,721	312,125
Sub-total: Net Water Sales	1,294,621	1,180,942	1,414,368	1,414,368	2,106,890	1,300,684	1,837,192	2,243,276	6.47%	22.10%	10.51%	2,472,090	2,729,188
Market Income	16,164	16,217	16,245	16,245	16,464	10,389	17,301	17,502	6.30%	1.16%	0.08%	18,639	19,888
Minor Income	25,420	38,780	39,471	42,070	46,120	31,347	43,673	49,237	6.76%	12.74%	0.23%	52,757	56,624
Total: User Charges for Services	5,538,321	6,206,316	8,106,161	8,309,745	10,971,875	7,319,640	10,658,764	12,981,908	18.32%	21.80%	60.85%	15,339,853	18,157,898
Rent of Facilities and Equipment - GRAP	0	0	0	0	0	0	12,000	16,000	0.07%	0.07%	0.07%	17,500	19,000
13 Lease register	59,681	67,809	67,302	70,025	64,154	41,152	62,830	65,573	2.21%	4.37%	0.31%	71,167	77,585
Rent of Facilities and Equipment - Other	59,681	67,809	67,302	70,025	64,154	41,152	62,830	65,573	2.21%	4.37%	0.31%	71,167	77,585
Sub-total: Rent of Facilities and Equipment	59,681	67,809	67,302	70,025	64,154	41,152	74,830	81,573	27.15%	9.01%	0.38%	88,667	96,565
Interest Earned - Bank Balances / (Interest on overdraft)	355,782	120,333	56,529	55,038	57,013	44,277	40,555	46,628	-18.21%	14.98%	0.22%	68,330	128,614
Interest Earned - Current Investment Portfolio	3,049	5,268	2,816	1,500	1,500	-269	37,318	13,657	-63.40%	-63.40%	0.06%	15,423	17,444
Interest Earned - New External Investments	0	0	0	100	100	0	30	11,447	0.05%	0.05%	0.05%	28,296	47,308
Sub-Total: Interest Earned	358,831	125,601	59,345	56,638	58,613	44,008	77,903	71,731	22.38%	-7.92%	0.34%	112,050	193,366
Traffic Fines	38,562	40,282	19,878	19,878	100,000	23,768	34,141	50,000	-50.00%	46.45%	0.23%	55,750	62,273
Final Notice Fees	15,646	24,817	31,035	31,035	63,967	24,407	86,254	45,000	-29.65%	-47.83%	0.21%	47,925	51,136
Disconnection Fees	22,614	25,736	44,970	44,970	20,581	34,316	2,013	48,075	133.58%	2288.65%	0.23%	51,200	54,630
Other Fines	971	1,886	1,796	1,796	390	3,947	987	1,930	394.61%	95.50%	0.01%	2,056	2,193
Sub-Total: Fines	77,794	92,721	97,679	97,679	184,939	86,438	123,395	145,005	-21.59%	17.51%	0.68%	156,931	170,233

CONSOLIDATED BUDGET - METRO WITH ENTITIES

FINANCIAL PERIOD	R' 000	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME (Continue)														
Income from Agency Services		143,093	142,254	156,773	156,773	149,362	124,024	149,362	190,468	27.52%	27.52%	0.89%	202,848	216,440
Operating Grants & Subsidies - Other		523,682	88,507	99,191	92,450	83,026	16,210	82,133	101,693	22.48%	23.81%	0.48%	52,512	48,740
Equitable Share		688,298	900,314	1,125,690	1,125,690	1,471,409	1,103,557	1,425,423	1,644,128	11.74%	15.34%	7.71%	1,828,391	1,949,038
RSC Levy Replacement / Fuel Levy		728,450	819,506	960,918	960,918	1,116,765	744,510	1,116,765	1,240,247	500.15%	3942.99%	5.81%	1,349,843	1,349,843
Finance Management Grant		0	0	750	750	8,539	1,421	1,268	51,250	4.51%	6.87%	0.24%	1,250	1,250
Health Subsidies		77,229	89,228	94,604	94,604	101,680	28,607	99,435	106,264	4.33%	5.51%	0.50%	111,067	116,395
Emergency Services Subsidies		83,202	92,236	96,850	96,850	105,740	26,435	104,557	110,314	12.70%	15.00%	0.52%	119,220	119,220
Sub-Total: Operating Grants		2,080,862	1,989,790	2,378,003	2,371,261	2,887,159	1,920,940	2,829,580	3,253,896	67.49%	92.24%	6.22%	3,462,283	3,584,486
Capital Grants - Other		0	44,618	49,899	49,899	77,971	13,316	5,821	21,500	-72.43%	268.35%	0.47%	26,500	26,500
INEP		0	9,284	3,107	3,107	25,000	0	15,000	100,000	300.00%	566.67%	0.47%	30,000	53,669
Neighborhood Development Partnership Grant		0	5,465	45,213	45,213	80,459	31,145	83,236	56,333	-29.99%	-32.32%	0.26%	15,000	10,000
MIG / USDG		0	434,993	414,953	414,953	499,895	186,735	499,895	1,044,276	108.90%	108.90%	4.89%	1,297,640	1,452,452
Public Transport Infrastructure Grant		0	10,907	8,474	8,474	65,509	815	29,200	75,000	14.49%	156.85%	0.35%	20,000	20,000
Community Care Centres		0	0	2,322	2,322	43,487	9,964	57,163	29,933	-31.17%	-47.64%	0.14%	46,000	46,000
Sub-Total: Capital Grants		0	505,267	523,968	523,968	792,321	241,975	690,315	1,327,042	67.49%	92.24%	6.22%	1,435,140	1,608,621
Carbon Credits		0	345	0	0	14,200	0	14,200	4,000	0.15%	0.15%	0.15%	4,260	4,545
Essential Services		0	13,454	10,195	10,195	43,842	5,490	43,842	31,230	-6.38%	3.57%	0.48%	31,761	32,300
Other Sundry Income		96,767	114,932	145,846	151,620	109,438	50,239	98,930	102,462	-17.79%	-12.28%	0.65%	103,300	108,996
Sub-Total: Other Income		96,767	128,731	156,041	161,815	167,481	55,730	156,972	137,691	-17.79%	-12.28%	0.65%	139,321	145,841
Gain on Sale of Assets		6,497	86,472	70,554	70,554	0	0	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING INCOME		10,579,351	11,679,559	14,117,654	14,320,394	18,288,156	11,605,674	17,651,833	21,335,674	16.79%	20.87%	100.00%	24,386,846	27,963,134
Internal Recoveries		771,419	889,872	883,270	883,270	1,058,887	580,179	1,058,672	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME		11,350,770	12,569,431	15,000,923	15,203,664	19,327,043	12,185,853	18,710,505	21,335,674	10.39%	14.03%	100.00%	24,386,846	27,963,134
Year on Year Increase			10.74%	19.34%	20.96%	28.84%		-3.19%	10.39%				14.30%	14.66%

CONSOLIDATED BUDGET - METRO WITH ENTITIES

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
EXPENDITURE													
Employee Related Costs - Salaries	2,284,135	2,479,232	2,948,580	2,934,227	3,590,987	2,188,058	3,569,176	3,932,315	9.51%	10.17%	18.68%	4,288,575	4,681,187
Employee Related Costs - Overtime	0	352,345	323,032	331,129	333,400	217,529	332,803	350,192	90.01%	14.13%	0.26%	374,846	401,893
Employee Related Costs - Additional Positions	0	0	0	0	28,946	0	48,189	55,000	8.58%	8.49%	4.53%	1,022,969	1,095,487
Employee Related Costs - Social Contributions	535,190	630,349	744,543	770,677	878,987	558,889	879,678	954,397	8.69%	8.69%	-0.56%	-127,113	-136,265
Employee Related Costs - Salaries Capitalised	0	0	-29,678	-29,678	-109,300	0	-109,300	-118,797	9.18%	9.18%	-3.24%	-743,687	-812,107
Employee Related Costs - Salaries to R and M Internal	-144,402	-491,646	-547,975	-547,975	-624,936	-380,121	-624,936	-682,282	13.31%	12.99%	0.38%	85,807	91,984
Remuneration of Councillors and Directors	53,596	59,124	63,258	63,527	70,754	44,591	70,954	80,175	9.65%	9.71%	21.72%	4,956,398	5,377,180
Sub-Total: Remuneration	2,728,519	3,029,404	3,501,761	3,521,907	4,168,838	2,628,945	4,166,563	4,571,000	4.46%	9.95%	8.73%	2,112,425	2,443,393
Bad Debts (Provision for Bad Debts) - current trends	1,336,082	1,455,388	1,424,624	1,419,365	1,758,681	1,127,562	1,670,784	1,837,034	-1.41%	-7.87%	7.31%	1,766,359	2,038,492
Bad Debts (Provision for Bad Debts) - additional target	0	0	0	0	-98,489	0	0	-297,716	10.70%	49.60%	0.57%	126,687	135,155
Sub-Total: Bad Debt Provision	1,336,082	1,455,388	1,424,624	1,419,365	1,660,192	1,127,562	1,670,784	1,539,318	4.99%	4.50%	9.91%	2,158,740	1,940,956
Collection Costs	58,375	63,932	73,532	73,920	107,464	63,319	79,521	118,961	7.98%	7.88%	10.19%	2,216,236	1,998,972
Depreciation - Existing Assets	432,507	1,934,463	2,112,293	2,116,834	1,986,366	1,323,594	1,988,133	2,085,492	-0.02%	-0.26%	4.46%	999,770	1,063,707
Depreciation - New Infrastructure Programme	0	0	0	0	0	0	0	59,370	21.13%	61.48%	1.38%	350,890	422,823
Sub-Total: Depreciation	432,507	1,934,463	2,112,293	2,116,834	1,986,366	1,323,594	1,988,133	2,144,861	6.50%	31.33%	0.27%	63,096	69,658
Repairs and Maintenance - External Contractors	659,041	939,588	853,949	873,272	938,930	523,576	941,130	938,718	9.18%	9.18%	3.24%	743,687	812,107
Repairs and Maintenance - Electricity Maintenance Levy	108,536	134,428	148,875	148,875	240,516	157,200	180,421	291,340	22.02%	26.66%	10.77%	2,503,509	2,773,194
Repairs and Maintenance - Water Maintenance Levy	50,928	37,619	43,994	43,994	53,759	23,747	43,597	57,256	12.81%	15.91%	2.53%	634,175	701,167
Repairs and Maintenance - Ringfenced Pending Collections	0	0	0	0	0	0	0	297,716	12.81%	15.91%	2.53%	634,175	701,167
Repairs and Maintenance - Internal Maintenance Teams	144,402	491,646	547,975	547,975	624,936	380,121	624,936	682,282	12.81%	15.91%	2.53%	634,175	701,167
Sub-Total: Repairs and Maintenance	962,907	1,603,280	1,594,793	1,614,116	1,858,142	1,084,644	1,790,084	2,267,311	12.81%	15.91%	2.53%	634,175	701,167
Interest Expense - Current External Borrowings	207,873	209,221	326,828	341,588	471,750	240,287	459,141	532,189	12.81%	15.91%	2.53%	634,175	701,167
Sub-Total: Interest Expense	207,873	209,221	326,828	341,588	471,750	240,287	459,141	532,189	12.81%	15.91%	2.53%	634,175	701,167

CONSOLIDATED BUDGET - METRO WITH ENTITIES

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
EXPENDITURE (Continue)													
Bulk Purchases - Electricity	2,134,835	2,842,924	3,755,448	3,755,448	4,841,864	3,141,775	4,841,864	5,977,129	23.45%	23.45%	28.40%	7,573,620	9,596,534
Bulk Purchases - Water	976,312	1,069,703	1,128,745	1,128,956	1,436,090	907,770	1,436,165	1,573,073	9.54%	9.53%	7.47%	1,733,504	1,913,765
Bulk Purchases - Sewer purification	52,472	69,512	90,753	118,713	118,713	71,442	125,812	151,139	27.31%	20.13%	0.72%	184,887	212,510
Sub-Total: Bulk Purchases	3,163,619	3,982,140	4,974,946	5,003,117	6,396,667	4,120,987	6,403,841	7,701,341	20.40%	20.26%	36.59%	9,492,011	11,722,809
Contracted Services - Existing Contracts	494,996	561,560	563,520	565,847	660,692	333,964	605,689	703,743	6.52%	16.19%	3.34%	714,278	749,907
Sub-Total: Contracted Services	494,996	561,560	563,520	565,847	660,692	333,964	605,689	703,743	6.52%	16.19%	3.34%	714,278	749,907
Grants & Subsidies Paid -	21,530	19,712	14,281	14,281	18,965	18,241	18,965	17,076	-9.96%	-9.96%	0.08%	18,186	19,405
Grants & Subsidies Paid - Eskom	29,695	34,119	42,812	42,812	54,000	29,241	54,000	60,000	11.11%	11.11%	0.29%	76,026	96,333
Grants & Subsidies Paid - Entities	341	0	0	0	6,500	1,883	6,500	6,500	0.00%	0.00%	0.03%	6,500	6,500
Grants & Subsidies Paid - Add rebates on Ass rates - pens	0	0	0	0	0	0	27,000	29,700	10.00%	10.00%	0.14%	31,631	33,750
Grants & Subsidies Paid - Free Basic Services - Indigents	0	0	0	0	60,438	17,428	60,438	117,974	95.20%	95.20%	0.56%	104,873	121,163
Sub-Total: Grants and Subsidies	51,566	53,831	57,093	57,093	139,903	66,792	166,903	231,250	65.29%	38.55%	1.10%	237,216	277,149
General Expenses	950,174	870,510	906,317	915,825	1,273,095	548,098	1,135,667	1,170,857	-8.03%	3.10%	5.56%	1,228,584	1,311,301
Grants Expenditure	0	0	0	0	0	0	0	66,430	0.00%	0.00%	0.32%	14,602	15,995
Impairment loss	0	267	358	331	0	570	0	0	0.00%	0.00%	0.00%	0	0
Loss on Sale of Assets	31,946	8,494	1,086	926	0	0	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING EXPENDITURE	10,418,564	13,772,490	15,537,150	15,630,870	18,723,108	11,538,764	18,466,325	21,047,262	12.41%	13.98%	100.00%	23,890,055	27,101,323
Internal Charges	781,009	875,763	872,345	872,345	1,058,887	589,095	1,058,672	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	11,199,573	14,648,253	16,409,495	16,503,215	19,781,995	12,127,858	19,524,996	21,047,262	6.40%	7.80%	100.00%	23,890,055	27,101,323
Year on Year Increase		30.79%	12.02%	12.66%	20.55%		-1.30%	6.40%				13.51%	13.44%
OPERATING SURPLUS/(DEFICIT)	151,197	-2,078,822	-1,408,572	-1,299,552	-454,952	57,994	-814,492	288,412				496,791	861,810
Contribution to Capital Budget	599,443	0	0	0	0	0	0	50,000	0	0	0	0	0
Total Transfers to Cash-Backed Reserves	254,085	456,521	0	0	792,321	0	690,315	1,327,042	0	0	0	1,435,140	1,608,621
Total Transfers from Cash-Backed Reserves	155	0	1,598,133	1,598,133	1,239,285	826,190	1,239,285	1,084,374	0	0	0	929,464	774,553
Total Other Adjustments	56,047	849	955	43	43	251	251	17	0	0	0	63	121
NET OPERATING SURPLUS/(DEFICIT)	-758,223	-2,534,494	190,515	298,623	-7,946	884,184	-265,271	-4,238	0	0	0	-8,822	27,863

EFFECT OF THE ANNUAL BUDGET

The annual budget has been compiled in an environment where the recovery from the recent economic slowdown has not yet been completed. Cash reserves of the municipality are much improved from the previous financial year, but not yet at the desired levels. The impact of the budget was thus measured both in terms of the service delivery impact as well as the financial viability impact. Increases from previous years remained very conservative (both on the revenue and expenditure categories) as current budget targets are not met.

The following tariff increases are proposed:

Table 24 Proposed Tariff Increases

	2011/12	2012/13	2013/14
Base Adjustments - Alignment of budgets with actual results			
Assessment Rates	-0.66%		
Electricity	0.00%		
Solid Waste	-6.47%		
Sanitation	-0.03%		
Water	-12.80%		
Growth in consumption of Services			
Assessment Rates	1.38%	1.70%	1.70%
Electricity	1.32%	0.00%	0.00%
Solid Waste	3.65%	1.70%	1.70%
Sanitation	5.10%	1.70%	1.70%
Water	6.37%	1.70%	1.70%
Tariff increases			
Assessment Rates	6.50%	7.50%	7.70%
Electricity	20.80%	20.44%	20.50%
Solid Waste	15.00%	15.00%	15.00%
Sanitation	15.00%	15.00%	15.00%
Water	12.90%	8.50%	8.70%
Total Income Increases			
Assessment Rates	7.22%	9.20%	9.40%
Electricity	22.12%	20.44%	20.50%
Solid Waste	12.18%	16.70%	16.70%
Sanitation	20.07%	16.70%	16.70%
Water	6.47%	10.20%	10.40%
Proposed Residential Tariffs			
Assessment Rates	0.0069	0.0074	0.0080
Electricity - Tariff A (block 1: 1 - 50 kwh)	0.63	0.92	1.10
Electricity - Tariff A (block 2: 50 - 350 kwh)	1.065	1.04	1.26
Electricity - Tariff A (block 3: 350 - 600 kwh)	1.294	1.42	1.71
Electricity - Tariff A (block 4: >600 kwh)	1.531	1.68	2.02
Electricity - Tariff B (availability charge - monthly)	21.04	25.77	31.06
Electricity - Tariff B (summer charge per kwh)	0.978	1.18	1.42
Electricity - Tariff B (winter charge per kwh)	Discontinued	Discontinued	Discontinued
Water - 0 - 6kl	0.00	0.00	0.00
Water - 7 - 15kl	8.35	9.06	9.85
Water - 16 - 30kl	10.16	11.02	11.98
Water - 31kl - 45kl	12.53	13.60	14.78
Water - 46kl - 60kl	12.98	14.09	15.31
Water - 61kl +	14.34	15.56	16.91
Sanitation - 0 - 6kl	0.00	0.00	0.00
Sanitation - 7 - 15kl	6.49	7.46	8.58
Sanitation - 16 - 30kl	2.69	3.09	3.56
Sanitation - 31kl - 45kl	2.46	2.83	3.25

	2011/12	2012/13	2013/14
Sanitation - 46kl - 60kl	2.38	2.74	3.15
Sanitation - 61kl +	0.87	1.01	1.16
Solid Waste - 0 - 300 m2	70.85	81.48	93.70
Solid Waste - 301 - 600 m2	82.77	95.19	109.46
Solid Waste - 601 - 900 m2	91.94	105.73	121.59
Solid Waste - 901 - 1 200 m2	101.14	116.31	133.76
Solid Waste - 1201- 1500 m2	116.46	133.93	154.02
Solid Waste - 1 501 - 2 000 m2	131.78	151.55	174.28
Solid Waste - 2 000+ m2	147.09	169.15	194.53

Revenue Comparison: 2007/08 to 2011/12 Financial Years

Table 25 Revenue Comparison: 2007/08 to 2011/12 Financial Years

FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F01
Rand Million	2007/2008	2008/2009	2009/2010	BUDGET	FORECAST	2011/2012
INCOME						
Property Rates	2.27	2.39	2.65	3.04	3.00	3.238
Less: Income foregone	-0.57	-0.61	-0.52	-0.51	-0.49	-0.529
Sub-total: Net Property Rates	1.70	1.78	2.13	2.53	2.51	2.710
Penalties Imposed on Property Rates	0.04	0.11	0.07	0.10	0.08	0.108
Interest Earned - Outstanding Debtors	0.45	0.42	0.27	0.34	0.28	0.303
Sub-total: Penalties and Interest on Debtors	0.48	0.53	0.34	0.44	0.35	0.410
Electricity Sales	3.29	4.05	5.62	7.76	7.66	9.152
Less: Income foregone	0.00	0.00	0.00	-0.26	-0.17	-
Sub-total: Net Electricity Sales	3.29	4.05	5.62	7.49	7.49	9.152
Solid Waste Income	0.40	0.46	0.56	0.64	0.60	0.722
Less: Income foregone	0.00	0.00	0.00	0.00	0.00	-
Sub-total: Solid Waste Sales	0.40	0.46	0.56	0.64	0.60	0.722
Wastewater Income	0.51	0.46	0.45	0.84	0.84	0.998
Less: Income foregone	0.00	0.00	0.00	-0.17	-0.17	-0.199
Sub-total: Net Wastewater Sales	0.51	0.46	0.45	0.67	0.67	0.799
Water Sales	1.29	1.18	1.41	2.33	2.06	2.500
Less: Income foregone	0.00	0.00	0.00	-0.23	-0.23	-0.257
Sub-total: Net Water Sales	1.29	1.18	1.41	2.11	1.84	2.243
Market Income	0.02	0.02	0.02	0.02	0.02	0.018
Minor Income	0.02	0.03	0.03	0.04	0.04	0.040
Total: User Charges for Services	5.53	6.20	8.10	10.96	10.65	12.973
Rent of Facilities and Equipment - GRAP 13 Lease register	0.00	0.00	0.00	0.00	0.01	0.016
Rent of Facilities and Equipment - Other	0.04	0.05	0.05	0.04	0.04	0.041
Sub-total: Rent of Facilities and Equipment	0.04	0.05	0.05	0.04	0.05	0.057
Interest Earned - Current External Investments	0.35	0.12	0.05	0.06	0.04	0.046
Interest Earned - Bank Balances / (Interest on overdraft)	0.00	0.00	0.00	0.00	0.04	0.013
Interest Earned - New External Investments	0.00	0.00	0.00	0.00	0.00	0.011
Sub-Total: Interest Earned	0.35	0.12	0.05	0.06	0.08	0.070
Traffic Fines	0.04	0.04	0.02	0.10	0.03	0.050
Final Notice Fees	0.02	0.02	0.03	0.06	0.09	0.045
Disconnection Fees	0.02	0.03	0.04	0.02	0.00	0.048
Other Fines	0.00	0.00	0.00	0.00	0.00	0.002
Sub-Total: Fines	0.08	0.09	0.10	0.18	0.12	0.145
Licenses & Permits	0.03	0.03	0.03	0.03	0.03	0.026
Income from Agency Services	0.14	0.14	0.16	0.15	0.15	0.190
Operating Grants & Subsidies (actual / projected)	0.50	0.07	0.07	0.06	0.06	0.033

FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F01
Rand Million	2007/2008	2008/2009	2009/2010	BUDGET	FORECAST	2011/2012
Equitable Share (gazetted)	0.67	0.90	1.13	1.47	1.43	1.644
Fuel Levy (gazetted)	0.73	0.82	0.96	1.12	1.12	1.240
Finance Management Grant (gazetted)	0.00	0.00	0.00	0.01	0.00	0.051
Health Subsidies (gazetted)	0.08	0.09	0.09	0.10	0.10	0.106
Emergency Services Subsidies (gazetted)	0.08	0.09	0.10	0.11	0.10	0.110
Sub-Total: Operating Grants	2.06	1.97	2.35	2.87	2.81	3.185
Capital Grants (actual / projected)	0.00	0.04	0.05	0.08	0.01	0.022
INEP (gazetted)	0.00	0.01	0.00	0.03	0.02	0.100
Electricity Demand Side Management (gazetted)	0.00	0.00	0.00	0.00	0.00	-
Neighborhood Development Partnership Grant	0.00	0.01	0.05	0.08	0.08	0.056
Municipal Infrastructure Grant for Cities (gazetted)	0.00	0.43	0.41	0.50	0.50	1.044
Public Transport Infrastructure Grant (gazetted)	0.00	0.01	0.01	0.07	0.03	0.075
Community Care Centres (gazetted)	0.00	0.00	0.00	0.04	0.06	0.030
20 Township Initiative - Libraries (gazetted)	0.00	0.00	0.00	0.00	0.00	-
Sub-Total: Capital Grants	0.00	0.51	0.52	0.79	0.69	1.327
Carbon Credits	0.00	0.00	0.00	0.01	0.01	0.004
Essential Services	0.00	0.01	0.01	0.04	0.04	0.031
Other Sundry Income	0.03	0.05	0.08	0.04	0.04	0.023
Sub-Total: Other Income	0.03	0.07	0.09	0.10	0.10	0.058
TOTAL OPERATING INCOME	10.47	11.57	14.00	18.15	17.54	21.152
Internal Recoveries	0.77	0.89	0.88	1.06	1.06	-
NET OPERATING INCOME	11.24	12.46	14.88	19.20	18.60	21.152
Year on Year Increase		10.8%	19.5%	29.0%	25.0%	10.1%

(EMM Draft Long Term Funding Model, 2011)

The significant increases as from 2008/09 are directly related to the higher than inflation Eskom Bulk Electricity Purchase Cost with resulting Electricity Sales increases. This trend is expected to continue until the end of the 2014/2015 financial year.

The graphs below show the proportion of the income related to electricity sales in relation to the total budget. For more detailed information on the contribution that services make to the non income generating services, refer to the detailed information contained in the section dealing with the funding of the budget.

Figure 12: Income - User Charges for Services

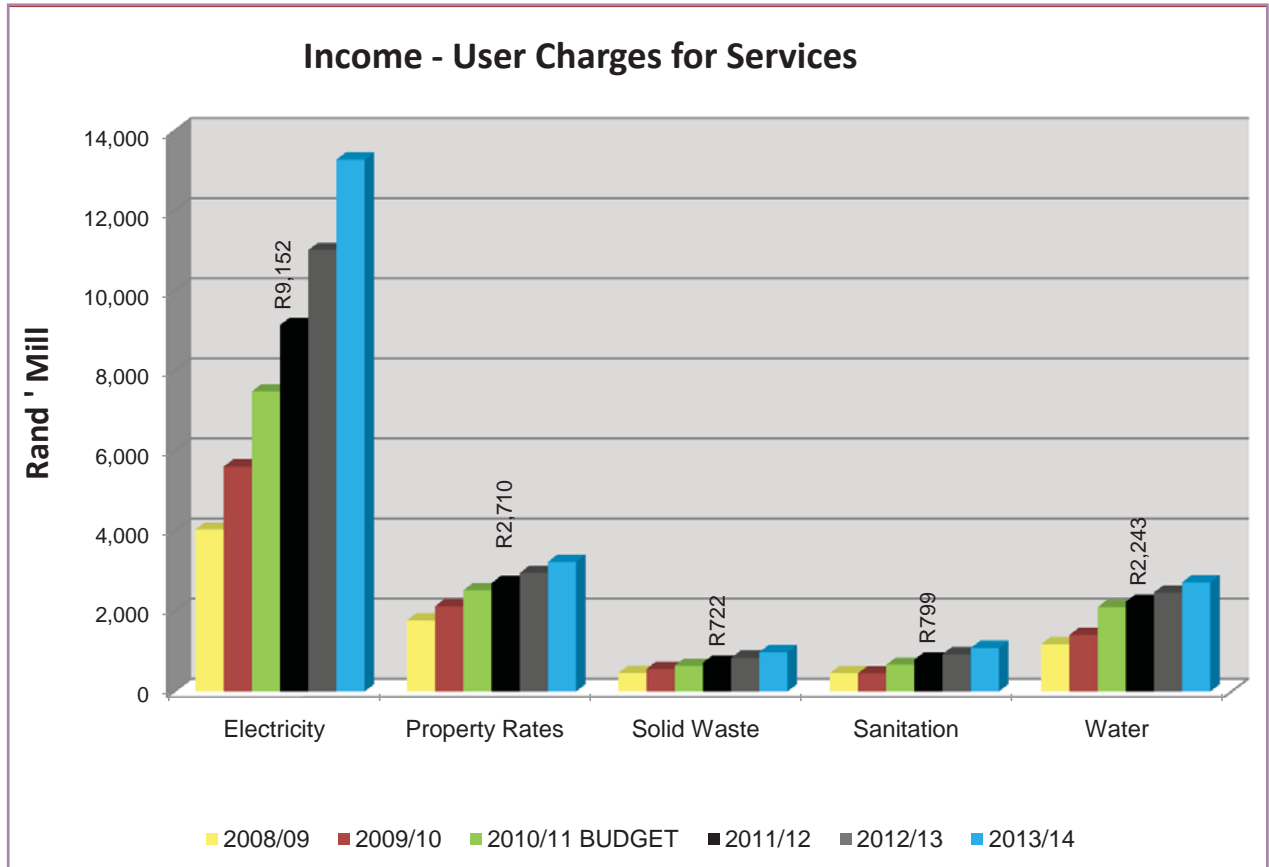
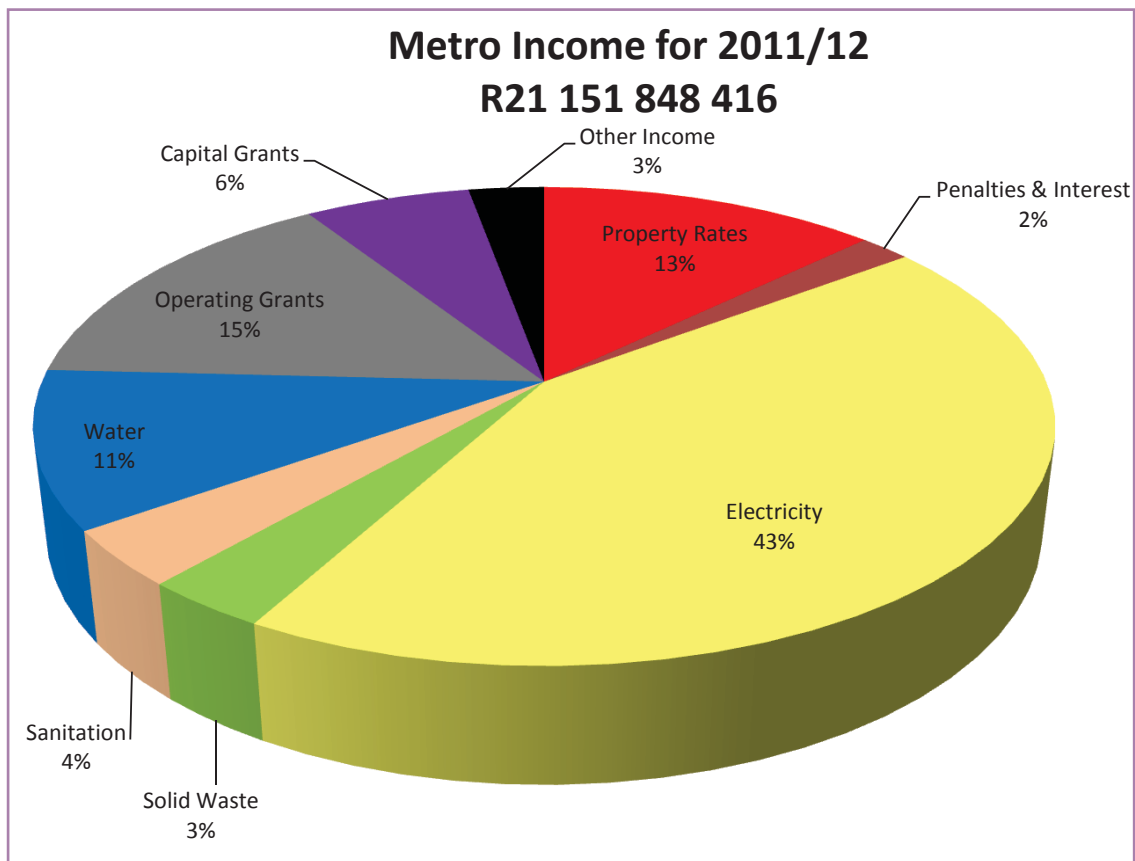


Figure 13: Metro Income for 2011/12



Expenditure Comparison: 2007/08 to 2011/12 Financial Years

Table 26 Expenditure Comparison: 2007/08 to 2011/12 Financial Year

FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F01
Rand Million	2007/2008	2008/2009	2009/2010	BUDGET	FORECAST	2011/2012
EXPENDITURE						
Salaries & Wages	2.19	2.37	2.83	3.48	3.46	3.813
Overtime	0.00	0.35	0.32	0.33	0.33	0.342
Additional Positions	0.00	0.00	0.00	0.03	0.05	0.055
Social Contributions	0.54	0.63	0.74	0.85	0.85	0.925
Salaries Capitalised	0.00	0.00	-0.03	-0.11	-0.11	(0.119)
Salaries to R and M Internal	-0.14	-0.49	-0.55	-0.62	-0.62	(0.682)
Remuneration of Councillors	0.05	0.06	0.06	0.07	0.07	0.079
Sub-Total: Remuneration	2.64	2.92	3.38	4.03	4.03	4.412
Bad Debts - current trends	1.33	1.45	1.42	1.76	1.67	1.834
Bad Debts - additional target	0.00	0.00	0.00	-0.10	0.00	(0.298)
Sub-Total: Bad Debt Provision	1.33	1.45	1.42	1.66	1.67	1.536
Collection Costs	0.06	0.06	0.07	0.11	0.08	0.119
Depreciation - Existing Assets	0.40	1.91	2.08	1.95	1.95	2.042
Depreciation - New Infrastructure Programme	0.00	0.00	0.00	0.00	0.00	0.059
Sub-Total: Depreciation	0.40	1.91	2.08	1.95	1.95	2.101
R & M - External Contractors	0.62	0.90	0.82	0.79	0.90	0.887
R & M - Electricity Maintenance Levy	0.11	0.13	0.15	0.24	0.18	0.291
R & M - Water Maintenance Levy	0.05	0.04	0.04	0.05	0.04	0.057
R & M - Ringfenced Pending Collections	0.00	0.00	0.00	0.10	0.00	0.298
R & M - Internal Maintenance Teams	0.14	0.49	0.55	0.62	0.62	0.682
Sub-Total: Repairs and Maintenance	0.92	1.57	1.56	1.81	1.74	2.215
Interest Expense - External Borrowings	0.18	0.18	0.31	0.44	0.44	0.488
Sub-Total: Interest Expense	0.18	0.18	0.31	0.44	0.44	0.488
Bulk Purchases – Electricity	2.13	2.84	3.76	4.84	4.84	5.977
Bulk Purchases – Water	0.98	1.07	1.13	1.44	1.44	1.573
Bulk Purchases - Sewer purification	0.19	0.21	0.27	0.33	0.33	0.396
Sub-Total: Bulk Purchases	3.30	4.12	5.15	6.61	6.61	7.946
Contracted Services - Existing Contracts	0.49	0.56	0.56	0.66	0.60	0.702
Contracted Services - New Contracts	0.00	0.00	0.00	0.00	0.00	-
Sub-Total: Contracted Services	0.49	0.56	0.56	0.66	0.60	0.702
Grants - Social/Educational/Sports	0.02	0.02	0.01	0.02	0.02	0.017
Grants – Eskom	0.00	0.00	0.00	0.01	0.01	0.007
Grants – Entities	0.03	0.03	0.04	0.05	0.05	0.060
Grants - Add rebates on Ass rates - pens	0.00	0.00	0.00	0.00	0.03	0.030
Grants - Free Basic Services - Indigents	0.00	0.00	0.00	0.06	0.06	0.118
Sub-Total: Grants and Subsidies	0.05	0.05	0.06	0.14	0.17	0.231
General Expenses	0.89	0.81	0.84	1.20	1.06	1.092
Grants Expenditure	0.00	0.00	0.00	0.00	0.00	0.066
Loss on Sale of Assets	0.03	0.01	0.00	0.00	0.00	-
TOTAL OPERATING EXPENDITURE	10.30	13.65	15.44	18.59	18.35	20.909
Internal Transfers:						
Internal Charges	0.00	0.00	0.00	0.00	0.00	-
NET OPERATING EXPENDITURE	11.08	14.53	16.31	19.65	19.41	20.909
Year on Year Increase		31.1%	12.3%	20.5%	19.0%	6.4%

(EMM Draft Long Term Funding Model, 2011)

Figure 14: Metro-Expenditure over Multi-Years

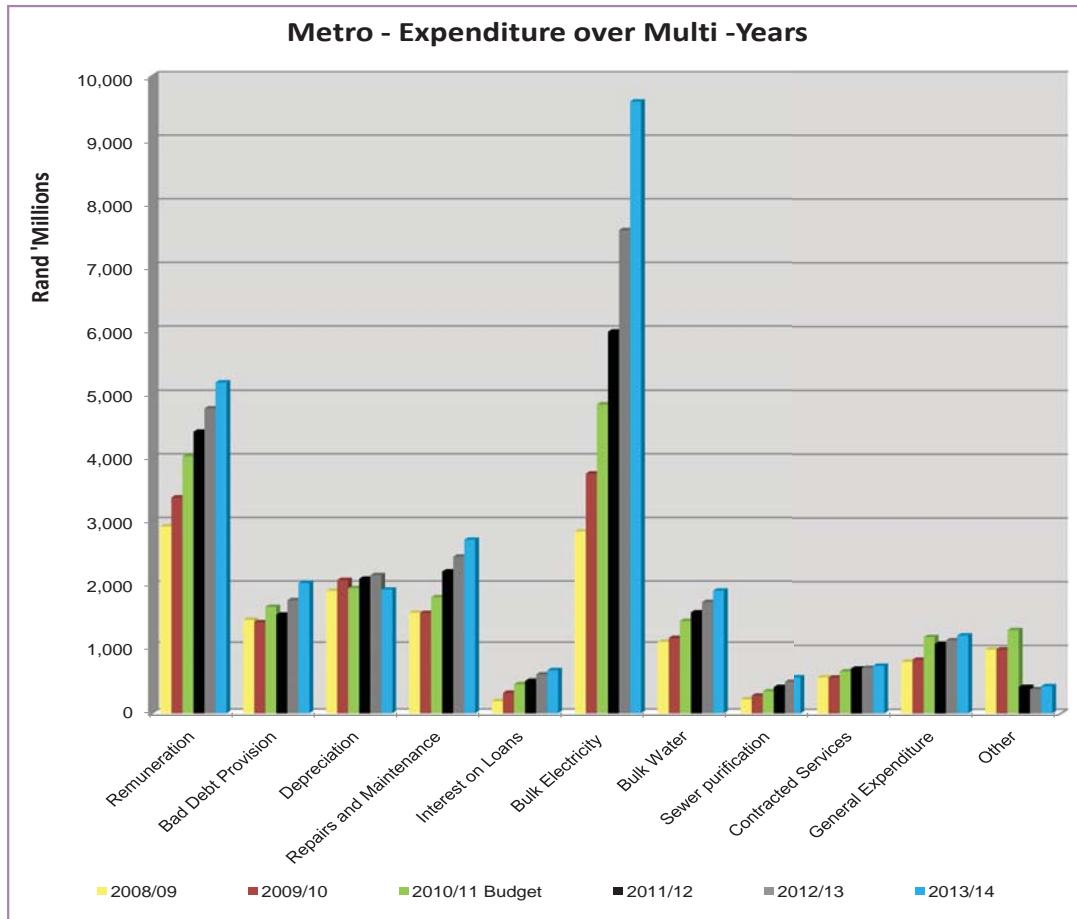
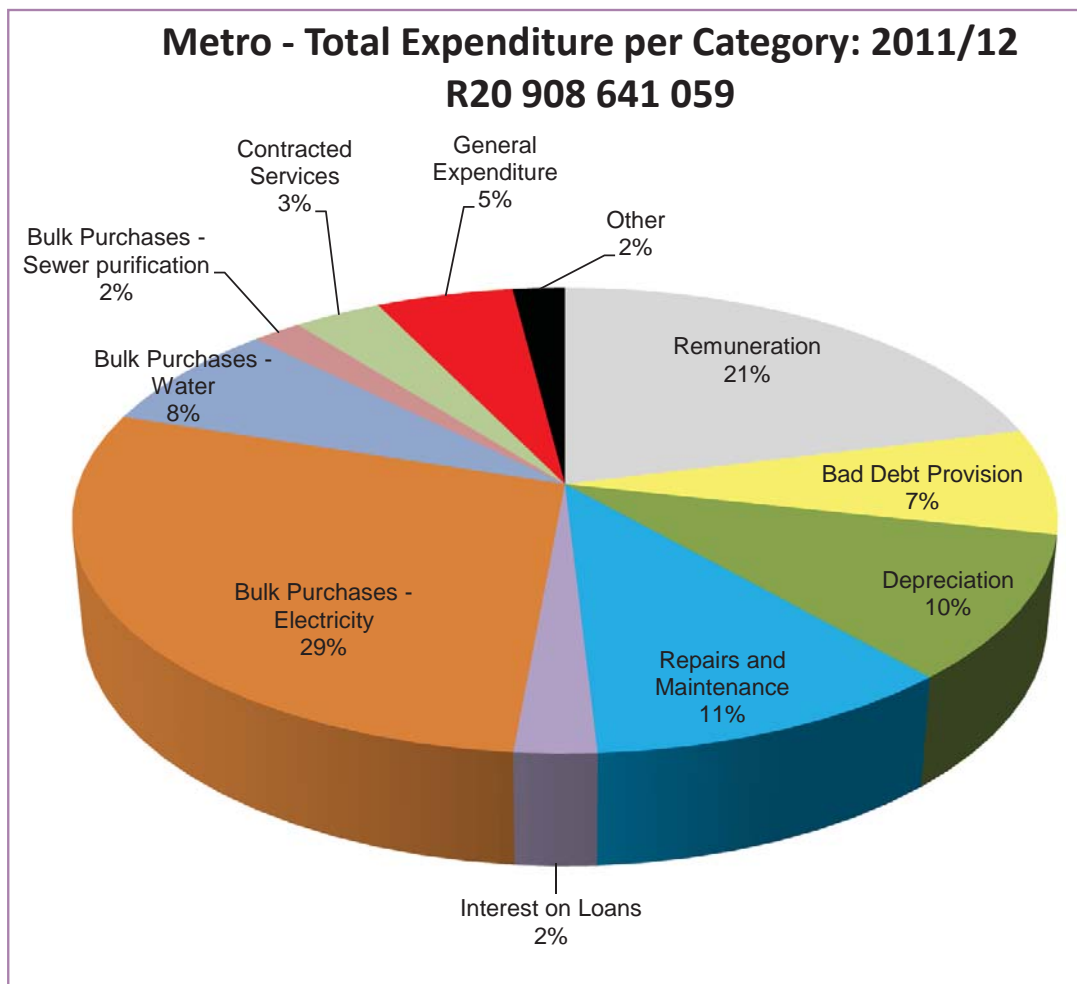


Figure 15: Metro-Total Expenditure per Category



PAST PERFORMANCE

The financial performance of the past year improved vastly from the 2008/09 financial year, partly as a result of increased collections and partly as a result of amendments to the capital financing structure of the Metro.

Key Financial Statistics and Financial Ratio's

Table 27 Key Financial Statics and Financial Ratio's

	2008/09	2009/10
Cash & Investment Balances (R)	1,410,582,500	995,601,754
Growth in Total Revenue (%)	12.01%	21.00%
Growth in Grants (%)	20.12%	16.14%
Growth in Assessment Rates (%)	4.38%	19.88%
Growth in Service Charges (%)	15.34%	30.53%
Growth in Total Expenditure (%)	39.88%	5.35%
Growth in Operating Expenditure (%)	35.31%	10.56%
Growth in Capital Expenditure (%)	71.89%	-23.41%
Surplus (R)	(2,383,008,033)	(1,427,442,947)
Growth in total gross debtors (%)	10.79%	14.18%
Growth in total net debtors (%)	2.68%	10.92%
Growth in net consumer debtors (%)	-0.21%	0.12%
Borrowings to PPE Assets (%)		5.80%
Borrowings to Revenue (%)	17.95%	19.26%

(EMM Annual Report 2009/2010, 2011)

The 2008/09 year was closed with an accounting deficit of R1 427 442 948 for the EMM. This was a planned deficit as part of the municipality's strategy to phase in the full recovering of the increased depreciation cost as a result of the full implementation of GRAP 17 and the resulting revaluation of infrastructure assets as well as land and buildings during the 2008/2009 financial year.

The municipality has an accumulated surplus of R41 895 220 463 and the portion of the depreciation not yet recovered through assessment rates and service charges, is funded from the accumulated surplus.

The accounting process followed was the establishment of an "Internal Reserve" of R10 257 755 840.74 ringfenced in the accumulated surplus to be used for the funding of the depreciation (termed offset depreciation). The phasing in of the full recovery of the depreciation cost has been adopted as follows:

Table 28 Phasing in of the Full Recovery of the Depreciation Cost

	Opening Balance (R)	Offset Depreciation (R)	Closing Balance (R)
2008/2009	10,257,755,840.74	3,082,840,747.60	7,174,915,093
2009/2010	7,174,915,093.14	1,598,133,018.63	5,576,782,075
2010/2011	5,576,782,074.51	1,239,284,905.45	4,337,497,169
2011/2012	4,337,497,169.07	1,084,374,292.27	3,253,122,877
2012/2013	3,253,122,876.80	929,463,679.09	2,323,659,198
2013/2014	2,323,659,197.71	774,553,065.90	1,549,106,132
2014/2015	1,549,106,131.81	619,642,452.72	929,463,679
2015/2016	929,463,679.09	464,731,839.54	464,731,840
2016/2017	464,731,839.54	309,821,226.36	154,910,613
2017/2018	154,910,613.18	154,910,613.18	-

(EMM Annual Report 2009/2010, 2011)

The Metro's cash and cash equivalents held at financial year end were as follows over the last three years:

Table 29 Cash and Cash Equivalents (R)

	2007/08	2008/09	2009/10
Cash and Cash Equivalents (R)	R2,318,386,503	R1,064,929,449	R664,625,412
Liquidity Ratio	1.72	0.95	0.73
Acid Test Ratio	1.66	0.89	0.69

	2007/08	2008/09	2009/10
Number of Days Cash on Hand (Actual Cash)	115	49	23
Cash Adjusted for capital funding only received in July 2010 (R)			R1,479,625,412
Adjusted Liquidity Ratio			0.95
Adjusted Acid Test Ratio			0.91
Adjusted Number of Days Cash on Hand (Actual Cash)			48

(EMM Annual Report 2009/2010, 2011)

The fact that a portion of the long term funding for the capital projects for the 2009/10 financial year was only taken up in July 2010, had a significant impact on the closing cash of the 2009/10 financial year. Had the transaction been finalised by 30 June 2010, the closing cash balance would have been R1,479,625,412 - a 39% increase from June 2009. The liquidity position has increased as a result of three key factors:

- A strategic decision was taken to fund long term infrastructure from long term funding and not cash reserves as in the past
- Debtor's collection levels increased to just below 91% - this is the highest collection level that the Metro has achieved since inception of the Metro in 2000.
- A Revenue Management and Enhancement Project has been embarked upon to increase the Metro's revenue base.

The audited results for the 2009/10 financial year as well as the expected results for the 2010/2011 financial year are presented below:

Table 30 Statement of Financial Performance

	AUDITED RESULTS June 2010	PROJECTED RESULTS June 2011
Statement of Financial Performance		
Property Rates	2,131,999,385	2,510,810,388
Penalties Imposed on Property Rates	71,207,519	75,836,008
Services Charges	8,100,302,359	10,650,888,672
Rental from facilities and equipment	48,719,059	52,616,583
Interest Earned - External Investments	90,343,076	76,236,002
Interest Earned - Outstanding debtors	270,958,631	278,167,770
Fines	97,679,269	123,395,260
Certificates and Permits	27,662,851	25,703,553
Income from Agency Services	156,773,259	149,362,314
Government Grants and Subsidies	2,876,826,077	3,501,948,789
Other Income	92,012,250	96,105,552
Gains on disposal of Assets	34,665,026	-
Total Revenue	13,999,148,761	17,541,070,891
Employee related costs	3,864,225,216	3,957,136,213
Remuneration of councillors	62,513,464	69,740,424
Bad Debt Provision	1,417,262,543	1,667,473,684
Collection Costs	73,529,768	79,160,731
Depreciation	2,080,532,732	1,951,840,280
Repairs and Maintenance	1,376,627	1,744,515,290
Interest Paid	1,004,887,003	438,304,015
Bulk Purchases	307,457,612	6,608,759,554
Contracted Services	5,150,063,183	603,199,656
Grants and Subsidies	563,519,769	166,902,620
General Expenditure	57,093,069	1,064,232,979
Operating Grants Expenditure	842,873,554	-
Impairment Loss	330,955	-
Loss on disposal of PPE	926,212	-
Total Expenditure	15,426,591,709	18,351,265,446
Net Surplus / (Deficit) for the year	(1,427,442,948)	(810,194,555)

(EMM Annual Report 2009/2010, 2011)

Service Delivery Highlights for the previous financial year

Actual delivery of the 2009/2010 financial year compared to the pre-determined measurable performance objections were as follows:

Table 31 Service Delivery Highlights for the Previous Financial Year

Indicator	Unit of Measurement	Target	Actual
Electricity and Energy			
Percentage of downtime for electricity services in kWh lost	% kWh lost (Less than)	0.9	0.9
Number of protective structures/boxes installed	Number of protective structures installed	550	580
No of high mast lights provided	No of high mast lights provided	60	68
Number of new households provided with FBE -Eskom supply area.	Number of new households provided with FBE-Eskom supply area	10,000	5,000
Km of streets provided with street lights	Km of streets provided with street lights	25	29
No of electricity supply connections	Number of stands/households	8,000	8,700
Water and Wastewater			
New Water Connections	No. of new Water Connections	2, 200	2,890
Roads, Transport and Civil Works			
Kilometers of Existing Roads Rehabilitated	No. of kilometers	190km	84.8km
Kilometers of New Roads Constructed.	No. of kilometers	120km	158.12km
Solid Waste			
Backlog service points serviced	Number of service points	8,000	8,172
Identified illegal dumping hot spots eliminated	No of illegal dumping hot spots eliminated	6	133
Prepared waste disposal airspace provided	Volume of airspace in m3	200,000	3,151,025
Methane gas extracted per year	Tonnes of gas extracted	80,000	60,136
Metro Parks			
Designated standards for greening	No of trees planted	10,500	11,492
Designated standards for turf grass management	m2 of area maintained per cycle (measured in millions- 1st quarter- 10m, 2nd -50m,3rd -90m , 4th quarter -100m)	130	267
Multi-purpose Parks Developed	No of multi-purpose parks developed	2	2
Rehabilitation of wetlands	Number of wetlands rehabilitated	4	0
Sport, Recreation, Arts and Culture			
Access to new Library facilities	Number of new library facilities established	1	1
Development of Cultural facilities	Target achieved: Katilehong art Centre and Tsepo Art Centre upgrades completed.	2	2
Sport and Recreational facilities maintained according to norms and standards	Number of facilities maintained	60	202
Access to library study facilities, internet services etc.	Number of libraries with study facilities and access to the internet	31	31
Sport and Recreational facilities upgraded according to norms and standards	Number of facilities completed	3	8
Increased participation by community members	Number of Sports and Recreational participants	4,300	16,541
Number of Arts and Culture capacity building programmes	Number of participants	5,670	5,796
Library media resources increased and developed for the community	Number of new library media provided	11,806	20,677
Number of Heritage Initiatives	Number of heritage initiatives	8	9
Library facilities maintained according to norms and standards	Number of facilities maintained	43	43
Housing			
Community outreach sessions	Number of community outreach sessions per annum	10	14
Stands planned	Land identified for number of stands per annum	20,000	11,325
Serviced stands	Number of serviced stands per annum	7,396	6,485
Health			
Total no of Indigents Registered	Total no of Indigents Registered for the year	7,000	14,672
No. of Clients Accessing Primary Health Care (PHC)	No. of Clients Accessing Primary Health Care (PHC)	4,000,000	4,512,481
Tuberculosis Cure Rate	Percentage (%) of new smear positive patients cured	75.00%	87.90%

Indicator	Unit of Measurement	Target	Actual
Clients tested for HIV	Number of clients tested for HIV	150,000	170,576
Provide care support and protection of children including orphans and vulnerable children	No of People to be Targeted annually	450	16,775
Provide care support and protection of children including orphans and vulnerable children	No. of Programmes implemented on Care, Support and Protection of Children.	9	38
Linkage of Early Childhood Development Programmes with Expanded Public Works Programme	No. of Early Childhood Development Practitioners trained annually	36	560
No. of Clinics Constructed	No. of Clinics Constructed	1	1
Community Safety			
Establish Drive-thru licensing facility at Bedfordview	Construction of one drive through	1	1
Provision for security systems at Alberton, Boksburg and Wadeville Licensing facilities	3 Licensing facilities	3	3
Establish Drive-thru licensing facilities at Daveyton/ Etwatwa and Springs 0910	No of drive thru facilities	2	0
Compliance to nationally defined speed of response per 100 calls responded to	Number of calls responded to within nationally defined speed of response per 100 calls	75	79.51
Intensified prosecution of traffic and by-law offenders	1 911 000 traffic and by-laws offenders prosecuted	1,911,000	525,583
Implement Social Crime Prevention programmes	500 new recruits appointed	500	191
Increase visible police presence through crime prevention operations and police patrols	Establishment of 3 precinct stations	3	2

(EMM Annual Report 2009/2010, 2011)

CONSOLIDATED FINANCIAL POSITION AND MEDIUM TERM REVENUE AND EXPENDITURE STRATEGY

The long term planning is done in a very volatile environment. The economy continues to recover from the recession, inflation and interest rates are currently the lowest in years, yet the cost drivers impacting on the municipal budget reflects a different picture. The service delivery bids offered to the municipality increases by double digits whilst both CPI³ and PPI⁴ are currently single digit numbers. The rationale for the higher prices offered to the municipality can be attributed to a number of factors, of which actual cost inflation is only one. Other factors may be coalition between suppliers, increased profit margins used when responding to government bids, skills shortages in the market resulting in a mismatch between supply and demand which leads to increased prices as a few examples⁵. In the long term financial planning, cost increases were linked to either CPI or PPI to reflect the economic expectation.

Projected Revenue for the period 1 July 2011 to 30 June 2014

Table 32 Projected Revenue for the Period 1 July 2011 to 30 June 2014

FINANCIAL PERIOD	F01		F02		F03	
Rand Million	2011/12	Budget to Budget Increase	2012/13	Budget to Budget Increase	2013/14	Budget to Budget Increase
INCOME						
Property Rates	3.238	6.6%	3.536	9.2%	3.869	9.4%
Less: Income foregone	0.529	3.5%	0.577	9.2%	0.631	9.4%
Sub-total: Net Property Rates	2.710	7.2%	2.959	9.2%	3.237	9.4%
Penalties Imposed on Property Rates	0.108	7.5%	0.115	6.5%	0.123	6.7%
Interest Earned - Outstanding Debtors	0.303	-10.6%	0.348	15.0%	0.400	15.0%
Sub-total: Penalties and Interest on Debtors	0.410	-6.5%	0.463	12.8%	0.523	12.9%
Electricity Sales	9.152	18.0%	11.022	20.4%	13.282	20.5%
Less: Income foregone	0.000	-100.0%	0.000		0.000	
Sub-total: Net Electricity Sales	9.152	22.1%	11.022	20.4%	13.282	20.5%
Solid Waste Income	0.722	12.2%	0.842	16.7%	0.983	16.7%
Less: Income foregone	0.000		0.000		0.000	

³ Consumer Price Index – (A **consumer price index (CPI)** measures changes through time in the price level of consumer goods and services purchased by households.)

⁴ Producer Price Index – (A **Producer Price Index (PPI)** measures average changes in prices received by domestic producers for their output.)

⁵ Not proven through research, merely possibilities mentioned

FINANCIAL PERIOD	F01		F02		F03	
Rand Million	2011/12	Budget to Budget Increase	2012/13	Budget to Budget Increase	2013/14	Budget to Budget Increase
Sub-total: Solid Waste Sales	0.722	12.2%	0.842	16.7%	0.983	16.7%
Sanitation Income	0.998	19.0%	1.165	16.7%	1.359	16.7%
Less: Income foregone	0.199	14.9%	0.232	16.7%	0.271	16.7%
Sub-total: Net Sanitation Sales	0.799	20.1%	0.932	16.7%	1.088	16.7%
Water Sales	2.500	7.1%	2.755	10.2%	3.041	10.4%
Less: Income foregone	0.257	12.8%	0.283	10.2%	0.312	10.4%
Sub-total: Net Water Sales	2.243	6.5%	2.472	10.2%	2.729	10.4%
Market Income	0.018	6.3%	0.019	6.5%	0.020	6.7%
Minor Income	0.040	4.8%	0.043	6.5%	0.046	6.7%
Total: User Charges for Services	12.973	18.3%	15.330	18.2%	18.147	18.4%
Rent of Facilities and Equipment - GRAP 13 Lease register	0.016		0.018		0.019	
Rent of Facilities and Equipment - Other	0.041	-2.1%	0.044	7.7%	0.048	8.4%
Sub-total: Rent of Facilities and Equipment	0.057	36.2%	0.062	8.2%	0.067	8.5%
Interest Earned - Current External Investments	0.046	-18.5%	0.068	47.1%	0.128	89.1%
Interest Earned - Bank Balances / (Interest on overdraft)	0.013		0.014		0.016	
Interest Earned - New External Investments	0.011		0.028		0.047	
Sub-Total: Interest Earned	0.070	24.2%	0.110	57.5%	0.191	73.7%
Traffic Fines	0.050	-50.0%	0.056	11.5%	0.062	11.7%
Final Notice Fees	0.045	-29.7%	0.048	6.5%	0.051	6.7%
Disconnection Fees	0.048	133.6%	0.051	6.5%	0.055	6.7%
Other Fines	0.002	394.6%	0.002	6.5%	0.002	6.7%
Sub-Total: Fines	0.145	-21.6%	0.157	8.2%	0.170	8.5%
Licenses & Permits	0.026	0.4%	0.027	6.5%	0.029	6.7%
Income from Agency Services	0.190	27.5%	0.203	6.5%	0.216	6.7%
Operating Grants & Subsidies (actual / projected)	0.033	-49.1%	0.033	-1.2%	0.034	4.3%
Equitable Share (gazetted)	1.644	11.7%	1.828	11.2%	1.949	6.6%
Fuel Levy (gazetted)	1.240	11.1%	1.350	8.8%	1.350	0.0%
Finance Management Grant (gazetted)	0.051	500.2%	0.001	-97.6%	0.001	0.0%
Health Subsidies (gazetted)	0.106	4.5%	0.111	4.5%	0.116	4.8%
Emergency Services Subsidies (gazetted)	0.110	4.3%	0.119	8.1%	0.119	0.0%
Sub-Total: Operating Grants	3.185	11.0%	3.442	8.1%	3.570	3.7%
Capital Grants (actual / projected)	0.022	-72.4%	0.027		0.027	
INEP (gazetted)	0.100	300.0%	0.030	-70.0%	0.054	78.9%
Electricity Demand Side Management (gazetted)	0.000		0.000		0.000	
Neighborhood Development Partnership Grant (gazetted)	0.056	-30.0%	0.015	-73.4%	0.010	-33.3%
Municipal Infrastructure Grant for Cities (gazetted)	1.044	108.9%	1.298	24.3%	1.452	11.9%
Public Transport Infrastructure Grant (gazetted)	0.075	14.5%	0.020	-73.3%	0.020	0.0%
Community Care Centres (gazetted)	0.030	-31.2%	0.046	53.7%	0.046	0.0%
20 Township Initiative - Libraries (gazetted)	0.000		0.000		0.000	
Sub-Total: Capital Grants	1.327	67.5%	1.435	8.1%	1.609	12.1%
Carbon Credits	0.004		0.004		0.005	
Essential Services	0.031	-28.8%	0.032	1.7%	0.032	1.7%
Other Sundry Income	0.023	-39.4%	0.025	6.5%	0.026	6.7%
Sub-Total: Other Income	0.058	-39.4%	0.061	3.9%	0.063	4.1%
TOTAL OPERATING INCOME	21.152	16.6%	24.249	14.6%	27.823	14.7%

(EMM Draft Long Term Funding Model, 2011)

Projected Expenditure for the period 1 July 2011 to 30 June 2014

Table 33 Projected Expenditure for the Period 1 July 2011 to 30 June 2014

FINANCIAL PERIOD	F01		F02		F03	
Rand Million	2011/12	Budget to Budget Increase	2012/13	Budget to Budget Increase	2013/14	Budget to Budget Increase
EXPENDITURE						
Employee Related Costs - Salaries & Wages	3.813	9.5%	4.156	9.0%	4.538	9.2%
Employee Related Costs - Overtime	0.342	5.3%	0.366	7.0%	0.393	7.2%
Employee Related Costs - Additional Positions	0.055	90.0%	0.055	0.0%	0.055	0.0%
Employee Related Costs - Social Contributions	0.925	8.4%	0.989	7.0%	1.061	7.2%
Employee Related Costs - Salaries Capitalised	-0.119	8.7%	-0.127	7.0%	-0.136	7.2%
Employee Related Costs - Salaries to R and M Internal	-0.682		-0.744		-0.812	9.2%
Remuneration of Councillors	0.079	12.7%	0.084	7.0%	0.090	7.2%
Sub-Total: Remuneration	4.412	9.6%	4.780	8.3%	5.188	8.5%
Bad Debts (Provision for Bad Debts) - current trends	1.834	4.4%	2.109	15.0%	2.440	15.7%
Bad Debts (Provision for Bad Debts) - additional target	-0.298	202.3%	-0.346	16.2%	-0.405	17.0%
Sub-Total: Bad Debt Provision	1.536	-7.3%	1.763	14.8%	2.035	15.4%
Collection Costs	0.119	10.7%	0.126	6.5%	0.135	6.7%
Depreciation - Existing Assets	2.042	4.6%	2.099	2.8%	1.873	-10.8%
Depreciation - New Infrastructure Programme	0.059		0.057		0.058	0.9%
Sub-Total: Depreciation	2.101	7.6%	2.157	2.6%	1.931	-10.5%
Repairs and Maintenance - External Contractors	0.887	12.2%	0.944	6.5%	1.005	6.5%
Repairs and Maintenance - Electricity Maintenance Levy	0.291	21.1%	0.351	20.4%	0.423	20.5%
Repairs and Maintenance - Water Maintenance Levy	0.057	6.5%	0.063	10.2%	0.070	10.4%
Repairs and Maintenance - Ringfenced Pending Collections	0.298	202.3%	0.346	16.2%	0.405	17.0%
Repairs and Maintenance - Internal Maintenance Teams	0.682	9.2%	0.744	9.0%	0.812	9.2%
Sub-Total: Repairs and Maintenance	2.215	22.5%	2.448	10.5%	2.715	10.9%
Interest Expense - Current External Borrowings	0.488	11.4%	0.576	18.0%	0.641	11.2%
Interest Expense - New External Borrowings	0.000		0.000		0.000	
Sub-Total: Interest Expense	0.488	11.4%	0.576	18.0%	0.641	11.2%
Bulk Purchases - Electricity	5.977	23.4%	7.574	26.7%	9.597	26.7%
Bulk Purchases - Water	1.573	9.5%	1.733	10.2%	1.914	10.4%
Bulk Purchases - Sewer purification	0.396	19.5%	0.474	19.7%	0.567	19.7%
Sub-Total: Bulk Purchases	7.946	20.2%	9.780	23.1%	12.077	23.5%
Contracted Services - Existing Contracts	0.702	6.6%	0.712	1.5%	0.748	5.0%
Contracted Services - New Contracts	0.000		0.000		0.000	
Sub-Total: Contracted Services	0.702	6.6%	0.712	1.5%	0.748	5.0%
Grants & Subsidies Paid - Social/Educational/Sports	0.017	-10.0%	0.018	6.5%	0.019	6.7%
Grants & Subsidies Paid - Eskom	0.007	0.0%	0.007	0.0%	0.007	0.0%
Grants & Subsidies Paid - Entities	0.060	11.1%	0.076	26.7%	0.096	26.7%
Grants & Subsidies Paid - Add rebates on Ass rates – pens	0.030		0.032	6.5%	0.034	6.7%
Grants & Subsidies Paid - Free Basic Services – Indigents	0.118	95.2%	0.105	-11.1%	0.121	15.5%
Sub-Total: Grants and Subsidies	0.231	65.3%	0.237	2.6%	0.277	16.8%
General Expenses	1.092	-8.8%	1.146	5.0%	1.223	6.7%
Grants Expenditure	0.066		0.015		0.016	
TOTAL OPERATING EXPENDITURE	20.909	12.5%	23.741	13.5%	26.985	13.7%
Internal Charges	0.000		0.000		0.000	
NET OPERATING EXPENDITURE	20.909	6.4%	23.741	13.5%	26.985	13.7%

(EMM Draft Long Term Funding Model, 2011)

Projected Capital Expenditure for the period 1 July 2011 to 30 June 2014

The capital budget as presented here is based on the Multi Year Approved Budget as amended for the 2011/2012 budget cycle. For purposes of long term forecasting, the following assumptions were used:

1. Government Grants for the 2011/12 and 2012/13 budgets are as per the 2011 Division of Revenue Bill (DORA).
2. No additional internal revenue (other than the amounts as approved for the 2011/12 and 2012/13 financial years in the MTEF) was projected for capital projects. The main reason for not projecting any internal revenue in the capital budget is to enable a full financial analysis on the impact of the operating budget and other financial transactions to isolate the amounts potentially available for utilisation in the capital budgets of future years, either through the use of the gearing principle, or through utilisation of direct operating revenue.

The capital budget per funding source for the medium term is indicated as follows:

Table 34 Capital Budget per Funding Source for the Period 1 July 2011 to 30 June 2014

Rand Million	F01		F02		F03	
	2011/12	Budget to Budget Increase	2012/13	Budget to Budget Increase	2013/14	Budget to Budget Increase
Developers Contributions	21.50	20.48%	26.50	23.26%	26.50	0.00%
INEP	100.00	300.00%	30.00	-70.00%	53.67	78.90%
MIG / USDG	1,044.25	114.32%	1,296.99	24.20%	1,452.22	11.97%
Municipal Bond	867.93	-20.76%	734.24	-15.40%	622.91	-15.16%
Other Grants	0.00		0.00		0.00	
Other National Grants	122.58	-16.37%	35.00	-71.45%	30.00	-14.29%
Other Provincial Grants	29.35	-43.90%	46.00	56.73%	7.00	-84.78%
PHB	0.00	-100.00%	0.00		0.00	
Revenue	189.17	-47.97%	131.13	-30.68%	128.34	-2.12%
TOTAL CAPITAL EXPENDITURE	2,374.79	6.44%	2,299.86	-3.16%	2,320.65	0.90%

(EMM Draft Long Term Funding Model, 2011)

Projected Cash Balances for the period 1 July 2011 to 30 June 2014

The results of the abovementioned operating and capital budget transactions have been processed in projected financial statements, including statements of financial performance, statements of financial position and cash flow statements. The cash balances for the medium term are projected as being:

Table 35 Projected Cash Balances for the Period 1 July 2011 to 30 June 2014

Rand Million	2011/12	2012/13	2013/14
Cash Income Items	21,151.85	24,249.02	27,822.64
Less Non Payment	(1,536.31)	(1,763.14)	(2,034.65)
Cash Expenditure Items	(17,271.22)	(19,821.04)	(23,019.61)
Debtors Movements in addition to Bad Debt Provision	(16.78)	11.32	9.49
Other Balance Sheet Movements (operations)	295.70	307.64	337.98
Net Cash from Operations	2,623.25	2,983.80	3,115.86
Less Capital Expenditure	(2,374.79)	(2,299.86)	(2,320.65)
Plus External Loans	800.00	800.00	785.00
Less Redemption Payments	(175.35)	(182.36)	(576.11)
Plus Investments Maturing	-	-	79.66
Other Balance Sheet Movements (investment/funding)	(374.53)	(475.25)	(84.61)
Cash Movement for the Year	498.58	826.33	999.15
Closing Cash	1,620.08	2,446.41	3,445.56

(EMM Draft Long Term Funding Model, 2011)

Cash is measured according to three ratio's being:

- Number of days based on total cash and investments;
- Number of days based on operating cash; and
- Number of days based on un-encumbered cash.

The aim is to have the un-encumbered cash at least 0 days, but ideally all reserves must be cash backed as per the cash management policy:

- Leave provision – 50% funded;
- Other short term provisions – 100% funded;
- Consumer deposits – 50% funded;
- Post retirement benefit provision – 0% funded (annually provided for as part of operating budget); and
- Other long term provisions – 100% funded.

The cash levels of the Metro are not at the desired levels and will in all probability not reach the desired levels within the MTEF period (from operations – other extra-ordinary items may contribute to increased cash levels). It will take a number of years to build up the reserves to comply with this revised policy.

Operating cash of at least 10 - 15 days should be maintained in addition to the funding of the reserves.

The target for total cash is retained at 45 days for the period in which the required reserves are being accumulated. Once the reserves have been increased to the desired levels, the total cash target will be removed and an increased operating cash target will be set.

Methods of increasing available cash include the following possibilities:

1. Budgeting for a surplus – this will ensure that cash is generated without being expended during the same period;
2. Collection of outstanding debtors in excess of collection levels budgeted for – this is the ideal method to increase cash. Should the selling of the debtors book materialise during the MTEF, this will have a positive impact on the cash position of council. No additional expenditure allocations have been made based on the potential proceeds from the sale of the debtors book; and
3. Increased collections resulting from the interest waiver scheme – if the interest waiver scheme results in increased collections, all amounts collected in excess of 93% will result in a net increase in the available cash as the budget does not include any projections on increased collections (in excess of 93%) resulting from the interest waiver scheme.

Projected Financial Ratios for the period 1 July 2011 to 30 June 2014

Projected financial ratios (based on assumptions as highlighted in the long term funding model) are as follows:

Table 36 Projected Financial Ratios for the Period 1 July 2011 to 30 June 2014

		F00	F01	F02	F03
FINANCIAL PERIOD	TARGET	FORECAST	2011/12	2012/13	2013/14
Liquidity Ratios					
Current Ratio	1.2	0.83	0.93	1.06	1.28
Acid Test Ratio	1	0.79	0.89	1.03	1.24
Number of Days Cash on Hand (Total cash)	45	33	47	64	72
Number of Days Cash on Hand (Operating cash)	0	22	29	39	50
Number of Days Cash on Hand (Excl Encumbrances)		-6	3	15	28
Interest Cover	4	2.50	3.23	4	5
Debt Ratios					
Borrowings to Assets	50.0%	7.8%	8.9%	9.8%	10.0%
Capital Charges to Operating Expenditure	8.0%	2.4%	2.4%	2.4%	2.4%
Capital Charges to Operating Revenue exc grants	3.1%	3.0%	3.0%	2.9%	3.1%
Borrowings to Equity (Net Assets)	15.0%	3.1%	3.0%	3.0%	2.9%
Borrowings to Revenue	50.0%	9.5%	11.0%	12.4%	12.6%

		F00	F01	F02	F03
FINANCIAL PERIOD	TARGET	FORECAST	2011/12	2012/13	2013/14
Profitability Ratios					
Gross Profit⁶ Margins					
Electricity	35.0%	35.4%	34.5%	31.1%	27.5%
Water	10.0%	10.8%	10.7%	8.2%	5.6%
Sanitation	50.0%	50.2%	48.0%	46.7%	45.3%
Net Profit Margins⁷ including Eq Share					
Electricity		11.5%	11.5%	8.7%	5.9%
Water and Sanitation		-2.0%	17.1%	16.6%	16.1%
Waste Management		-20.9%	21.5%	28.9%	34.3%
Net Profit Margins⁸ excluding Eq Share					
Electricity	5%	10.5%	6.3%	4.0%	1.6%
Water and Sanitation	5%	-2.0%	-8.0%	-8.3%	-8.2%
Waste Management	0%	-20.9%	-31.2%	-21.2%	-12.6%
Other Ratios					
Salaries as a % of Expenditure	30%	21.56%	20.80%	19.79%	18.76%
Salaries as a % of Expenditure (excl Bulk Purchases)		33.70%	33.75%	33.83%	33.99%
External Loan Covenants - ABSA R800m loan					
Capital charges ratio / Finance Cost	Not > 8%	2.39%	2.35%	2.44%	2.37%
% of Total Interest Bearing borrowings to total funds, reserves and accumulated surplus	< 50%	9.47%	10.98%	12.35%	12.65%
Net cash from operating activities expressed as a % of total interest bearing borrowings	>40%	29.34%	53.97%	55.28%	58.85%

(EMM Draft Long Term Funding Model, 2011)

The financial ratios is a reflection of the financial results as described above. The challenging areas in the MTEF period relates mainly to liquidity. Whilst the debt ratios indicate sufficient capacity for additional borrowings, the liquidity position limits the additional borrowings to a maximum of the current approved R4b DMTN.

Once the liquidity position has been improved to at least 45 days cash, most other financial ratios will move into the targeted areas. The improvement of the liquidity position (mainly through improved collections) must therefore be the highest priority in the MTEF period.

MUNICIPALITY'S PRIORITIES AND LINKAGES TO THE IDP

A "scorecard" is defined in the 'key focus area outcomes and milestones' section of the EGDS which provides the focus for the City.

The community has identified the following as priority service delivery areas through the IDP process:

- Roads and Storm water;
- Housing;
- Street lights / High mast lights;
- Park Development;
- Sport & Recreation;
- Construction of new Clinics & Extension of Clinics;
- Construction of libraries;
- Construction of MPC & Skill Development Centers;
- Traffic calming measures; and
- Sanitation- water & sewer.

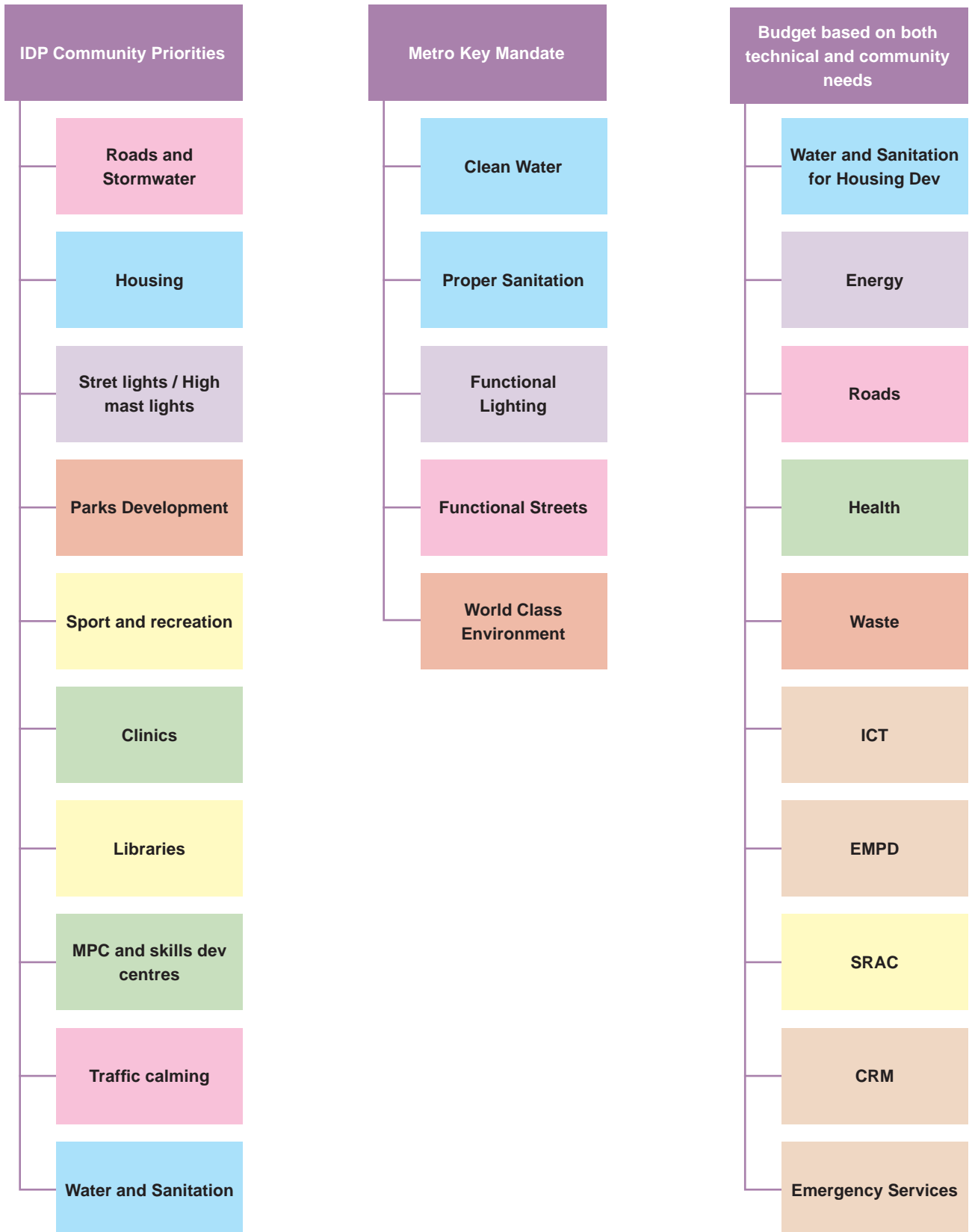
⁶ Gross Profit Margin (**Gross margin, gross profit margin or gross profit rate** is the difference between the sales and the purchase costs. It expresses the relationship between gross profit and sales revenue.)

⁷ Net Profit Margin (**Profit margin, net margin, net profit margin or net profit ratio** all refer to a measure of profitability. It is calculated by finding the net profit as a percentage of the revenue.) This calculation **INCLUDES** the equitable share in the calculation of the net profit.

⁸ Net Profit Margin (**Profit margin, net margin, net profit margin or net profit ratio** all refer to a measure of profitability. It is calculated by finding the net profit as a percentage of the revenue.) This calculation **EXCLUDES** the equitable share in the calculation of the net profit.

The illustration below shows the following information from highest to lowest:

- Priorities as identified by the community as indicated above;
- Metro key mandate; and
- Budget allocations per functions as listed from greatest to smallest allocations.



KEY AMENDMENTS TO THE IDP

The review of the Integrated Development Plan (IDP) in terms of the Municipal Systems Act was guided and informed by the following principles:

- It must support and work towards achieving the Vision, Mission and Values;
- Working towards the achievement of the EMM GDS 2025 Outcomes and Milestones (Strategic Objectives);
- Focus on service delivery in terms of the eradication of backlogs and the maintenance of infrastructure;
- Address community priorities; and
- Provincial plans and programmes applicable to the specific department. Budget allocations by the respective provincial sector departments to these projects should also be reflected as far as possible.

All departmental plans must inform departmental budgets and SDBIP.

Departments were requested to ensure that the numbers of the various wards, in which projects identified in the budget will be implemented, are correct as this has been an ongoing problem over the last couple of years. Due to changes in ward demarcations as well as new areas being incorporated into Ekurhuleni, this will be closely monitored to ensure that ward numbers are correct.

There are also different categories of wards in terms of level of development. The categorising of wards is as follows:

- Underdeveloped Wards;
- Developed, Residential;
- Developed, Industrial/Commercial/CBD;
- Mixed Wards; and
- Multi-Wards.

Mixed wards are wards where there are combinations of underdeveloped areas, residential, commercial or CBD areas.

ALIGNMENT WITH AND ACHIEVEMENT OF NATIONAL AND PROVINCIAL POLICIES

During the past ten years we have made excellent progress in enabling the people of this region to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in the providing of healthcare, building houses and providing water, electricity and sanitation. The bucket system has been eradicated. We have laid a solid foundation and are on course to continue improving the lives of our communities.

As we celebrate the change in our communities, we are also aware of the many challenges we still face. The unemployment rate has come down from approximately 40% in 2001 to just over 27% in 2009 (Expanded definition). Our fight against poverty and underdevelopment will be further intensified to work towards halving unemployment. Our responsibility as a sphere of government is to ensure that the quality of life of all that live and work in Ekurhuleni is improved. We will continue to engage in both progressive and

meaningful discussions with our communities to shape a clear path from which governance and development will draw guidance and direction.

We have a responsibility to contribute to the process of transforming the lives of our people from the conditions of abject poverty and underdevelopment. In our fight against poverty, racism and underdevelopment, we are committed to ensuring that equitable service delivery becomes the norm in Ekurhuleni. For this reason EMM also focus their plans on the following National and Provincial priorities:

- Rural Development;
- Health;
- Job Creation;
- Education;
- Sustainable Communities;
- Building Good Governance and the Capacity of the State; and
- Fighting Crime and Corruption.

During the Cabinet Lekgotla held from 20 to 22 January 2010 cabinet adopted the following 12 Outcomes which are the politically determined priorities of government as derived from the election manifesto of the ruling party and the Medium Term Strategic Framework (MTSF). These outcomes also guide the plans and programmes EMM are implementing.

Table 37 National Outcomes

OUTCOMES

1	Improved quality of basic education.
2	A long and healthy life for all South Africans
3	All people in South Africa are and feel safe.
4	Decent employment through inclusive economic growth.
5	A skilled and capable workforce to support an inclusive growth path
6	An efficient, competitive and responsive economic infrastructure network.
7	Vibrant, equitable and sustainable rural communities with food security for all.
8	Sustainable human settlements and improved quality of household life.
9	A responsive, accountable, effective and efficient local government system.
10	Environmental assets and natural resources that are well protected and continually enhanced.
11	Create a better South Africa and contribute to a better and safer Africa and World.
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

During the past ten years EMM implemented projects and programmes through its IDP and the achievement of inter alia the following:

- Our communities have access to clean water and decent sanitation;
- There is universal provision of free basic services;

- It constructed hundreds of new roads to improve access for our communities
- Improve the way government provide housing to ensure better quality houses closer to economic opportunities and combat corruption in the administration of waiting lists;
- Creation of safety and security for communities, including plans to deal with disaster and emergencies;
- Utilization of sports, recreation, arts and culture for social and physical renewal and building of single identity of Ekurhuleni community;
- Environmental management, including dealing with conditions of dolomite prevalent in the city; and
- Improved the general health in our communities.

KEY DEMOGRAPHIC, ECONOMIC AND OTHER ASSUMPTIONS

Demographic and economic indicators

Table 38 Demographic and Economic Indicators

Key Statistics (2009 estimates)	Ekurhuleni	Gauteng	National
Geographic size of the region (sq km)	1,928	16,579	1,221,246
Population	2,819, 823	10,030,161	48,547,167
Population density (number of people per sq km)	1,424,86	604,99	39.15
Economically active population (as % of total population)	48,4%	50,9%	33,9%
Number of households	896,117	3,245,182	13,450,567
Annual per household income (Rand, current prices)	152,485	172,365	125,594
Annual per capita income (Rand, current prices)	49,743	55,767	34,797
Gini coefficient	0.63	0.63	0.65
Formal sector employment estimates	759,323	3,361,061	9,392,253
Informal sector employment estimates	93,485	458,182	2,162,574
Unemployment rate (expanded definition)	27,3%	22%	23,8%
Percentage of people in poverty	27,3%	25,5%	41,3%
Poverty gap (R millions)	1,481	5,242	47,285
Human development index (HDI)	0.64	0.65	0.56
Index of Buying Power (IBP)	0.08	0.33	1
Total economic output in 2009 (R millions at current prices)	103,716,144	505,441,171	1,352,951,208
Share of economic output (GVA % of SA in current prices)	7,70%	37,40%	100,0%
Total economic output in 2009 (R millions at constant 2005 prices)	76,964,732	377,976,707	1,009,577,882
Share of economic output (GVA % of SA in constant 2005 prices)	7.6%	37.4%	100.0%
Economic growth performance 1996-2009 (GVA % growth pa constant 2005 prices)	3.2%	2.8%	3.7%

(Specialized Development Solutions (SDS) Calculations Version 0107, 2009)

Other Assumptions

Table 39 Other Economic Indicators

FINANCIAL PERIOD	F01	F02	F03
ECONOMIC INDICATORS	2011/12	2012/13	2013/14
Assumed PPI	6.20%	6.50%	6.70%
Assumed CPI	4.70%	5.00%	5.20%
Assumed Prime Interest Rate	7.70%	8.00%	8.20%
Assumed Investment Rate	4.70%	5.00%	5.20%
OTHER INCOME INCREASES	2011/12	2012/13	2013/14
Penalties Imposed on Property Rates	7.46%	6.50%	6.70%
Interest Earned - Outstanding Debtors	-10.64%	15.00%	15.00%
Market Income	6.30%	6.50%	6.70%
Minor Income	4.84%	6.50%	6.70%
Rent of Facilities and Equipment - GRAP 13 Lease register	9.38%	8.57%	6.70%

FINANCIAL PERIOD	F01	F02	F03
Rent of Facilities and Equipment - Other	-2.06%	8.16%	8.47%
Interest Earned - Bank Balances	Calculated	Calculated	Calculated
Interest Earned - Current External Investments	Inv Portfolio	Inv Portfolio	Inv Portfolio
Interest Earned - New External Investments	Calculated	Calculated	Calculated
Traffic Fines	-50.00%	11.50%	11.70%
Final Notice Fees	-29.65%	6.50%	6.70%
Disconnection Fees	133.58%	6.50%	6.70%
Other Fines	394.61%	6.50%	6.70%
Licenses & Permits	0.40%	6.50%	6.70%
Income from Agency Services	27.52%	6.50%	6.70%
Operating Grants & Subsidies	DORA	DORA	6.70%
Capital Grants	DORA	DORA	6.70%
Carbon Credits	-71.83%	6.50%	6.70%
Essential Services	-28.77%	1.70%	1.70%
Other Sundry Income	-39.44%	6.50%	6.70%
Revenue Management and Enhancement Projects	Project Plans	Project Plans	Project Plans
New Income Sources	Project Plans	Project Plans	Project Plans
BULK EXPENDITURE INCREASES	2011/12	2012/13	2013/14
Bulk Purchases - Electricity	26.71%	26.71%	26.71%
Bulk Purchases - Water	12.90%	10.20%	10.40%
Bulk Purchases - Sewer purification	19.53%	19.70%	19.70%
EMPLOYEE RELATED COST INCREASES	2011/12	2012/13	2013/14
Employee Related Costs - Salaries & Wages	9.46%	9.00%	9.20%
Employee Related Costs - Overtime	5.28%	7.00%	7.20%
Employee Related Costs - Additional Positions	90.01%	0.00%	0.00%
Employee Related Costs - Social Contributions	8.41%	7.00%	7.20%
Employee Related Costs - Salaries Capitalised	8.69%	7.00%	7.20%
Employee Related Costs - Salaries to R and M Internal	9.18%	9.00%	9.20%
Remuneration of Councillors	12.66%	7.00%	7.20%
OTHER EXPENDITURE INCREASES	2011/12	2012/13	2013/14
Bad Debts (Provision for Bad Debts) - current trends	91.00%	91.00%	91.00%
Bad Debts (Provision for Bad Debts) - additional target	2.00%	2.00%	2.00%
Collection Costs	8.00%	6.50%	6.70%
Depreciation - Existing Assets	FAR	FAR	FAR
Depreciation - New Infrastructure Programme	Capex	Capex	Capex
Repairs and Maintenance - External Contractors	12.25%	6.48%	6.47%
Repairs and Maintenance - Electricity Maintenance Levy	Calculated	Calculated	Calculated
Repairs and Maintenance - Water Maintenance Levy	Calculated	Calculated	Calculated
Repairs and Maintenance - Ringfenced Pending Collections	2.00%	2.00%	2.00%
Repairs and Maintenance - Internal Maintenance Teams	9.18%	9.00%	9.20%
Interest Expense - Current External Borrowings	Loans Register	Loans Register	Loans Register
Interest Expense - New External Borrowings	None	None	None
Contracted Services - Existing Contracts	6.62%	1.50%	5.00%
Contracted Services - New Contracts	None	None	None
Grants & Subsidies Paid - Social/Educational/Sports	-9.96%	6.50%	6.70%
Grants & Subsidies Paid - Eskom	11.11%	26.71%	26.71%
Grants & Subsidies Paid - Entities	0.00%	0.00%	0.00%
Grants & Subsidies Paid - Add rebates on Ass rates - pens		6.50%	6.70%
Grants & Subsidies Paid - Free Basic Services - Indigents	Calculated	Calculated	Calculated
General Expenses	-8.79%	5.00%	6.70%
Expenditure Incurred on Operating Grants	DORA	DORA	DORA
Contribution to Capital Budget			
Total Transfers from Cash-Backed Reserves	1,084,374,292	929,463,679	774,553,066

FINANCIAL PERIOD	F01	F02	F03
ADDITIONAL INFORMATION AND ASSUMPTIONS			
REVENUE	2011/12	2012/13	2013/14
Ratio of Services Income			
Assessment Rates	17.34%	16.44%	15.37%
Electricity	58.57%	60.85%	62.67%
Water	14.36%	13.10%	12.36%
Sanitation	5.11%	5.05%	5.04%
Solid Waste	4.62%	4.56%	4.55%
Total	100.00%	100.00%	100.00%
Additional Income Generated per 1% Increase			
Assessment Rates	27,098,934	29,592,036	32,373,687
Electricity	91,515,467	110,221,228	132,816,580
Water	22,432,763	24,720,905	27,291,879
Sanitation	7,987,647	9,321,570	10,878,258
Solid Waste	7,215,815	8,420,856	9,827,139
PROJECTED FINANCIAL STATEMENTS			
	2011/12	2012/13	2013/14
Assets			
Current Assets			
Inventories	6.20%	6.50%	6.70%
Investments	Inv Register	Inv Register	Inv Register
Other Receivables from Exchange Transactions	6.20%	6.50%	6.70%
Other Receivables from Non-Exchange Transactions	6.20%	6.50%	6.70%
Leased Assets Debtors	0.00%	0.00%	0.00%
Consumer Debtors (Selling of debtors book taken into account)	-	30,000,000	30,000,000
Short Term Portion of Long Term Receivables	6.20%	6.50%	6.70%
Cash and Cash Equivalents	Calculated	Calculated	Calculated
Non Current Assets			
Property Plant and Equipment	Calculated	Calculated	Calculated
Investment Property	Calculated	Calculated	Calculated
Intangible Assets	Calculated	Calculated	Calculated
Investments in Controlled Entities	0.00%	0.00%	0.00%
Investments	Inv Register	Inv Register	Inv Register
Other Long Term Debtors	6.20%	6.50%	6.70%
Liabilities			
Current Liabilities			
Trade and Other Payables from Exchange Transactions	6.20%	6.50%	6.70%
Consumer Deposits	6.20%	6.50%	6.70%
Unspent Conditional Grants and Receipts	6.20%	6.50%	6.70%
Provisions	6.20%	6.50%	6.70%
Short Term Portion of Long Term Liabilities	Loans Register	Loans Register	Loans Register
Non Current Liabilities			
Long Term Liabilities	Loans Register	Loans Register	Loans Register
Retirement Benefit Obligation	8.41%	7.00%	7.20%
Provisions	6.20%	6.50%	6.70%
Other Long Term Liabilities	6.20%	6.50%	6.70%

(EMM Draft Long Term Funding Model, 2011)

PROGRESS WITH THE PROVISION OF BASIC SERVICES AND FINANCIAL IMPLICATIONS FOR THE MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK AND LONG TERM SUSTAINABILITY

Standards of Services

The Ekurhuleni metro subscribes to the following levels of service:

Water supply

Informal Settlements Communal standpipe within 200m radius

Low cost housing Metered connection per stand

Residential establishments Metered connection per stand

Sanitation provision

Informal Settlements VIP facility / Chemical facility

Low cost housing Water borne sewer

Residential establishments Water borne sewer

Refuse Removal

Informal settlements Where access is provided via infrastructure, refuse is removed once per week
Where access is limited at least every fortnight by means of removal of accumulated waste.

Residential areas Once per week (formal developed areas)

CBDs At least once to three times per week, depending on service requirement

Industrial Areas At least once to three times per week, depending on service requirement

Electricity supply

Informal Settlements No service provided

Low income housing Metered connection per stand, prepayment, 20 to 80 Ampere (backlog exists)

Residential establishments Metered connection per stand, prepayment or credit, 20 to 80 Ampere, higher upon successful application

Business and Industry Any connection size, upon successful application and subject to availability of supply

Quality of Supply As per NRS 048 specifications

Roads, Stormwater and Railway Sidings

Table 40 Standard of Services: Roads, Stormwater and Railway Sidings

Level of Service	Roads Service					Storm-Water	Railway Sidings	
	Primary road pavement	Secondary road pavement	Access road pavement	Bridges	Road signage	Pedestrian facilities	Stormwater	Railway freight sidings
0	Tracks	Tracks	Tracks	No service	No service	None	None	None
1	Gravel	Gravel	Gravel to within 500m of customer	Nominal (narrow, low, and/or limited load capacity) bridges to all roads	Below regulatory signage requirements	Isolated footpaths and islands	Rudimentary open systems	Railway sidings
2	Paved	Paved	Gravel	Full specification bridges to primary and secondary roads, nominal specification bridges to access roads	Regulatory and basic information signs	Footpaths and pedestrian islands in main areas of pedestrian movement	Combination of closed and open lined and unlined conduits,	Railway siding - heavy capacity
3	Paved - heavy capacity	Paved heavy capacity	Paved	Full specification bridges to all roads	Regulatory and extensive information signs	Footpaths in main areas of movement and footbridges over primary roads	Closed conduits	
4			Paved - heavy capacity					

Access to Services Backlogs

The following number of consumer units (households) did not have access to the EMM's standard of services as at year end:

Table 41 Access to Services Backlog

SERVICE/ FACILITY TYPE	CONSUMER UNITS	
	Adequate access	Access backlog
Community facilities		
Airports	924 049	-
Civic centres	824 369	25 621
Community halls	521 970	328 020
Indoor sports & recreation facilities	806 345	43 645
Libraries	828 838	21 152
Museums/galleries/theaters	239 666	610 324
Parks/outdoor sports and recreation facilities	786 941	63 050
Outdoor sports and recreation facilities	785 074	64 916
Infrastructure services	Adequate access	Access backlog
Electricity distribution	565 367	378
Roads	527 620	315 388
Stormwater	442 275	400 551
Solid waste	832 170	-
Water	841 518	1 296
Sanitation	810 629	30 977

The cost of eradicating the existing backlogs is estimated at R 13.9 billion. In addition, a further R 6.1 billion is required to address existing capacity backlogs.

(MQS, 2010)

Cost of Free Basic Services and Indigent Support

The cost of free basic services is determined by multiplying the number of households (increased with expected growth) with the number of free units provided. The total amount of free units for the year is costed at the project tariffs for the services.

Table 42 Cost of Free Basic Services and Indigent Support

Residential Social Support Provided			
Rand Million	2011/12	2012/13	2013/14
Income Foregone			
Water - households	272.90	283.09	307.72
Sanitation - households	209.33	232.95	267.89
Assessment Rates Residential Exclusions	513.91	552.45	594.99
Electricity	155.67	-	-
Assessment Rates Exemptions	4.94	5.31	5.72
Total Income Foregone	1 156.74	1 073.99	1 176.32
Indigent Support (Grants)			
Water	15.04	16.32	17.74
Electricity	31.95	38.48	46.37
Sewerage	11.68	13.43	15.44
Refuse Removal	42.51	48.89	56.22
Total Indigent Support (Grants)	101.17	117.11	135.76
Total Residential Social Support	1 257.92	1 190.91	1 312.08

(EMM Draft Long Term Funding Model, 2011)

ANNUAL BUDGET TABLES

SCHEDULE A1 - BUDGET SUMMARY

Table 43 Schedule A1 - Budget Summary

GT000 Ekurhuleni Metro - Table A1 Consolidated Budget Summary

Description	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousands										
Financial Performance										
Property rates	1,741,913	1,886,599	2,203,207	2,627,703	2,627,703	2,586,646	-	2,817,729	3,074,048	3,359,908
Service charges	5,380,216	6,205,474	8,100,302	10,963,981	10,963,999	10,650,889	-	12,972,764	15,329,795	18,146,834
Investment revenue	351,157	198,702	54,454	56,373	56,373	76,236	-	70,000	110,241	191,489
Transfers recognised - operational	2,062,158	1,971,772	2,352,858	2,805,411	1,751,991	2,811,634	-	1,944,866	2,092,429	2,219,797
Other own revenue	793,598	801,776	764,360	830,032	1,953,424	725,351	-	2,019,447	2,207,362	2,295,993
Total Revenue (excluding capital transfers and contributions)	10,329,042	11,064,321	13,475,181	17,283,500	17,353,490	16,850,756	-	19,824,807	22,813,875	26,214,021
Employee costs	2,728,392	3,448,167	3,864,225	4,624,898	4,581,069	4,582,072	-	4,333,687	4,695,804	5,098,185
Remuneration of councillors	53,388	58,717	62,513	69,740	69,740	69,740	-	78,572	84,072	90,126
Depreciation & asset impairment	402,734	2,134,449	2,081,909	1,951,840	1,951,840	1,951,840	-	2,101,119	2,156,645	1,930,804
Finance charges	180,080	196,680	307,458	469,833	438,409	438,304	-	488,227	576,019	640,648
Materials and bulk purchases	4,087,303	5,181,885	6,154,950	8,028,028	7,791,560	7,728,339	-	10,161,015	12,228,481	14,791,784
Transfers and grants	51,566	53,831	57,093	139,785	139,903	166,903	-	231,250	237,216	277,149
Other expenditure	2,807,823	2,878,868	2,898,443	3,238,660	3,620,253	3,414,067	-	3,514,770	3,762,584	4,156,361
Total Expenditure	10,311,287	13,952,598	15,426,592	18,522,785	18,592,775	18,351,265	-	20,908,641	23,740,821	26,985,057
Surplus/(Deficit)	17,755	(2,888,276)	(1,951,411)	(1,239,285)	(1,239,285)	(1,500,510)	-	(1,083,834)	(926,946)	(771,037)
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	505,267	523,968	686,704	792,321	690,315	-	1,327,042	1,435,140	1,608,621
Surplus/(Deficit) after capital transfers & contributions	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584
Capital expenditure & funds sources										
Capital expenditure	1,469,856	2,526,600	1,934,603	2,160,091	2,251,950	2,251,950	1,252,381	2,374,785	2,299,855	2,320,646
Transfers recognised - capital	255,129	502,595	499,322	682,398	754,221	754,221	270,192	1,296,183	1,407,990	1,542,891
Public contributions & donations	-	-	9,489	19,506	17,845	17,845	7,671	21,500	26,500	26,500
Borrowing	2,718	1,100,000	1,299,037	1,100,002	1,095,390	1,095,390	350,580	867,935	734,237	622,912
Internally generated funds	1,212,008	924,005	125,851	358,186	363,591	363,591	61,463	189,168	131,128	128,343
Total sources of capital funds	1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	689,906	2,374,785	2,299,855	2,320,646
Financial position										
Total current assets	4,008,623	2,779,483	2,659,434	3,327,584	3,087,408	2,844,996	-	3,356,893	4,504,460	5,220,843
Total non current assets	38,350,814	47,198,695	46,848,741	39,321,690	47,169,309	47,048,490	-	47,546,314	47,777,995	48,343,792
Total current liabilities	2,344,227	2,943,059	3,668,908	3,456,102	3,424,766	3,424,766	-	3,633,236	4,251,296	4,100,072
Total non current liabilities	1,262,569	3,712,456	3,944,046	4,302,641	5,383,694	5,383,694	-	6,131,635	6,479,010	7,221,177
Community wealth/Equity	38,752,642	43,322,663	41,895,220	34,890,530	41,448,257	41,085,026	-	41,138,335	41,552,150	42,243,385
Cash flows										
Net cash from (used) operating	1,047,672	254,654	993,222	1,433,753	1,504,877	1,195,129	-	2,489,834	2,908,568	3,219,193
Net cash from (used) investing	(1,503,887)	(2,492,655)	(2,058,564)	(1,938,297)	(2,026,103)	(1,987,550)	-	(2,944,102)	(2,951,373)	(2,513,128)
Net cash from (used) financing	(102,097)	984,544	665,038	700,091	1,195,506	1,242,186	-	925,496	809,974	376,767
Cash/cash equivalents at the year end	2,318,387	1,064,929	664,625	1,226,790	1,338,905	4,514,426	664,625	4,985,653	5,752,821	6,835,653
Cash backing/surplus reconciliation										
Cash and investments available	2,700,485	1,410,583	995,602	1,304,314	1,535,893	1,318,481	-	2,183,173	3,426,210	4,469,057
Application of cash and investments	711,903	1,438,987	2,130,205	998,796	1,486,513	1,209,275	-	1,472,727	1,675,277	1,909,921
Balance - surplus (shortfall)	1,988,582	(28,404)	(1,134,603)	305,518	49,380	109,206	-	710,446	1,750,933	2,559,137
Asset management										
Asset register summary (WDV)	46,934,459	46,796,579	46,553,179	46,701,517	46,813,872	46,813,872	46,889,951	46,889,951	46,982,232	46,954,923
Depreciation & asset impairment	402,734	2,134,449	2,081,909	1,951,840	1,951,840	1,951,840	2,101,119	2,101,119	2,156,645	1,930,804
Renewal of Existing Assets	1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	2,312,617	2,312,617	2,224,555	2,269,646
Repairs and Maintenance	789,229	1,059,875	1,004,887	1,419,268	1,182,876	1,119,579	2,215,461	2,215,461	2,448,076	2,714,923
Free services										
Cost of Free Basic Services provided	286,897	339,357	333,862	488,317	488,317	161,644	538,748	538,748	581,848	581,848
Revenue cost of free services provided	568,211	676,181	505,107	543,038	543,271	546,806	687,656	687,656	742,980	744,415
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	1,000,000	1,000,000	1,000,000	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	50,552,000	62,198,000	87,255,000	49,500,000	49,500,000	49,500,000	57,735,268	57,735,268	63,508,795	69,859,674

SCHEDULE A2 - BUDGET PERFORMANCE (REVENUE AND EXPENDITURE BY STANDARD CLASSIFICATION)

Table 44 Schedule A2 - Budget Performance (Revenue and Expenditure by Standard Classification)

GT000 Ekurhuleni Metro - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

R thousand	Standard Classification Description	Ref	2007/8		2008/9		2009/10		Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework							
			Audited Outcome	2007/8	Audited Outcome	2008/9	Audited Outcome	2009/10	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14					
	Revenue - Standard																		
	Governance and administration																		
	Executive and council		3,264,149	3,293,207	3,293,207	3,798,316	4,549,630	3,209,561	4,513,715	4,408,132	4,841,222	5,234,645							
	Budget and treasury office		52,593	163,127	163,127	100,233	69,711	70,311	70,287	11,334	12,838	14,263							
	Corporate services		2,898,949	2,713,149	2,713,149	3,310,471	3,974,838	2,634,171	3,935,948	4,334,275	4,761,152	5,149,494							
	Community and public safety																		
	Community and social services		312,607	416,931	416,931	387,612	505,080	505,079	507,479	62,524	67,231	70,888							
	Sport and recreation		619,381	658,057	658,057	690,457	829,098	950,592	801,586	630,927	704,305	819,637							
	Public safety		18,869	22,809	22,809	24,279	26,420	26,921	26,559	25,209	26,971	28,809							
	Housing		45,670	73,091	73,091	75,073	65,246	65,246	65,484	104,966	88,351	137,178							
	Health		278,465	187,926	187,926	236,243	249,719	207,065	138,974	210,914	223,294	241,174							
	Economic and environmental services																		
	Planning and development		181,116	139,199	139,199	252,029	280,647	327,806	281,965	244,851	305,552	313,131							
	Road transport		434,215	440,513	440,513	510,407	541,511	1,245,194	546,428	522,677	579,334	645,346							
	Environmental protection		3,896	8,163	8,163	3,026	4,894	15,191	5,224	10,065	1,933	2,063							
	Trading services		426,192	432,163	432,163	507,042	534,127	1,227,512	531,418	512,464	577,242	643,110							
	Electricity		4,127	187	187	338	2,491	2,491	9,786	148	160	173							
	Water		5,992,603	7,151,586	7,151,586	8,965,906	12,028,206	12,710,216	11,658,509	15,568,386	18,100,780	21,097,618							
	Waste water management		3,511,896	4,460,089	4,460,089	6,005,893	7,976,219	8,329,898	7,958,127	9,994,759	11,819,281	14,143,933							
	Waste management		1,956,242	2,054,203	2,054,203	1,822,680	3,030,260	2,848,326	2,982,084	3,592,907	4,011,836	4,333,762							
	Other																		
	Other		524,462	637,292	637,292	683,233	767,339	1,094,142	718,296	1,181,954	1,337,504	1,532,096							
	Total Revenue - Standard		10,329,042	11,569,589	11,569,589	13,999,149	17,970,204	18,145,811	17,541,071	21,151,848	24,249,015	27,822,642							
	Expenditure - Standard																		
	Governance and administration																		
	Executive and council		1,689,254	2,851,431	2,851,431	1,734,558	2,552,141	2,271,678	2,081,172	2,191,882	2,296,587	2,390,698							
	Budget and treasury office		233,496	584,814	584,814	373,315	417,432	411,976	409,588	673,189	711,649	748,924							
	Corporate services		886,034	1,627,038	1,627,038	554,528	1,142,212	839,545	810,087	805,006	820,163	823,483							
	Community and public safety																		
	Community and social services		2,093,215	2,399,278	2,399,278	2,711,886	2,875,933	3,055,639	2,832,387	3,184,325	3,438,951	3,685,445							
	Sport and recreation		158,778	195,389	195,389	221,166	235,691	240,704	234,615	244,431	264,831	287,665							
	Public safety		487,499	560,519	560,519	672,185	681,092	685,810	663,006	730,200	782,568	828,402							
	Housing		613,477	857,453	857,453	838,983	954,415	931,162	906,111	1,013,929	1,087,493	1,168,667							
	Health		361,080	205,077	205,077	323,938	298,147	462,610	331,881	356,439	393,315	416,935							
	Economic and environmental services																		
	Planning and development		472,381	580,840	580,840	655,614	706,590	735,354	696,774	839,326	910,745	983,775							
	Road transport		973,497	1,699,563	1,699,563	2,049,187	1,994,301	2,054,546	2,005,613	1,851,342	1,939,199	1,911,643							
	Environmental protection		83,624	109,861	109,861	113,828	141,412	136,949	134,529	141,173	148,705	160,796							
	Trading services		70,845	10,231	10,231	121,355	103,013	109,182	107,913	64,606	68,005	67,541							
	Electricity		5,531,312	6,966,641	6,966,641	8,913,154	11,080,205	11,186,376	11,412,080	13,577,315	15,953,707	18,875,797							
	Water		3,169,408	4,205,828	4,205,828	5,836,157	7,470,686	7,502,899	7,427,704	8,967,663	10,917,226	13,316,094							
	Waste water management		1,762,911	2,031,196	2,031,196	2,255,903	2,703,992	2,742,312	3,094,695	3,206,857	3,474,447	3,808,855							
	Waste management		57,103	10,599	10,599	50,270	50,553	50,426	45,212	419,402	498,974	594,078							
	Other																		
	Other		541,890	719,017	719,017	770,824	854,974	890,739	844,468	983,393	1,063,060	1,156,770							
	Total Expenditure - Standard		10,311,287	13,952,598	13,952,598	15,426,592	18,522,785	18,592,775	18,351,265	20,908,641	23,740,821	26,985,057							
	Surplus/(Deficit) for the year		17,755	(2,383,009)	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	243,208	508,194	837,584							

SCHEDULE A3 - BUDGET PERFORMANCE (REVENUE AND EXPENDITURE BY MUNICIPAL VOTE)

Table 45 Schedule A3 - Budget Performance (Revenue and Expenditure by Municipal Vote)

GT000 Ekurhuleni Metro - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

R thousand	Vote Description	Ref	2011/12 Medium Term Revenue & Expenditure Framework										
			2007/8	2008/9	2009/10	Current Year 2010/11	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14			
	Revenue by Vote	1											
	Vote1 - Political Office		49,577	56,027	65,703	67,119	67,112	452	481	514			
	Vote2 - City Manager		34,827	96,408	80,805	11,904	11,887	4	4	4			
	Vote3 - Finance		2,881,400	2,694,848	4,718,109	4,310,267	5,611,828	4,334,274	4,761,151	5,149,494			
	Vote4 - Corporate Legal		40,274	37,147	55,158	47,135	49,710	23,511	25,417	27,555			
	Vote5 - Human Resources		81,321	78,156	89,498	102,902	102,720	17,730	19,149	19,149			
	Vote6 - ICT		123,630	264,290	163,290	278,259	278,259	-	-	-			
	Vote7 - Health		93,717	135,242	150,925	215,319	169,734	250,248	312,068	322,148			
	Vote8 - Infrastructure		2,289,686	2,406,143	2,677,828	4,439,761	3,439,635	4,732,678	5,322,277	5,792,685			
	Vote9 - Housing		278,465	187,926	236,236	249,719	287,604	44,988	60,137	110,346			
	Vote10 - SRAC		36,280	65,805	53,947	40,317	42,308	81,080	66,347	106,885			
	Vote11 - Emergency & Disaster Management		328,422	384,941	366,275	468,213	400,724	409,137	434,403	482,925			
	Vote12 - Environmental Resource Management		557,151	674,814	744,791	825,450	779,223	1,232,569	1,388,100	1,592,132			
	Vote13 - Energy		3,511,896	4,460,089	6,005,893	7,976,219	7,958,127	9,994,759	11,835,636	14,192,910			
	Vote14 - Strategic Services		22,396	27,753	21,935	34,246	25,808	30,417	23,846	25,897			
	Vote15 - Vote 15		-	-	-	-	-	-	-	-			
	Total Revenue by Vote	2	10,329,042	11,569,589	15,430,394	19,829,634	19,224,679	21,151,849	24,249,015	27,822,643			
	Expenditure by Vote to be appropriated	1											
	Vote1 - Political Office		154,263	249,489	192,197	249,320	248,682	161,467	172,872	185,935			
	Vote2 - City Manager		283,070	300,335	387,709	601,660	515,297	677,532	716,103	752,985			
	Vote3 - Finance		717,342	1,270,916	1,558,975	1,776,418	2,145,044	680,328	686,181	679,803			
	Vote4 - Corporate Legal		213,659	206,174	240,626	258,161	252,223	227,632	246,960	268,991			
	Vote5 - Human Resources		115,069	118,494	125,112	173,893	148,659	128,854	138,277	149,120			
	Vote6 - ICT		128,113	266,294	171,415	271,024	269,111	230,712	243,397	253,012			
	Vote7 - Health		302,240	346,873	420,172	440,275	436,116	559,741	608,425	655,950			
	Vote8 - Infrastructure		2,615,158	3,923,852	4,424,640	4,998,619	4,882,231	5,175,301	5,591,064	5,972,076			
	Vote9 - Housing		361,080	205,077	321,368	298,147	331,881	356,439	393,315	416,935			
	Vote10 - SRAC		368,724	430,816	549,922	531,321	518,647	519,119	556,079	583,761			
	Vote11 - Emergency & Disaster Management		888,618	1,125,272	1,214,044	1,360,289	1,332,301	1,461,320	1,572,887	1,695,800			
	Vote12 - Environmental Resource Management		898,958	1,173,551	1,321,671	1,441,784	1,378,768	1,584,344	1,709,939	1,851,750			
	Vote13 - Energy		3,169,366	4,211,050	5,803,036	7,465,933	7,427,704	8,986,663	10,937,079	13,337,500			
	Vote14 - Strategic Services		95,625	124,404	126,949	150,903	148,210	159,190	168,243	181,438			
	Vote15 - Vote 15		-	-	-	-	-	-	-	-			
	Total Expenditure by Vote	2	10,311,287	13,952,598	16,857,836	20,276,598	20,034,873	20,908,641	23,740,821	26,985,058			
	Surplus/(Deficit) for the year	2	17,755	(2,383,009)	(1,427,443)	(446,964)	(810,195)	243,207	508,195	837,585			

SCHEDULE A4 - BUDGET PERFORMANCE (REVENUE AND EXPENDITURE)

Table 46 Schedule A4 - Budget Performance (Revenue and Expenditure)

GT000 Ekurhuleni Metro - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Ref	Description	2009/10				Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	2008/9 Audited Outcome	2007/8 Audited Outcome	2009/10 Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13
Revenue By Source											
1	Property rates	1,703,877	1,778,467	2,131,999	2,527,358	2,527,358	2,510,810	-	2,709,893	2,959,204	3,237,369
2	Property rates - penalties & collection charges	38,037	108,132	71,208	100,346	100,346	75,836	-	107,835	114,845	122,539
2	Service charges - electricity revenue	3,291,695	4,054,170	5,617,639	7,493,919	7,493,919	7,493,919	-	9,151,547	11,022,123	13,281,658
2	Service charges - water revenue	1,140,613	1,180,942	1,414,368	2,290,334	2,290,334	1,837,192	-	2,243,276	2,472,090	2,729,188
2	Service charges - sanitation revenue	505,761	458,599	454,099	481,776	481,776	665,064	-	798,765	932,157	1,087,826
2	Service charges - refuse revenue	404,660	463,108	564,339	643,243	643,243	601,625	-	721,582	842,086	982,714
	Service charges - other	37,486	48,655	49,858	54,708	54,708	53,098	-	57,595	61,339	65,448
	Rental of facilities and equipment	57,823	46,630	48,719	41,871	41,871	52,617	-	57,009	61,661	66,883
	Interest earned - external investments	351,157	198,702	54,454	56,373	56,373	76,236	-	70,000	110,241	191,489
	Interest earned - outstanding debtors	446,172	422,541	270,959	338,678	338,678	278,168	-	302,630	348,024	400,228
	Dividends received	-	-	-	-	-	-	-	-	-	-
	Fines	78,782	92,721	97,679	178,362	178,362	123,395	-	145,005	156,931	170,233
	Licences and permits	29,420	25,457	27,663	25,704	25,704	25,704	-	25,807	27,484	29,326
	Agency services	143,093	142,254	156,773	149,362	149,362	149,362	-	190,468	202,848	216,439
	Transfers recognised - operational	2,062,158	1,971,772	2,352,858	2,805,411	2,805,411	2,811,634	-	1,944,866	2,092,429	2,219,797
2	Other revenue	31,810	66,898	92,012	96,056	96,056	96,106	-	1,298,529	1,410,414	1,412,884
	Gains on disposal of PPE	6,497	5,275	70,554	-	-	-	-	-	-	-
	Total Revenue (excluding capital transfers and contributions)	10,328,042	11,064,321	13,476,181	17,283,500	17,353,490	16,850,756	-	19,824,807	22,813,875	26,214,021
Expenditure By Type											
2	Employee related costs	2,728,392	3,448,167	3,864,225	4,624,898	4,624,898	4,582,072	-	4,333,687	4,695,804	5,098,185
	Remuneration of councillors	53,388	58,717	62,513	69,740	69,740	69,740	-	78,572	84,072	90,126
3	Debt impairment	1,328,567	1,453,566	1,417,263	1,372,737	1,372,737	1,667,474	-	1,536,306	1,763,136	2,034,647
2	Depreciation & asset impairment	402,734	2,134,449	2,081,909	1,951,840	1,951,840	1,951,840	-	2,101,119	2,156,645	1,930,804
	Finance charges	180,080	196,680	307,458	469,833	469,833	438,304	-	488,227	576,019	640,648
2	Bulk purchases	3,298,074	4,122,010	5,150,063	6,608,760	6,608,760	6,608,760	-	7,945,554	9,780,405	12,076,861
8	Other materials	789,229	1,059,875	1,004,887	1,419,268	1,419,268	1,119,579	-	2,215,461	2,448,076	2,714,923
	Contracted services	494,996	561,560	563,520	710,186	710,186	603,200	-	701,952	712,482	748,106
	Transfers and grants	51,566	53,831	57,093	139,785	139,785	166,903	-	231,250	237,216	277,149
4,5	Other expenditure	952,609	863,273	916,734	1,155,737	1,155,737	1,143,394	-	1,276,512	1,286,967	1,373,608
	Loss on disposal of PPE	31,652	469	926	-	-	-	-	-	-	-
	Total Expenditure	10,311,287	13,952,598	15,426,592	18,522,785	18,592,775	18,351,265	-	20,908,641	23,740,821	26,985,057
	Surplus/(Deficit)	17,755	(2,888,276)	(1,951,411)	(1,239,285)	(1,239,285)	(1,500,510)	-	(1,083,834)	(925,946)	(771,037)
6	Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
	Contributions recognised - capital	-	505,267	523,968	686,704	686,704	690,315	-	1,327,042	1,435,140	1,608,621
	Contributed assets	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) after capital transfers & contributions	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584
	Taxation	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) after taxation	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584
	Attributable to minorities	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) attributable to municipality	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584
	Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
7	Surplus/(Deficit) for the year	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584

SCHEDULE A5 - BUDGET CAPITAL EXPENDITURE BY VOTE, STANDARD CLASSIFICATION AND FUNDING

Table 47 Schedule A5 - Budget Capital Expenditure by Vote, Standard Classification and Funding

GT000 Ekurhuleni Metro - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Capital expenditure - Vote											
Multi-year expenditure - to be appropriated	2										
Vote1 - Political Office		553	5,345	1,854	4,450	4,750	4,750	165	4,360	878	1,119
Vote2 - City Manager		19,910	151,143	115,399	196,206	92,256	92,256	30,485	104,720	109,410	101,793
Vote3 - Finance		5,019	5,881	3,898	9,260	18,670	18,670	1,716	179,025	206,405	359,237
Vote4 - Corporate Legal		2,668	1,401	6,376	4,105	4,118	4,118	1,888	3,900	5,215	4,558
Vote5 - Human Resources		718	1,818	53	450	670	670	50	450	450	450
Vote6 - ICT		343,049	179,858	18,561	68,605	73,605	73,605	1,808	89,000	89,590	89,590
Vote7 - Health		33,391	78,697	85,197	117,365	109,743	109,743	46,285	113,894	146,458	104,185
Vote8 - Infrastructure		434,627	1,028,335	668,106	692,554	763,455	763,455	279,959	1,044,816	989,650	848,275
Vote9 - Housing		171,638	268,511	284,546	304,228	333,154	333,154	58,090	26,800	41,110	81,829
Vote10 - SRAC		65,868	81,178	109,068	101,800	120,711	120,711	35,180	94,681	91,900	104,000
Vote11 - Emergency & Disaster Management		99,099	134,481	63,886	64,861	64,861	6,036	108,882	111,194	107,288	107,288
Vote12 - Environmental Resource Management		84,634	191,196	170,575	254,568	262,856	262,856	83,451	183,145	183,882	176,599
Vote13 - Energy		196,018	386,744	380,478	293,040	327,360	327,360	127,793	385,254	298,675	317,133
Vote14 - Strategic Services		12,664	12,014	25,703	48,600	54,837	54,837	16,998	35,860	25,038	24,590
Vote15 - Vote 15		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	689,906	2,374,785	2,299,855	2,320,646
Single-year expenditure - to be appropriated	2										
Vote1 - Political Office		-	-	-	-	-	-	-	-	-	-
Vote2 - City Manager		-	-	-	-	-	-	-	-	-	-
Vote3 - Finance		-	-	-	-	-	-	-	-	-	-
Vote4 - Corporate Legal		-	-	-	-	-	-	-	-	-	-
Vote5 - Human Resources		-	-	-	-	-	-	-	-	-	-
Vote6 - ICT		-	-	-	-	-	-	-	-	-	-
Vote7 - Health		-	-	-	-	-	-	-	-	-	-
Vote8 - Infrastructure		-	-	-	-	-	-	-	-	-	-
Vote9 - Housing		-	-	-	-	-	-	-	-	-	-
Vote10 - SRAC		-	-	-	-	-	-	-	-	-	-
Vote11 - Emergency & Disaster Management		-	-	-	-	-	-	-	-	-	-
Vote12 - Environmental Resource Management		-	-	-	-	-	-	-	-	-	-
Vote13 - Energy		-	-	-	-	-	-	-	-	-	-
Vote14 - Strategic Services		-	-	-	-	-	-	-	-	-	-
Vote15 - Vote 15		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total											
Total Capital Expenditure - Vote		1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	689,906	2,374,785	2,299,855	2,320,646
Capital Expenditure - Standard											
Governance and administration		371,917	241,131	146,124	260,525	200,018	200,018	36,104	394,454	418,398	563,197
Executive and council		20,463	12,731	87,349	8,555	25,874	25,874	4,200	65,974	94,903	101,651
Budget and treasury office		5,019	228,400	58,775	251,971	95,433	95,433	28,037	235,131	228,240	366,948
Corporate services		346,435	-	-	-	78,712	78,712	3,868	93,350	95,255	94,598
Community and public safety		369,996	642,235	622,865	625,589	696,759	696,759	187,935	382,956	429,772	417,577
Community and social services		99,099	14,441	19,850	110,435	138,090	138,090	58,097	107,231	106,600	141,175
Sport and recreation		65,868	145,448	169,387	28,700	50,911	50,911	19,426	18,600	34,500	12,500
Public safety		-	132,900	63,886	64,861	64,861	6,036	104,342	101,104	77,888	
Housing		171,638	268,511	284,546	304,228	333,154	333,154	58,090	38,890	41,110	81,829
Health		33,391	80,936	85,197	117,365	109,743	109,743	46,285	113,894	146,458	104,185
Economic and environmental services		406,143	1,026,024	610,611	518,953	605,114	605,114	278,282	471,687	444,506	414,529
Planning and development		15,795	11,634	25,292	35,350	39,887	39,887	16,930	24,310	20,420	19,020
Road transport		390,347	953,851	575,628	479,030	554,559	554,559	260,915	432,646	415,004	388,617
Environmental protection		-	60,539	9,691	4,573	10,667	10,667	436	14,731	9,082	6,892
Trading services		321,800	614,859	554,370	699,414	706,059	706,059	706,059	1,118,088	1,006,511	924,723
Electricity		196,018	410,281	380,478	343,040	328,397	328,397	328,397	389,254	302,675	322,133
Water		44,280	58,299	65,227	185,644	163,773	163,773	163,773	144,333	180,650	164,150
Waste water management		-	21,546	26,620	45,990	45,990	45,990	447,237	397,586	318,408	
Waste management		81,502	124,733	82,045	170,730	167,900	167,900	137,264	125,600	120,032	
Other			2,351	633	55,610	44,000	44,000	44,000	7,600	668	620
Total Capital Expenditure - Standard	3	1,469,856	2,526,600	1,934,603	2,160,091	2,251,950	2,251,950	1,252,381	2,374,785	2,299,855	2,320,646
Funded by:											
National Government		254,876	453,314	472,821	627,914	663,597	663,597	243,590	1,266,833	1,361,990	1,535,891
Provincial Government		254	49,281	26,297	54,484	90,623	90,623	26,602	29,350	46,000	7,000
District Municipality		-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	204	-	-	-	-	-	-	-
Transfers recognised - capital	4	255,129	502,595	499,322	682,398	754,221	754,221	270,192	1,296,183	1,407,990	1,542,891
Public contributions & donations	5			9,489	19,506	17,845	17,845	7,671	21,500	26,500	26,500
Borrowing	6	2,718	1,100,000	1,299,037	1,100,002	1,095,390	1,095,390	350,580	867,935	734,237	622,912
Internally generated funds		1,212,008	924,005	125,851	358,186	363,591	363,591	61,463	189,168	131,128	128,343
Total Capital Funding	7	1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	689,906	2,374,785	2,299,855	2,320,646

SCHEDULE A6 - BUDGETED FINANCIAL POSITION

Table 48 Schedule A6 - Budget Financial Position

GT000 Ekurhuleni Metro - Table A6 Consolidated Budgeted Financial Position

R thousand	Description	Ref	2007/8			2008/9			2009/10			Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework				
			Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14			
	ASSETS																			
	Current assets																			
	Cash		2,318,387	1,064,929	664,625	1,226,789	1,338,905	1,096,493												
1	Call investment deposits		133,997	66,435	246,306	-	-	-												
1	Consumer debtors		1,171,341	1,168,831	1,217,264	1,611,447	1,217,264	1,217,264												
	Other debtors		187,276	264,255	270,657	284,198	270,657	270,657												
	Current portion of long-term receivables		67,897	37,906	113,219	37,906	113,219	113,219												
2	Inventory		129,727	171,125	147,363	167,244	147,363	147,363												
	Total current assets		4,008,623	2,779,483	2,659,434	3,327,584	3,087,408	2,844,996												
	Non current assets																			
	Long-term receivables		94,086	90,344	177,601	90,344	177,601	177,601												
	Investments		248,102	279,218	84,670	77,525	196,988	221,988												
	Investment property		73,791	106,718	106,718	73,791	106,718	106,718												
	Investment in Associate		0	0	0	0	0	0												
3	Property, plant and equipment		37,933,630	46,706,510	46,455,434	39,076,338	46,663,685	46,517,866												
	Agricultural																			
	Biological																			
	Intangible		1,205	15,905	24,317	3,691	24,317	24,317												
	Other non-current assets																			
	Total non current assets		38,350,814	47,198,695	46,848,741	39,321,690	47,169,309	47,048,490												
	TOTAL ASSETS		42,359,437	49,978,178	49,508,175	42,649,273	50,256,717	49,893,486												
	LIABILITIES																			
	Current liabilities																			
1	Bank overdraft																			
4	Borrowing		73,629	131,314	419,494	175,347	175,352	175,352												
	Consumer deposits		337,898	373,154	417,027	411,402	417,027	417,027												
4	Trade and other payables		1,759,937	2,220,264	2,556,966	2,653,080	2,556,966	2,556,966												
	Provisions		172,762	218,327	275,420	216,273	275,420	275,420												
	Total current liabilities		2,344,227	2,943,059	3,668,908	3,456,102	3,424,766	3,424,766												
	Non current liabilities																			
	Borrowing		1,054,196	1,945,601	2,276,068	4,015,718	3,715,716	3,715,716												
	Provisions		208,373	1,766,855	1,667,978	286,923	1,667,978	1,667,978												
	Total non current liabilities		1,262,569	3,712,456	3,944,046	4,302,641	5,383,694	5,383,694												
	TOTAL LIABILITIES		3,606,796	6,655,514	7,612,955	7,758,743	8,808,460	8,808,460												
5	NET ASSETS		38,752,642	43,322,663	41,895,220	34,890,530	41,448,257	41,085,026												
	COMMUNITY WEALTH/EQUITY																			
	Accumulated Surplus/(Deficit)		38,752,642	43,322,663	41,895,220	34,890,530	41,448,257	41,085,026												
4	Reserves		-	-	-	-	-	-												
	Minorities' interests		-	-	-	-	-	-												
5	TOTAL COMMUNITY WEALTH/EQUITY		38,752,642	43,322,663	41,895,220	34,890,530	41,448,257	41,085,026												

SCHEDULE A7 - BUDGETED CASH FLOWS

Table 49 Schedule A7 - Budgeted Cash Flows

GT000 Ekurhuleni Metro - Table A7 Consolidated Budgeted Cash Flows

R thousand	Description	Ref	2007/8			2008/9		2009/10		Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14		
	CASH FLOW FROM OPERATING ACTIVITIES															
	Receipts															
	Ratepayers and other		9,269,155	7,435,432	9,190,682						16,431,349	17,903,808		21,555,750	24,829,238	28,508,436
1	Government - operating		8,462	2,468,887	2,918,078						-	-		-	-	-
1	Government - capital															
	Interest		805,003	198,702	361,302						56,373	77,447		71,291	111,565	192,833
	Dividends										-	-		-	-	-
	Payments															
	Suppliers and employees		(8,827,075)	(9,666,549)	(11,169,383)						(14,544,436)	(16,327,774)		(18,601,747)	(21,399,797)	(24,780,394)
	Finance charges		(207,873)	(181,818)	(307,458)						(469,833)	(458,352)		(535,460)	(632,439)	(701,682)
1	Transfers and Grants										-	-		-	-	-
	NET CASH FROM/(USED) OPERATING ACTIVITIES		1,047,672	254,654	993,222						1,433,753	1,195,129		2,489,834	2,908,568	3,219,193
	CASH FLOWS FROM INVESTING ACTIVITIES															
	Receipts															
	Proceeds on disposal of PPE		19,203	6,073	38,601							(110)		(18,121)	(20,150)	(22,113)
	Decrease (increase) in non-current debtors		1,526	33,733	(174,550)											
	Decrease (increase) other non-current receivables		4,000													
	Decrease (increase) in non-current investments			36,445	14,677						221,794	108,832		(385,906)	(487,872)	13,787
	Payments															
	Capital assets		(1,528,617)	(2,568,906)	(1,937,292)						(2,160,091)	(2,096,272)		(2,540,075)	(2,443,351)	(2,504,802)
	NET CASH FROM/(USED) INVESTING ACTIVITIES		(1,503,887)	(2,492,655)	(2,058,564)						(1,938,297)	(1,987,550)		(2,944,102)	(2,951,373)	(2,513,128)
	CASH FLOWS FROM FINANCING ACTIVITIES															
	Receipts															
	Short term loans															
	Borrowing long term/refinancing		(102,311)	949,288	621,165						680,501	1,195,506				
	Increase (decrease) in consumer deposits		214	35,256	43,873						19,591			25,856	28,787	32,909
	Payments															
	Repayment of borrowing		(102,097)	984,544	665,038						700,091	1,242,186		899,640	781,186	343,858
	NET CASH FROM/(USED) FINANCING ACTIVITIES		(102,097)	984,544	665,038						1,195,506	1,242,186		925,496	809,974	376,767
	NET INCREASE/ (DECREASE) IN CASH HELD		(558,312)	(1,253,457)	(400,304)						195,548	449,765		471,227	767,168	1,082,832
	Cash/cash equivalents at the year begin:	2	2,876,699	2,318,387	1,064,929						1,031,242	4,064,661		4,514,426	4,985,653	5,752,821
	Cash/cash equivalents at the year end:	2	2,318,387	1,064,929	664,625						1,226,790	4,514,426		4,985,653	5,752,821	6,835,653

SCHEDULE A8 - CASH BACKED RESERVES / ACCUMULATED SURPLUS RECONCILIATION

Table 50 Schedule A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

GT000 Ekurhuleni Metro - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

R thousand	Description	Ref	Current Year 2010/11					2011/12 Medium Term Revenue & Expenditure Framework										
			2007/8	2008/9	2009/10	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14						
	Cash and investments available																	
	Cash/cash equivalents at the year end	1	2,318,387	1,064,929	664,625	1,226,790	1,338,905	4,514,426	664,625	4,985,653	5,752,821	6,835,653						
	Other current investments > 90 days		133,997	66,435	246,306	(0)	-	(3,417,933)	(664,625)	(3,410,200)	(3,036,472)	(3,413,178)						
	Non current assets - Investments	1	248,102	279,218	84,670	77,525	196,988	221,988	-	607,720	709,861	1,046,583						
	Cash and investments available:		2,700,485	1,410,583	995,602	1,304,314	1,535,893	1,318,481	-	2,183,173	3,426,210	4,469,057						
	Application of cash and investments																	
	Unspent conditional transfers		167,385	159,233	200,485	159,233	200,485	200,485	-	212,916	226,755	241,948						
	Unspent borrowing				331,232													
	Statutory requirements	2																
	Other working capital requirements	3	201,499	942,958	1,296,986	522,767	984,526	707,288	-	958,310	1,147,020	1,366,472						
	Other provisions																	
	Long term investments committed	4	343,019	336,796	301,501	316,796	301,501	301,501	-	301,501	301,501	301,501						
	Reserves to be backed by cash/investments	5																
	Total Application of cash and investments:		711,903	1,438,987	2,130,205	998,796	1,486,513	1,209,275	-	1,472,727	1,675,277	1,909,921						
	Surplus(shortfall)		1,988,582	(28,404)	(1,134,603)	305,518	49,380	109,206	-	710,446	1,750,933	2,559,137						

SCHEDULE A9 - ASSET MANAGEMENT

Table 51 Schedule A9 - Asset Management

GT000 Ekurhuleni Metro - Table A9 Consolidated Asset Management

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	2,312,617	2,224,555	2,269,646
Infrastructure - Road transport		390,347	966,288	535,313	443,680	502,202	502,202	384,356	379,414	324,967
Infrastructure - Electricity		196,018	352,545	377,272	275,958	310,578	310,578	357,754	267,908	292,133
Infrastructure - Water		44,280	45,607	54,612	92,739	132,092	132,092	134,433	172,750	153,700
Infrastructure - Sanitation		-	-	26,964	84,685	46,567	46,567	204,878	248,031	193,048
Infrastructure - Other		81,502	63,291	142,534	215,060	213,457	213,457	202,071	159,820	166,882
Infrastructure		712,147	1,427,732	1,136,694	1,112,122	1,204,896	1,204,896	1,283,492	1,227,923	1,130,730
Community		198,358	178,145	317,371	273,472	308,215	308,215	215,797	243,660	225,494
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		171,638	261,107	270,341	303,528	320,854	320,854	285,850	190,465	207,639
Other assets	6	387,712	659,616	209,292	470,969	397,080	397,080	527,479	562,507	705,783
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	2,312,617	2,224,555	2,269,646
Infrastructure - Road transport		390,347	966,288	535,313	443,680	502,202	502,202	384,356	379,414	324,967
Infrastructure - Electricity		196,018	352,545	377,272	275,958	310,578	310,578	357,754	267,908	292,133
Infrastructure - Water		44,280	45,607	54,612	92,739	132,092	132,092	134,433	172,750	153,700
Infrastructure - Sanitation		-	-	26,964	84,685	46,567	46,567	204,878	248,031	193,048
Infrastructure - Other		81,502	63,291	142,534	215,060	213,457	213,457	202,071	159,820	166,882
Infrastructure		712,147	1,427,732	1,136,694	1,112,122	1,204,896	1,204,896	1,283,492	1,227,923	1,130,730
Community		198,358	178,145	317,371	273,472	308,215	308,215	215,797	243,660	225,494
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		171,638	261,107	270,341	303,528	320,854	320,854	285,850	190,465	207,639
Other assets	6	387,712	659,616	209,292	470,969	397,080	397,080	527,479	562,507	705,783
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	780,695	1,932,576	1,070,626	887,360	1,004,404	1,004,404	768,712	758,828	649,934
Infrastructure - Road transport		392,036	705,090	754,544	551,917	621,157	621,157	715,508	535,816	584,266
Infrastructure - Electricity		88,559	91,214	109,223	185,477	264,183	264,183	268,865	345,500	307,400
Infrastructure - Water		-	-	53,928	169,370	93,134	93,134	409,756	496,062	386,097
Infrastructure - Sanitation		163,004	126,583	285,067	430,120	426,914	426,914	404,143	319,640	333,764
Infrastructure - Other		1,424,295	2,855,463	2,273,389	2,224,244	2,409,793	2,409,793	2,566,984	2,455,846	2,261,460
Infrastructure		396,716	356,290	634,742	546,944	616,431	616,431	431,594	487,321	450,988
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		343,277	522,214	540,682	607,056	641,707	641,707	571,699	380,930	415,278
Other assets	6	775,424	1,319,233	418,585	941,939	794,161	794,161	1,054,958	1,125,015	1,411,566
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	2,939,711	5,053,200	3,867,397	4,320,182	4,462,092	4,462,092	4,625,235	4,449,111	4,539,292
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Infrastructure - Road transport		13,286,750	13,170,555	13,048,967	12,701,323	12,776,665	12,776,665	12,250,752	11,772,197	11,224,845
Infrastructure - Electricity		17,374,797	17,342,759	17,040,343	16,894,503	16,880,159	16,880,159	16,730,384	16,489,199	16,218,014
Infrastructure - Water		2,962,684	2,865,601	3,051,261	3,295,808	3,293,956	3,293,956	3,541,824	3,860,763	4,145,233
Infrastructure - Sanitation		2,797,623	2,762,957	2,731,750	2,753,984	2,721,839	2,721,839	2,789,286	2,838,459	2,893,618
Infrastructure - Other		540,880	686,436	639,772	753,249	740,909	740,909	836,657	900,094	1,009,121
Infrastructure		36,962,734	36,828,309	36,512,093	36,398,867	36,413,529	36,413,529	36,148,903	35,860,712	35,490,831
Community		3,176,219	3,111,994	3,093,662	3,110,162	3,166,715	3,166,715	3,124,203	3,111,845	3,087,790
Heritage assets		78,395	78,395	78,395	78,895	78,895	78,895	78,895	78,895	78,895
Investment properties		73,791	106,718	106,718	73,791	106,718	106,718	106,718	106,718	106,718
Other assets		6,642,115	6,655,258	6,737,993	7,036,111	7,023,697	7,023,697	7,406,915	7,799,746	8,166,372
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		1,205	15,905	24,317	3,691	24,317	24,317	24,317	24,317	24,317
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	46,934,459	46,796,579	46,553,179	46,701,517	46,813,872	46,813,872	46,889,951	46,982,232	46,954,923
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment	3	402,734	2,134,449	2,081,909	1,951,840	1,951,840	1,951,840	2,101,119	2,156,645	1,930,804
Repairs and Maintenance by Asset Class										
Infrastructure - Road transport		789,229	1,059,875	1,004,887	1,419,268	1,182,876	1,119,579	2,215,461	2,448,076	2,714,923
Infrastructure - Electricity		173,008	288,387	293,843	438,205	281,078	327,042	249,503	265,671	282,860
Infrastructure - Water		224,192	276,716	284,718	363,720	362,802	295,878	711,305	827,127	966,316
Infrastructure - Sanitation		119,968	122,399	106,929	121,379	109,529	98,280	140,768	152,020	164,335
Infrastructure - Other		30,000	60,765	34,116	44,383	23,481	35,993	23,552	25,079	26,701
Infrastructure - Other		-	49,640	52,969	76,213	66,496	60,184	56,236	59,880	63,754
Infrastructure		547,168	797,907	772,575	1,043,899	843,384	817,376	1,181,364	1,329,776	1,503,966
Community		-	-	-	-	-	-	-	-	-
Heritage assets		147,921	160,651	123,964	231,893	204,729	188,437	901,640	977,260	1,060,792
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	94,140	101,318	108,349	143,476	134,763	113,766	132,457	141,040	150,165
TOTAL EXPENDITURE OTHER ITEMS		1,191,963	3,194,324	3,086,796	3,371,108	3,134,716	3,071,420	4,316,580	4,604,721	4,645,727
% of capital exp on renewal of assets		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Renewal of Existing Assets as % of deprecn"		365.0%	118.4%	92.9%	110.7%	114.3%	114.3%	110.1%	103.1%	117.5%
R&M as a % of PPE		2.1%	2.3%	2.2%	3.6%	2.5%	2.4%	4.8%	5.2%	5.8%
Renewal and R&M as a % of PPE		5.0%	8.0%	6.0%	8.0%	7.0%	7.0%	10.0%	10.0%	11.0%

SCHEDULE A10 - BASIC SERVICE DELIVERY MEASUREMENT

Table 52 Schedule A10 - Basic Service Delivery Measurement

GT000 Ekurhuleni Metro - Table A10 Consolidated basic service delivery measurement

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Household service targets (000)	1									
Water:										
Piped water inside dwelling		389	402	435	454	-	454	487	548	551
Piped water inside yard (but not in dwelling)		-	-	-	35	-	35	32	29	26
Using public tap (at least min.service level)	2	-	-	-	76	-	76	64	24	24
Other water supply (at least min.service level)	4	-	-	-	2	-	2	2	2	2
<i>Minimum Service Level and Above sub-total</i>		389	402	435	567	-	567	585	603	603
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	389	402	435	567	-	567	585	603	603
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		424	431	466	457	-	457	495	524	527
Flush toilet (with septic tank)		-	-	-	3	-	3	3	3	3
Chemical toilet		-	-	-	5	-	5	-	-	-
Pit toilet (ventilated)		-	-	-	100	-	100	87	76	73
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		424	431	466	565	-	565	585	603	603
Bucket toilet		-	-	-	1,000	1,000	1,000	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	1,000	1,000	1,000	-	-	-
Total number of households	5	424	431	466	1,565	1,000	1,565	585	603	603
Energy:										
Electricity (at least min.service level)		-	-	274	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	9	6	-	6	8	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	283	6	-	6	8	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	283	6	-	6	8	-	-
Refuse:										
Removed at least once a week		728	746	755	57,000	-	57,000	63,141	69,455	76,401
<i>Minimum Service Level and Above sub-total</i>		728	746	755	57,000	-	57,000	63,141	69,455	76,401
Removed less frequently than once a week		5,000	4,198	2,611	10,000	10,000	10,000	14,000	15,400	16,940
Using communal refuse dump		40,552	53,000	81,644	33,000	33,000	33,000	36,000	39,600	43,560
Using own refuse dump		-	-	-	6,500	6,500	6,500	7,735	8,509	9,360
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		5,000	5,000	3,000	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		50,552	62,198	87,255	49,500	49,500	49,500	57,735	63,509	69,860
Total number of households	5	51,280	62,944	88,010	106,500	49,500	106,500	120,876	132,964	146,260
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		426	427	426	427	426	426	432	432	432
Sanitation (free minimum level service)		426	427	426	427	426	426	432	432	432
Electricity/other energy (50kwh per household per month)		53	48	50	50	50	50	50	50	50
Refuse (removed at least once a week)		43	38	47	50	48	48	53	53	53
Cost of Free Basic Services provided (R'000)	8									
Water (6 kilolitres per household per month)		149,404	180,198	176,509	244,951	244,951	79,890	263,638	284,729	284,729
Sanitation (free sanitation service)		103,224	126,293	131,002	186,692	186,692	55,965	184,685	199,459	199,459
Electricity/other energy (50kwh per household per month)		32,404	31,096	23,840	53,568	53,568	17,741	63,868	68,978	68,978
Refuse (removed once a week)		1,866	1,770	2,512	3,106	3,106	8,048	26,557	28,681	28,681
Total cost of FBS provided (minimum social package)		286,897	339,357	333,862	488,317	488,317	161,644	538,748	581,848	581,848
Highest level of free service provided										
Property rates (R value threshold)		-	-	-	-	-	-	-	-	-
Water (kilolitres per household per month)		6	6	6	6	-	6	6	6	6
Sanitation (kilolitres per household per month)		6	6	6	6	-	6	6	6	6
Sanitation (Rand per household per month)		12	12	12	12	-	12	13	14	15
Electricity (kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (average litres per week)		-	-	-	-	-	-	-	-	-
Revenue cost of free services provided (R'000)	9									
Property rates (R15 000 threshold rebate)		-	-	-	-	-	-	-	-	-
Property rates (other exemptions, reductions and rebates)		567,058	610,844	504,874	543,038	543,038	543,038	671,345	725,053	725,053
Water		36	178	157	-	157	187	222	232	251
Sanitation		24	110	72	-	72	81	89	95	103
Electricity/other energy		33	63,253	2	-	2	-	-	-	-
Refuse		1,060	1,796	2	-	2	3,500	16,000	17,600	19,008
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of free services provided (total social package)	6	568,211	676,181	505,107	543,038	543,271	546,806	687,656	742,980	744,415

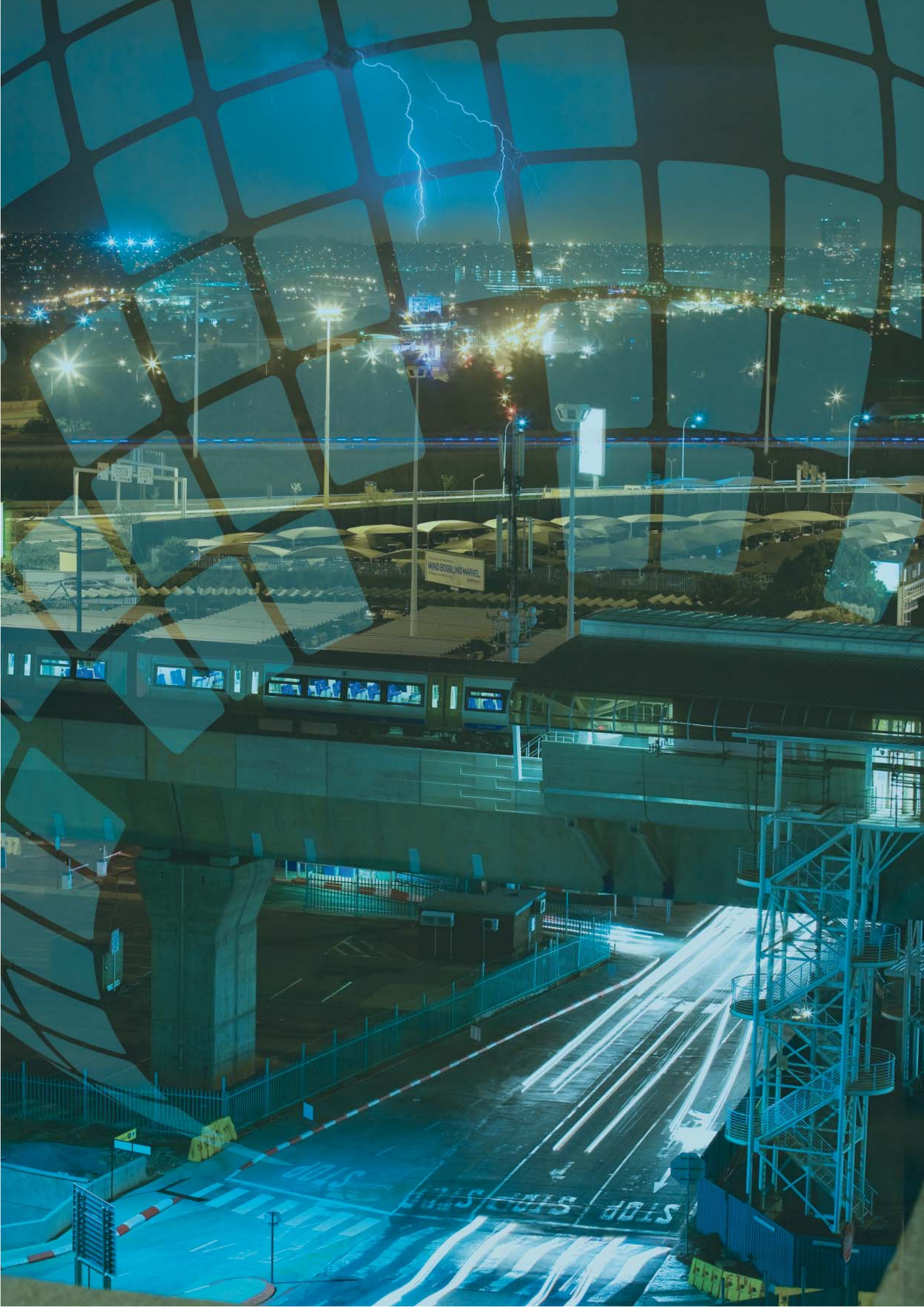


PART 3

SUPPORTING DOCUMENTATION



Ekurhuleni
METROPOLITAN MUNICIPALITY



PART THREE

SUPPORTING DOCUMENTATION

OVERVIEW OF THE ANNUAL BUDGET PROCESS

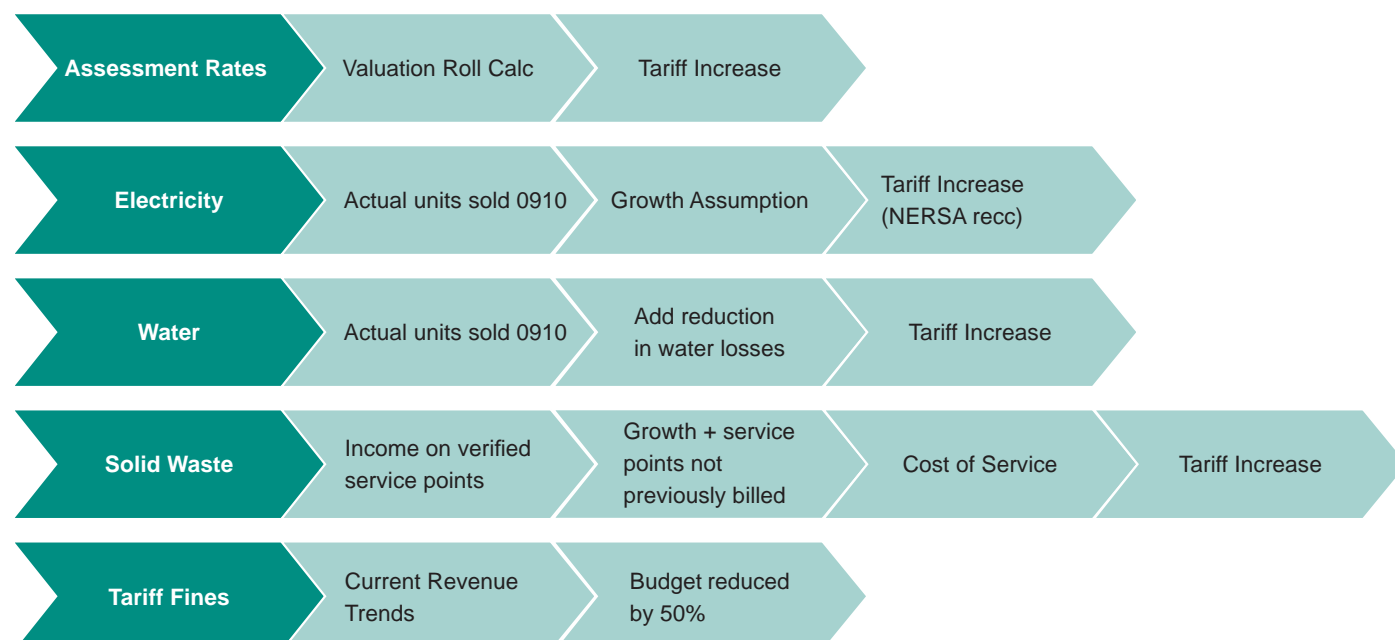
The annual budget process is linked to the IDP process and the activities and key deadlines as contained in Section 1, is applicable to the budget process as well.

Insofar as compilation of the budget is concerned, the Budget Steering Committee approved the revised budget compilation process which contained the following main budget principles.

Income

- Assessment rates income re-calculated on a zero based principle using the latest valuation roll.
- An assessment rates increase to be added on top of the zero based (growth figure will be informed by the supplementary valuation rolls of the 2009/10 and 2010/11 financial years to verify growth figure).
- Electricity income calculated on a zero based principle using actual units sold during 2009/10 as basis.
- Growth assumption done by the Electricity department based on trends visible from 2007/08 to 2008/09 to 2009/10.
- The NERSA published increased of used as basis for the initial tariff increase calculation.
- Water income calculated on a zero based principle using actual units sold during 2009/10 as basis.
- Growth assumption, linked to reduction in water losses (both commercial and actual), done by the Water department in consultation with the Revenue Management and Enhancement Section. This must be realistic growth assumption to ensure the budgeted revenue is met.
- Tariff increase applied over and above growth projection.
- Solid Waste income calculated on a zero based principle using verified service points as basis (service points that are currently verified and billed).
- Adjusted for areas that are not billed and where there is consensus on the legal ability to bill those points.
- Any possible additional income over and above the verified and agreed upon service points flagged for finalisation at the conclusion of the service point audit, but are not included as additional income.
- Tariff increases of 15% have been adopted in the MTEF and are applied. Costing of service to be finalised which must include either a strategy to move towards breaking even.
- Traffic fines determined by the Chief of Police based on reasonable collectable amount.
- Vehicle License Income (agency fees) based on the actual TAS 9 reported income for the 2009/10 financial year adjusted for growth.
- Other income sources to be determined by the heads of departments.

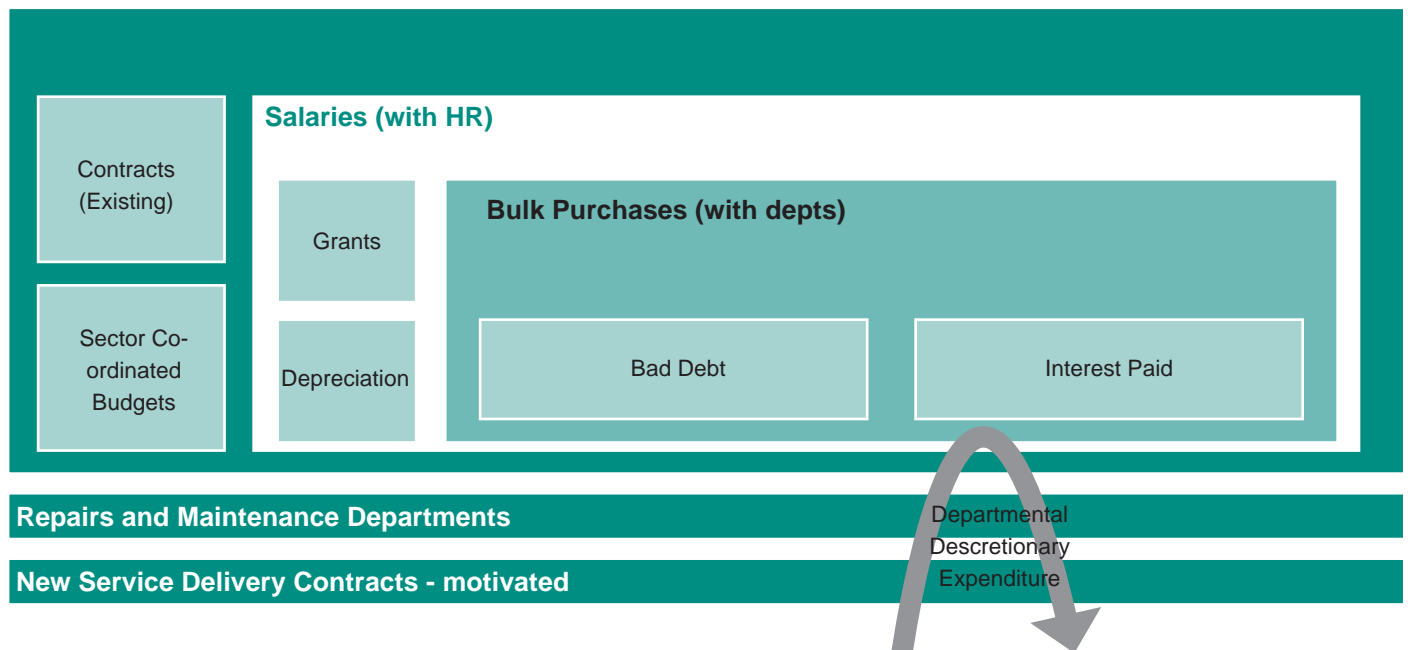
Figure 16: Operating Revenue Budget Compilation Process



Expenditure

- The operating budget was split between discretionary and non-discretionary budgets this year. (i.e – there are certain costs that cannot be curtailed as there is a contractual commitment whilst other cost items can be reduced / changed without any legal implications). The main intention of this was to facilitate the re-prioritisation of expenditure to ensure alignment of the budget with the Strategic objectives of Council.
- The Finance department co-ordinated the compilation of the non-discretionary budgets (which included salaries (with HR), depreciation, interest, contracts etc.) – These are full zero based budgets with working papers to support budgeted figures.
- Programme budgets were compiled by the various programme co-ordinators to compile budgets for costs that are centrally managed (including telephone cost (ICT), software licenses (ICT), vehicle budget (Fleet), Security budget (Community Safety), etc. – These are zero based with working papers to support budgeted figures.
- The maintenance budget were split into the following categories:
 - a. Infrastructure maintenance
 - b. Building maintenance - Major maintenance works
 - c. Building maintenance - Minor maintenance works
 - d. Vehicle maintenance
 - e. Furniture and equipment maintenance
- The Infrastructure maintenance budget was submitted by departments, but evaluated against the asset register and maintenance plans as well as the maintenance backlog study.
- Major Building maintenance – The Civil Works Section (Facilities Management) was responsible for the compilation of the building maintenance budget (prioritized based on conditions of the buildings).
- Vehicle maintenance budget forms part of the Fleet programme budget.
- Minor building maintenance and furniture and equipment budgets form part of the departmental discretionary budgets.
- The discretionary portion of the budget was compiled by departments based on their service delivery priorities.

Figure 17: Operating Expenditure Budget Compilation Process



OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH INTEGRATED DEVELOPMENT PLAN

The alignment of the Annual Budget with the IDP is illustrated by using a reconciliation between the key priorities as identified in the IDP and the purpose of the budgetary allocation.

OPERATING REVENUE

Table 53 Supporting Table SA4 – Reconciliation of IDP Strategic Objectives and Budget (Revenue)

GT000 Ekurhuleni Metro - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Broad Based Economic Transformation	City Secretariat	0	7	0	-	-	-	-	-	-
Broad Based Economic Transformation	Inst. Strategy: M & E and Research: R & D	5	4	-	0	0	0	-	-	-
Environment	Economic Development	-	3,000	-	-	-	-	-	-	-
Environment	Environmental Resource Management	907	6,896	15,497	3,707	11,794	7,537	1,200	1,278	1,364
Good Governance	City Manager	2,141	2,321	1,781	2,285	2,285	2,268	1	1	1
Good Governance	Communication	1,034	985	1,312	984	984	984	1	1	1
Good Governance	Community Safety - Support	135,632	129,483	142,792	135,097	135,097	135,097	-	-	-
Good Governance	COO: Delivery Coordination	215	265	303	906	906	906	-	-	-
Good Governance	Corporate Legal	40,274	41,564	55,158	47,135	47,135	49,710	23,511	25,417	27,555
Good Governance	Council General Expenditure	9,679	92,823	72,007	-	-	-	-	-	-
Good Governance	Customer Relations Management	5	6	9	1	1	1	0	0	0
Good Governance	Economic Development	87	135	149	126	126	126	-	-	-
Good Governance	EMPD	47,638	81,974	74,550	82,313	82,528	82,313	-	-	-
Good Governance	Energy	211,619	380,190	344,707	408,009	748,873	387,094	463,082	514,981	548,962
Good Governance	Environmental Resource Management	181	180	204	-	-	-	4	4	5
Good Governance	Executive Support	1	-	1	0	0	0	0	0	0
Good Governance	Finance	2,093,794	1,675,832	1,749,101	3,378,179	3,136,969	3,328,155	4,862,864	5,338,372	5,780,974
Good Governance	Fleet Management	22,411	34,742	30,177	43,543	43,543	43,543	-	-	-
Good Governance	Housing	374	155	347	301	301	301	-	-	-
Good Governance	Human Resources	68,790	65,845	75,736	86,602	86,602	86,602	-	-	-
Good Governance	Information Communication Technology	123,591	264,268	185,044	278,259	278,259	278,259	-	-	-
Good Governance	Inst. Strategy: M & E and Research: GM	652	-	-	-	-	-	-	-	-
Good Governance	Inst. Strategy: M & E and Research: R & D	86	235	307	179	179	179	-	-	-
Good Governance	Inst. Strategy: M & E and Research: R & D	-	0	-	-	-	-	-	-	-
Good Governance	Internal Audit	7,870	1	5,392	7,728	7,728	7,728	1	1	1
Good Governance	Political Office	49,577	56,027	65,703	66,520	67,119	67,112	452	481	514
Good Governance	Roads & Stormwater	177,035	155,223	169,586	200,663	200,663	200,670	-	-	-
Good Governance	SPM - 2010 & Special Programmes	-	20	120	-	-	-	-	-	-
Good Governance	SRAC - Sport & Recreation	1,544	1,568	3,329	1,517	1,517	1,517	0	0	0
Good Governance	Waste Management	60,699	47,415	58,876	49,953	49,953	49,953	-	-	-
Good Governance	Water & Sanitation	25,184	210,177	229,553	254,764	254,764	254,764	-	-	-
Health HIV/AIDS Poverty Rel. Diseases	Community Safety - Support	83,659	97,491	92,362	110,543	110,543	109,052	-	-	-
Health HIV/AIDS Poverty Rel. Diseases	COO: Delivery Coordination	8,145	2,077	2,175	-	1,249	1,235	10,880	12,355	13,748
Health HIV/AIDS Poverty Rel. Diseases	Customer Relations Management	2	-	-	-	-	-	-	-	-
Health HIV/AIDS Poverty Rel. Diseases	Emergency & Dis Man: Emergency Serv's	-	-	-	-	-	-	115,117	124,335	124,678
Health HIV/AIDS Poverty Rel. Diseases	Environmental Resource Management	138	148	268	2,412	2,412	2,476	169	180	192
Health HIV/AIDS Poverty Rel. Diseases	Health & Social Development	85,572	133,166	148,750	168,160	214,069	168,499	239,368	299,713	308,400

GT000 Ekurhuleni Metro - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
Improving Skills Levels	Human Resources	12,531	12,311	13,762	16,300	16,300	16,118	17,730	19,149	19,149
Inadequate ICT Infrastructure	Environmental Resource Management	2,964	-	-	-	-	-	-	-	-
Inadequate ICT Infrastructure	Information Communication Technology	39	22	21	-	-	-	-	-	-
Inadequate Trading Services Infrastructure	Energy	3,300,277	4,074,399	5,661,186	7,568,209	7,581,025	7,571,032	9,531,677	11,320,655	13,643,948
Inadequate Trading Services Infrastructure	Waste Management	463,764	589,877	624,357	717,386	1,044,189	668,343	1,181,954	1,338,504	1,534,096
Inadequate Trading Services Infrastructure	Water & Sanitation	2,085,067	1,373,583	2,053,401	385,010	1,257,433	548,462	4,391,672	4,944,638	5,373,857
Investment Promotion & Facilitation	Econ. Dev: Fresh Produce Market	18,502	19,582	18,936	19,054	19,054	20,584	20,352	21,912	23,834
Investment Promotion & Facilitation	Economic Development	5	4	7	-	-	-	-	-	-
Labour Absorption & Job Creation	SRAC - Sport & Recreation	-	53,021	-	-	-	-	-	-	-
Parks, Sports & Recreational Facilities	Community Safety - Support	-	-	5,915	-	-	-	-	-	-
Parks, Sports & Recreational Facilities	Environ. Res. Man: Parks & Cemeteries	28,499	30,297	45,588	51,992	51,992	50,914	49,242	48,134	56,475
Parks, Sports & Recreational Facilities	SRAC - Arts & Culture	-	-	-	-	-	-	137	148	159
Parks, Sports & Recreational Facilities	SRAC - Libraries	-	-	-	-	-	-	2,667	2,887	3,022
Parks, Sports & Recreational Facilities	SRAC - Sport & Recreation	34,717	11,196	50,569	38,300	38,800	40,791	78,275	63,313	103,704
Poor Transportation Links & Mobility	Facilities Management (Civil Works)	-	-	-	-	-	-	21,281	22,665	24,183
Poor Transportation Links & Mobility	Fleet Management	21	21	13	5	5	5	-	-	-
Poor Transportation Links & Mobility	Public Transport	-	-	-	-	-	-	20,216	21,530	22,973
Poor Transportation Links & Mobility	Roads & Stormwater	133,977	157,607	187,788	215,990	250,414	213,332	299,509	333,444	371,672
Poor Transportation Links & Mobility	Water & Sanitation	-	474,789	6,871	2,644,871	2,432,938	2,178,857	-	-	-
Poverty & Unemployment	Finance	790,787	1,019,016	1,516,296	588,932	(510,620)	600,066	(528,591)	(577,221)	(631,480)
Safety & Security	Community Safety - Support	18,682	36,350	29,609	37,680	37,680	37,533	45,600	43,000	70,498
Safety & Security	Emergency & Dis Man: Emergency Serv's	-	-	-	-	-	-	4,355	4,638	4,949
Safety & Security	EMPD	41,823	39,641	21,074	102,581	102,587	36,729	51,325	57,161	63,778
Safety & Security	Political Office	-	1	-	-	-	-	-	-	-
Safety & Security	Public Transport: Licensing	-	-	-	-	-	-	192,741	205,269	219,023
Safety & Security	SRAC - Sport & Recreation	0	-	-	-	-	-	-	-	-
Spatially Fragmented, Inequitable City	City Planning	3,706	3,273	2,488	3,064	3,064	3,064	1,815	1,933	2,063
Sustainable Economic Diversification	Economic Development	5	1,512	76	1,525	11,823	1,855	8,250	-	-
Sustainable Human Settlements	Housing	278,091	187,771	235,897	249,418	323,528	287,303	44,988	60,137	110,346
Tourism Promotion & Development	Economic Development: Tourism	-	8	-	-	-	-	-	-	-
Sustainable Human Settlements	Housing	10,472,000	11,568,506	13,999,149	17,970,204	18,145,811	17,541,071	21,151,848	24,249,015	27,822,643

OPERATING EXPENDITURE

Table 54 Supporting Table SA5 Reconciliation of IDP Strategic Objectives and Budget (operating Expenditure)

GT000 Ekurhuleni Metro - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Broad Based Economic Transformation	City Secretariat	1,831	2,308	2,198	2,724	2,751	2,720	418	447	482
Broad Based Economic Transformation	Inst. Strategy: M & E and Research: IDP	3,926	5,503	4,648	5,244	5,407	5,288	5,937	6,410	6,932
Environment	Community Safety - Support	108	212	-	30	30	27	-	-	-
Environment	Economic Development	1,366	-	-	-	-	-	-	-	-
Environment	Economic Development: Tourism	-	(119)	-	-	-	-	-	-	-
Environment	Environ. Res. Man: Parks & Cemeteries	1,791	-	-	-	-	-	-	-	-
Environment	Environmental Resource Management	12,968	15,675	52,217	30,280	37,524	30,683	54,567	57,044	55,584
Environment	Facilities Management (Civil Works)	-	-	-	-	-	-	115	121	129
Environment	Health & Social Development	-	3	3	-	-	-	-	-	-
Environment	Roads & Stormwater	65	38	129	115	115	103	-	-	-
Environment	Waste Management	1,597	1,247	1,688	1,369	1,504	1,118	971	1,034	1,101
Good Governance	City Manager	21,956	17,219	9,794	10,831	12,313	11,892	10,077	10,810	11,672
Good Governance	City Planning	4,738	8,841	7,556	9,357	9,634	9,632	293	318	345
Good Governance	City Secretariat	125	156	200	131	204	190	88	95	102
Good Governance	Communication	532	1,477	1,974	796	974	973	195	212	232
Good Governance	Community Safety - Support	126,372	160,267	162,359	206,040	205,875	203,930	-	-	-
Good Governance	COO: Delivery Coordination	969	200	450	432	432	429	40	43	47
Good Governance	Corporate Legal	210,193	202,585	234,807	250,376	251,557	246,015	220,975	239,815	261,302
Good Governance	Council General Expenditure	141,476	167,246	188,185	476,992	392,945	313,085	438,735	462,663	491,414
Good Governance	Customer Relations Management	30,696	30,614	102,487	96,189	73,183	83,551	127,952	134,635	133,370
Good Governance	Econ. Dev: Fresh Produce Market	2,478	2,624	1,923	2,851	2,857	2,827	2,515	2,971	3,515
Good Governance	Economic Development	513	450	1,174	1,050	1,214	1,213	124	135	147
Good Governance	Economic Development: Tourism	-	-	23	-	-	-	-	-	-
Good Governance	Emergency & Dis Man: Emergency Serv's	-	-	-	-	-	-	7,947	9,182	10,641
Good Governance	EMPD	3,553	15,305	15,841	4,335	4,435	4,435	492	574	671
Good Governance	Energy	338,599	406,775	528,087	690,285	691,085	792,468	705,201	846,178	1,016,235
Good Governance	Environ. Res. Man: Parks & Cemeteries	27,224	29,213	20,424	24,459	27,156	23,572	5,788	6,548	7,428
Good Governance	Environmental Resource Management	444	541	568	428	545	544	652	698	747
Good Governance	Executive Support	1,848	4,137	2,713	5,885	5,875	5,810	409	437	471
Good Governance	Finance	711,253	83,763	93,784	302,018	78,391	448,399	656,411	661,381	653,496
Good Governance	Fleet Management	6,709	9,562	9,165	628	659	659	536	613	703
Good Governance	Health & Social Development	20,287	30,324	31,827	37,907	38,279	38,245	2,534	2,879	3,281
Good Governance	Housing	50,456	61,896	65,935	96,741	96,887	101,597	32,471	37,855	44,241
Good Governance	Human Resources	89,926	97,553	105,655	135,735	114,171	111,994	86,527	92,992	100,337
Good Governance	Information Communication Technology	1,386	1,238	1,952	2,089	2,268	2,268	(38,985)	(42,494)	(46,403)
Good Governance	Inst. Strategy: M & E and Research: GM	8,537	3,535	4,173	2,142	5,682	5,255	8,988	9,497	10,173
Good Governance	Inst. Strategy: M & E and Research: PMO	-	-	-	-	-	-	3,054	3,316	3,610
Good Governance	Inst. Strategy: M & E and Research: IDP	15	194	5,658	29	67	66	837	881	941
Good Governance	Inst. Strategy: M & E and Research: R & D	-	1,722	1,968	4,774	4,808	4,632	4,822	5,176	5,583
Good Governance	Internal Audit	16,751	25,494	26,948	37,683	41,776	36,651	31,869	34,292	37,081
Good Governance	Performance Management	-	-	-	-	-	-	3,024	3,286	3,577
Good Governance	Political Office	157,081	249,457	191,391	246,164	255,594	247,057	160,467	171,822	184,815
Good Governance	Public Transport	-	-	-	-	-	-	135	157	183
Good Governance	Regional Management	42	36	47	-	-	-	-	-	-
Good Governance	Risk Management	54	1,219	100	3,441	7,441	3,261	3,273	3,494	3,766
Good Governance	Roads & Stormwater	168,594	175,256	188,801	216,756	227,397	214,096	-	-	-
Good Governance	SPM - 2010 & Special Programmes	8,667	45,727	57,112	-	-	-	-	-	-
Good Governance	SRAC - Sport & Recreation	52,519	75,444	76,425	101,157	101,799	101,534	24,255	26,785	29,713
Good Governance	Waste Management	106,801	121,872	134,770	143,154	142,917	156,212	114,197	129,403	146,778
Good Governance	Water & Sanitation	181,484	30,807	33,777	39,256	40,104	41,625	268,310	308,608	354,945

GT000 Ekurhuleni Metro - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Health HIV/AIDS Poverty Rel. Diseases	Community Safety - Support	71,811	87,361	111,498	133,285	131,426	130,712	-	-	-
Health HIV/AIDS Poverty Rel. Diseases	COO: Delivery Coordination	11,323	1,545	6,885	24	1,273	1,149	10,906	12,383	13,778
Health HIV/AIDS Poverty Rel. Diseases	Emergency & Dis Man: Emergency Serv's	-	-	-	-	-	-	146,697	158,972	172,641
Health HIV/AIDS Poverty Rel. Diseases	EMPD	-	-	-	-	90	81	-	-	-
Health HIV/AIDS Poverty Rel. Diseases	Environmental Resource Management	49,244	57,799	65,541	69,096	69,340	68,338	77,327	83,917	91,286
Health HIV/AIDS Poverty Rel. Diseases	Health & Social Development	268,493	312,633	380,147	400,982	429,032	395,438	545,020	591,817	637,455
Health HIV/AIDS Poverty Rel. Diseases	Roads & Stormwater	0	5	3	0	0	0	-	-	-
Health HIV/AIDS Poverty Rel. Diseases	SRAC - Sport & Recreation	-	33	44	38	38	38	-	-	-
Health HIV/AIDS Poverty Rel. Diseases	Waste Management	-	4	-	-	-	-	-	-	-
Improving Skills Levels	City Manager	350	-	-	-	-	-	-	-	-
Improving Skills Levels	City Planning	134	107	98	130	130	117	169	177	189
Improving Skills Levels	Communication	114	91	61	131	131	118	80	84	90
Improving Skills Levels	Community Safety - Support	1,490	3,372	3,461	3,531	3,531	3,181	-	-	-
Improving Skills Levels	Corporate Legal	143	105	15	134	134	120	200	210	224
Improving Skills Levels	Economic Development	108	-	96	100	100	90	171	179	191
Improving Skills Levels	Emergency & Dis Man: Emergency Serv's	-	-	-	-	-	-	1,911	2,006	2,141
Improving Skills Levels	EMPD	1,566	1,602	1,844	1,778	1,778	1,602	1,671	1,755	1,872
Improving Skills Levels	Energy	326	351	488	610	1,350	631	1,457	1,530	1,632
Improving Skills Levels	Environ. Res. Man: Parks & Cemeteries	609	188	104	572	1,072	515	-	-	-
Improving Skills Levels	Environmental Resource Management	135	115	136	139	139	125	1,709	1,794	1,914
Improving Skills Levels	Executive Support	-	-	-	37	37	37	-	-	-
Improving Skills Levels	Finance	168	190	68	400	400	360	266	279	298
Improving Skills Levels	Health & Social Development	795	1,116	1,155	1,182	1,182	1,065	1,282	1,346	1,436
Improving Skills Levels	Housing	240	200	193	210	210	189	235	247	263
Improving Skills Levels	Human Resources	24,642	16,335	15,637	28,762	29,477	28,111	29,773	31,970	34,489
Improving Skills Levels	Information Communication Technology	518	649	575	1,000	1,000	901	975	1,024	1,093
Improving Skills Levels	Inst. Strategy: M & E and Research: GM	18	12	-	-	-	-	-	-	-
Improving Skills Levels	Inst. Strategy: M & E and Research: IDP	9	5,033	148	2,890	90	81	30	32	34
Improving Skills Levels	Inst. Strategy: M & E and Research: R & D	-	-	14	24	24	22	26	27	29
Improving Skills Levels	Internal Audit	417	160	160	165	315	149	216	227	242
Improving Skills Levels	Political Office	666	27	-	2,046	46	41	-	-	-
Improving Skills Levels	Public Transport: Licensing	-	-	-	-	-	-	436	458	489
Improving Skills Levels	Roads & Stormwater	176	357	1,200	1,317	1,317	1,186	1,282	1,346	1,436
Improving Skills Levels	SRAC - Arts & Culture	-	-	-	-	-	-	85	90	96
Improving Skills Levels	SRAC - Libraries	-	-	-	-	-	-	171	179	191
Improving Skills Levels	SRAC - Sport & Recreation	66	56	36	67	567	61	43	45	48
Improving Skills Levels	Waste Management	185	237	227	241	241	217	-	-	-
Improving Skills Levels	Water & Sanitation	802	2	1	2	2	2	-	-	-
Inadequate ICT Infrastructure	City Planning	497	1,460	609	2,060	2,060	1,856	2,084	2,189	2,337
Inadequate ICT Infrastructure	Communication	-	-	-	-	-	-	80	84	90
Inadequate ICT Infrastructure	Community Safety - Support	271	1,354	316	293	59	53	-	-	-
Inadequate ICT Infrastructure	Corporate Legal	8	-	41	32	32	29	-	-	-
Inadequate ICT Infrastructure	EMPD	914	-	699	-	-	-	-	-	-
Inadequate ICT Infrastructure	Energy	3,061	219	121	485	542	488	135	142	151
Inadequate ICT Infrastructure	Environmental Resource Management	3,487	3,954	2,290	1,535	3,385	3,050	871	948	1,035
Inadequate ICT Infrastructure	Finance	12,963	11,982	11,713	13,485	13,485	11,945	23,086	23,939	25,395
Inadequate ICT Infrastructure	Housing	25	-	-	190	166	168	200	210	224
Inadequate ICT Infrastructure	Human Resources	-	-	-	1,533	1,533	1,381	-	-	-
Inadequate ICT Infrastructure	Information Communication Technology	126,209	264,407	168,887	267,736	296,947	265,942	268,522	284,657	298,099

GT000 Ekurhuleni Metro - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Inadequate ICT Infrastructure	Inst. Strategy: M & E and Research: GM	16	7	-	-	-	-	-	-	-
Inadequate ICT Infrastructure	Inst. Strategy: M & E and Research: R & D	-	-	39	73	73	66	78	82	87
Inadequate ICT Infrastructure	Internal Audit	-	158	-	698	698	629	700	735	784
Inadequate ICT Infrastructure	Roads & Stormwater	-	-	-	515	515	464	415	436	465
Inadequate ICT Infrastructure	SRAC - Libraries	-	-	-	-	-	-	2,000	2,100	2,241
Inadequate ICT Infrastructure	SRAC - Sport & Recreation	3,199	75	1,394	2,090	2,090	1,883	-	-	-
Inadequate ICT Infrastructure	Water & Sanitation	1,152	164	-	107	107	96	47	49	52
Inadequate Trading Services Infrastructure	Community Safety - Support	-	-	153	600	234	201	-	-	-
Inadequate Trading Services Infrastructure	COO: Delivery Coordination	941	1,155	1,351	4,067	4,067	4,031	1,769	1,915	2,080
Inadequate Trading Services Infrastructure	Energy	2,797,498	4,360,339	5,238,542	6,685,391	6,718,741	6,579,929	8,170,921	9,988,154	12,194,359
Inadequate Trading Services Infrastructure	Environ. Res. Man: Parks & Cemeteries	-	1	-	-	-	-	-	-	-
Inadequate Trading Services Infrastructure	Finance	-	-	-	10	10	8	15	16	17
Inadequate Trading Services Infrastructure	Health & Social Development	1	2	-	1	1	1	-	-	-
Inadequate Trading Services Infrastructure	Political Office	-	-	93	110	212	183	-	-	-
Inadequate Trading Services Infrastructure	Roads & Stormwater	-	-	3,820	-	-	-	-	-	-
Inadequate Trading Services Infrastructure	Waste Management	409,903	585,705	656,306	743,319	778,021	684,690	868,224	932,623	1,008,891
Inadequate Trading Services Infrastructure	Water & Sanitation	1,579,175	783,278	770,304	831,361	867,729	803,892	3,334,085	3,639,304	4,020,655
Investment Promotion & Facilitation	City Manager	2,986	4,454	541	600	600	540	500	525	560
Investment Promotion & Facilitation	City Secretariat	-	-	156	452	452	450	531	577	628
Investment Promotion & Facilitation	Communication	-	-	51	-	-	-	-	-	-
Investment Promotion & Facilitation	Community Safety - Support	-	-	118	200	160	180	200	210	224
Investment Promotion & Facilitation	Corporate Legal	-	-	200	200	200	180	200	210	224
Investment Promotion & Facilitation	Econ. Dev: Fresh Produce Market	5,581	6,692	7,107	7,492	8,198	8,033	8,596	9,323	10,137
Investment Promotion & Facilitation	Economic Development	2,492	4,508	2,998	2,800	2,848	2,558	887	931	994
Investment Promotion & Facilitation	Energy	-	-	11	200	200	180	200	210	224
Investment Promotion & Facilitation	Finance	-	-	372	200	200	180	200	210	224
Investment Promotion & Facilitation	Information Communication Technology	-	-	-	200	-	-	200	210	224
Investment Promotion & Facilitation	MI Infrastructure	-	6	-	-	-	-	-	-	-
Investment Promotion & Facilitation	Political Office	-	-	214	1,000	1,000	901	1,000	1,050	1,120
Investment Promotion & Facilitation	Roads & Stormwater	-	-	64	200	-	180	-	-	-
Labour Absorption & Job Creation	City Manager	28	41	-	-	-	-	-	-	-
Labour Absorption & Job Creation	Community Safety - Support	2	-	-	-	-	-	-	-	-
Labour Absorption & Job Creation	Energy	1	-	-	-	-	-	-	-	-
Labour Absorption & Job Creation	Executive Support	10	-	-	-	-	-	-	-	-
Labour Absorption & Job Creation	Finance	0	-	-	-	-	-	-	-	-
Labour Absorption & Job Creation	Health & Social Development	64	8	-	5	5	5	-	-	-
Labour Absorption & Job Creation	Human Resources	176	4,299	3,360	7,403	7,523	6,759	9,529	10,029	10,717
Labour Absorption & Job Creation	Political Office	35	5	3	0	0	0	-	-	-
Labour Absorption & Job Creation	SRAC - Sport & Recreation	2	20	57	56	56	56	-	-	-
Lack of Clear Identity	Communication	39,916	37,279	44,169	40,413	45,305	40,675	43,484	46,569	50,218
Need for Urban Renewal	City Planning	229	-	-	-	-	-	-	-	-
Need for Urban Renewal	City Secretariat	-	-	33	181	133	132	149	162	176
Parks, Sports & Recreational Facilities	Corporate Legal	1	1	-	1	1	1	1	1	1
Parks, Sports & Recreational Facilities	Environ. Res. Man: Parks & Cemeteries	257,085	344,310	383,271	425,090	423,734	407,107	459,738	495,615	536,650
Parks, Sports & Recreational Facilities	Finance	2	9	6	8	8	8	-	-	-
Parks, Sports & Recreational Facilities	Health & Social Development	-	-	0	-	-	-	-	-	-
Parks, Sports & Recreational Facilities	Housing	8	-	-	55	-	50	-	-	-
Parks, Sports & Recreational Facilities	Political Office	-	-	495	-	500	500	-	-	-

GT000 Ekurhuleni Metro - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Parks, Sports & Recreational Facilities	SRAC - Arts & Culture	-	-	-	-	-	-	17,213	18,665	20,291
Parks, Sports & Recreational Facilities	SRAC - Libraries	-	-	-	-	-	-	108,643	117,859	128,071
Parks, Sports & Recreational Facilities	SRAC - Sport & Recreation	307,854	311,447	413,070	411,661	421,861	410,204	366,709	390,356	403,111
Poor Transportation Links & Mobility	Energy	-	-	-	-	10	8	-	-	-
Poor Transportation Links & Mobility	Facilities Management (Civil Works)	-	-	-	-	-	-	61,983	67,071	72,752
Poor Transportation Links & Mobility	Fleet Management	41,863	48,699	68,811	95,282	95,349	94,654	16,745	17,894	19,188
Poor Transportation Links & Mobility	Health & Social Development	-	-	40	-	-	-	-	-	-
Poor Transportation Links & Mobility	Public Transport	-	-	-	-	-	-	68,749	73,448	79,067
Poor Transportation Links & Mobility	Roads & Stormwater	634,840	1,371,454	1,630,042	1,525,263	1,580,516	1,476,195	1,422,900	1,482,017	1,422,501
Poor Transportation Links & Mobility	Waste Management	23,404	9,956	3,960	1,697	5,021	2,231	-	-	-
Poor Transportation Links & Mobility	Water & Sanitation	-	1,773,249	1,725,217	2,183,666	2,184,805	2,249,046	-	-	-
Poverty & Unemployment	Community Safety - Support	-	1,350	-	-	-	-	-	-	-
Poverty & Unemployment	Corporate Legal	3,308	3,473	5,564	6,276	5,888	5,878	6,256	6,723	7,240
Poverty & Unemployment	Energy	29,695	34,119	42,812	54,000	54,000	54,000	108,750	100,866	124,899
Poverty & Unemployment	Environmental Resource Management	473	310	203	405	405	365	300	315	336
Poverty & Unemployment	Health & Social Development	1,385	1,420	807	-	-	-	-	-	-
Poverty & Unemployment	Housing	-	-	14,756	-	-	-	-	-	-
Poverty & Unemployment	Water & Sanitation	299	-	-	-	-	-	-	-	-
Safety & Security	Community Safety - Support	270,693	291,700	302,742	325,211	333,235	323,679	51,372	53,523	50,939
Safety & Security	Corporate Legal	8	-	-	-	-	-	-	-	-
Safety & Security	Emergency & Dis Man: Emergency Serv's	-	-	-	-	-	-	239,724	259,024	280,604
Safety & Security	Emergency & Disaster Man: Disaster Man.	-	-	-	-	-	-	79,682	86,317	93,709
Safety & Security	EMPD	409,207	562,873	615,869	710,416	679,661	664,220	755,725	810,781	875,424
Safety & Security	Energy	160	48	-	-	-	-	-	-	-
Safety & Security	Environ. Res. Man: Parks & Cemeteries	-	76	-	-	-	-	-	-	-
Safety & Security	Finance	5,332	967	305	1,023	7	536	350	355	373
Safety & Security	Health & Social Development	13	-	179	162	222	202	-	-	-
Safety & Security	Housing	1,497	1,591	881	800	2,280	970	-	-	-
Safety & Security	Public Transport: Licensing	-	-	-	-	-	-	175,465	190,087	206,446
Safety & Security	SRAC - Sport & Recreation	43	20	4,571	4,736	4,910	4,872	-	-	-
Safety & Security	Water & Sanitation	-	-	-	40	40	34	-	-	-
Spatially Fragmented, Inequitable City	City Planning	58,109	65,404	71,625	94,936	91,843	90,568	98,048	106,110	114,998
Spatially Fragmented, Inequitable City	Human Resources	324	308	459	460	560	415	-	-	-
Sustainable Economic Diversification	Corporate Legal	-	-	-	-	350	-	-	-	-
Sustainable Economic Diversification	Econ. Dev: Fresh Produce Market	322	312	299	561	556	559	5,557	5,726	5,290
Sustainable Economic Diversification	Economic Development	11,143	21,570	17,316	17,764	18,563	18,250	27,668	26,058	27,988
Sustainable Human Settlements	Health & Social Development	-	-	-	12	-	11	-	-	-
Sustainable Human Settlements	Housing	308,851	141,378	242,173	200,150	363,193	228,906	323,533	355,003	372,206
Sustainable Human Settlements	Roads & Stormwater	4	11	-	-	-	-	-	-	-
Tourism Promotion & Development	Econ. Dev: Fresh Produce Market	715	934	670	600	600	486	-	-	-
Tourism Promotion & Development	Economic Development	3,480	18	1,947	6,454	6,743	6,584	-	-	-
Tourism Promotion & Development	Economic Development: Tourism	-	866	3,596	-	-	-	6,275	6,803	7,399
		10,311,437	13,636,739	15,426,592	18,522,785	18,592,775	18,351,265	20,908,641	23,740,821	26,985,058

CAPITAL EXPENDITURE

Table 55 Supporting Table SA6 Reconciliation of IDP Strategic Objectives and Budget (Capital Expenditure)

GT000 Ekurhuleni Metro - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

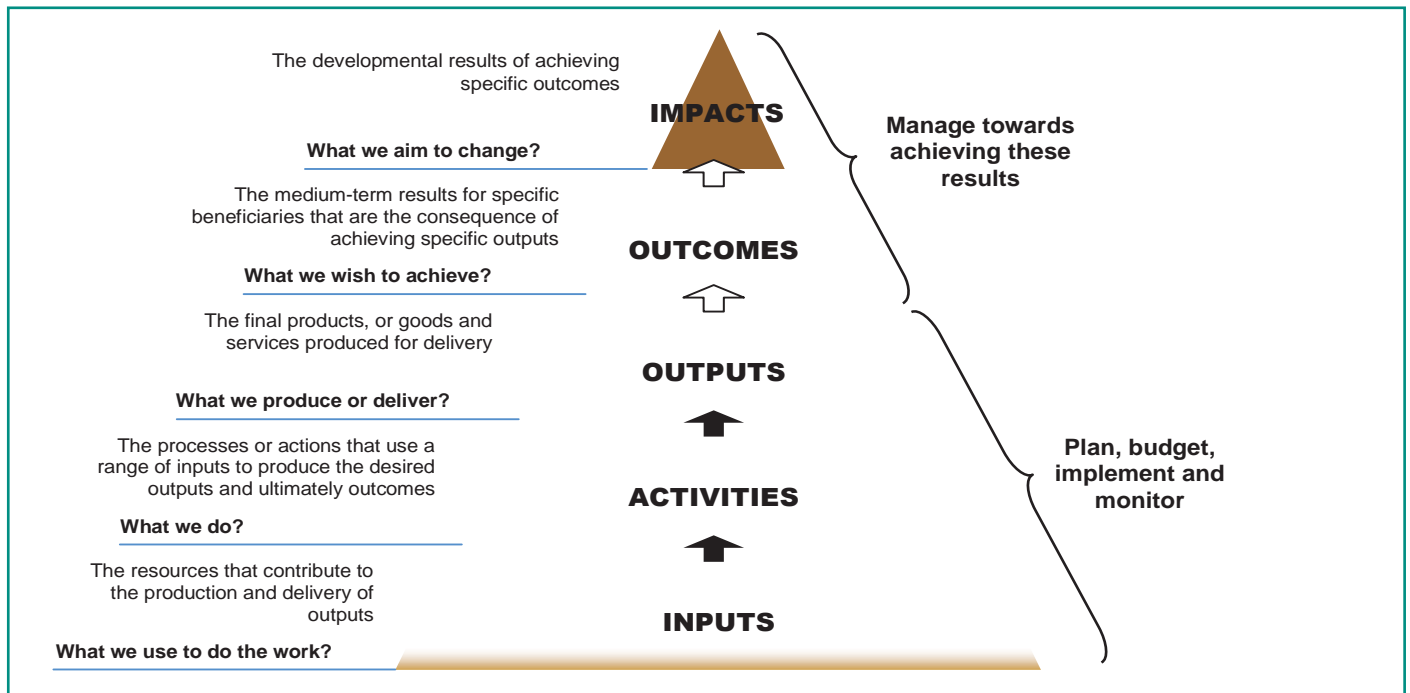
Strategic Objective	Goal	Goal Code	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Economic	Economic Diversification	A		318	240	-	8,165	7,450	7,450	7,450		
Economic	Economic Transformation	B		-	7,656	23,540	33,300	37,837	37,837	22,350	18,500	17,000
Physical	Environmental Infrastructure	C			891	41,035	16,000	13,000	13,000	19,296	5,400	12,000
Physical	Environmental Management	D		262	217,537	223,664	48,622	36,622	36,622	38,512	32,602	55,034
Good Governance	Good Governance	E		152,293	66,498	78,382	247,941	217,389	217,389	362,717	402,116	538,055
Social	Healthcare and facilities	F		30,530	261,107	283,625	108,065	99,601	99,601	85,135	123,358	89,142
Social	Human Settlements	G		163,129	178,271	17,576	303,528	332,454	332,454	375,427	329,646	310,826
Physical	ICT Infrastructure	H		299,986	40,233	59,699	67,820	73,315	73,315	88,515	89,100	89,100
Social	Metro Parks	I		19,726	87,994	140,447	48,055	73,634	73,634	17,880	17,020	22,400
Social	Park, Sport and Recreational Facilities	J		34,852	8,489	4,407	68,880	90,367	90,367	78,900	69,100	102,500
Social	Poverty and Unemployment	K			952,562	555,123	475,030	843	843	7,000	7,400	1,800
Physical	Roads and Transport	L		404,771	68,218	28,690	64,821	526,964	526,964	425,106	403,414	355,467
Social	Safety and Security	M		63,009	630,018	476,216	629,864	64,641	64,641	108,712	111,024	107,228
Physical	Services Infrastructure	N		300,980	-	-	40,000	621,230	621,230	717,785	670,975	620,094
Physical	Spatial Development	O		-	6,888	1,295						
Economic	Tourism Promotion	P						35,700	35,700	20,000	20,200	
		Q										
			1	1,469,855	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	2,374,785	2,299,855	2,320,646

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

The Measurable Performance Objectives have been revised as part of the Institutional Review process. The revised performance indicators have been proposed by the Organisational Performance Management Section with an aim of improving both the quality of the indicators as well as the appropriateness of the targets. It was found that the lack of detailed departmental business plans led to the inclusion of not only outcomes and outputs but also activities in the SDBIP. This led to bulky documents dealing with the performance of the organization.

As departure point, the various levels of the SDBIP and other plans have been reviewed and the following findings were made in respect of the EMM's level of planning:

Figure 18: Measurable Performance Objectives and Indicators (SDBIP Review Process Findings)



The main aim of the revised performance management documents is to isolate information required for strategic decision making and reporting from operational management information.

The activities required to achieve the outputs, outcomes and impacts will be contained in the departmental business plans and cascaded into the divisional operational plans and individual performance plans (in the required level of detail). As with the implementation of new processes, this will take some time to fully achieve as systems to measure outcomes and impacts are not fully implemented in all areas.

The following planning documents will be produced as of this financial year:

Figure 19: EMM Performance Management Documents (SDBIP Key Performance Indicators)



The SDBIP key performance indicators are contained in the section dealing with departmental SDBIPs.

OVERVIEW OF BUDGET RELATED POLICIES

The EMM has a myriad of policies, both financial and non financial. This section will list the financial and budget related policies and provide an overview of the amendments made to these policies. The policies that have not been changed are contained in electronic format on the Budget CD.

Policies that have been amended are contained in printed format to the Annexures of this document.

The entire set of Budget Related Policies can be viewed on the EMM website: <http://www.ekurhuleni.gov.za>

Amended Policies

Cash Management and Funding Strategy Policies (Annexure A)

- Funding and Reserves Policy.
- Borrowing Policy.
- Cash Management Policy.
- Investment Policy.
- Long Term Financial Plan.

Budget and Accounting Policies

- Budget Implementation and Monitoring Policy (Annexure A).
- Planning and Approval of Capital Projects Policy (Annexure A).
- Accounting Policy (contained on CD).

Rates and Tariffs Policies

- Electricity Tariff Policy (Annexure A).
- Property Rates Policy (Annexure B).
- Provision of Free Basic Electricity (Annexure C).

Debtors Management Policies

- Provision of Doubtful Debtors and Debtors Write-off Policy (Annexure A).

Other Policies

- Domestic Travel Policy (Annexure D).

By-Laws

- Tariff By-Laws (Annexure E).

Policies Not Amended**Rates and Tariffs Policies**

- Water and Wastewater Tariff Policy.
- Provision of Free Basic Water and Wastewater Policy.
- Solid Waste Tariff Policy.

Budget and Accounting Policies

- Municipal Entities Policy.

SCM policy in terms of section 111 of the MFMA**Asset management and disposal of assets policy****Debtors Management Policies**

- Credit Control and Debt Collection Policy.
- Indigent Policy.

Policies dealing with infrastructure investment and capital projects

- Developer contributions for property developments – Electricity.
- Developer contributions for property developments – Water and Wastewater.
- Developer contributions for property developments – Roads.

Policies relating to the management of electricity

- Electricity metering for domestic customers (aimed at management of electricity losses).

Policy to promote electricity conservation and efficiency**Policies related to personnel (including overtime, vacancies and temporary staff)**

- Recruitment and selection policy and procedure.
- Overtime policy.
- Acting allowance policy.
- Acting allowance (section 57) policy.
- Uniform allowance for night work policy.
- Transport allowance policy.
- Internship policy and implementation guidelines.
- Learnership policy.
- Study bursary scheme for employees.
- Ekurhuleni bursary scheme.
- HIV policy.
- Incapacity due to ill health policy.
- Experiential / Learning Policy.

Other policies

- Acceptance of grants, donations, sponsorships and gifts policy.
- Grants-in-Aid Policy.

Summary of amendments made to Policies

Table 56: Summary of Amendments Made to Policies

Policy	Amendments Made
Funding and Reserves Policy	Updated VAT apportionment ratio from varied input method to turnover based method.
	Amount of funding from borrowings in the MTREF removed from policy – now referenced to budget.
	Removed details of funding and services (now only a reference to the budget is included in the policy).
	Removed details of cash management policy (insofar as funding of reserves are concerned) (now only a reference to the cash management policy is included).
Borrowing Policy	Amount of funding from borrowings in the MTREF removed from policy – now referenced to budget.
Cash Management Policy	Inclusion of newly created provisions and guidance on the cash to be maintained for those provisions.
	Amendment of credit rating to be specific to the Moody's Rating Agency Rating Scale
	Detailed cash targets per the new categories of cash management as follows: <ul style="list-style-type: none"> Total Cash: 45 days Operating cash: 10 – 15 days Unencumbered cash: 0 days
Investment Policy	Inclusion of clarification that Section 33 of the MFMA is not applicable to long term investments.
Long Term Financial Plan	Removed details of projected long term financial results (now only a reference to the budget is included in the policy).
	Inclusion of Revenue Management and Enhancement Programme in the policy.
Budget Implementation and Monitoring Policy	Amounts of delegated powers re budget re-allocations updated (10% p.a. increase).
	Inclusion of process to accommodate "roll-overs" on both internal and external funding sources.
Planning and Approval of Capital Projects Policy	Refinement of terminology used in line with Institutional review.
Electricity Tariff Policy	The National Energy Regulator of South Africa, in its 2011/12 municipal tariff guideline instructed that municipalities shall implement the Inclining Block Tariff principle for all residential tariffs. This led to the previous Tariff A Lifeline, Tariff A and Tariff B being consolidated into one tariff, namely Tariff A (IBT). Tariff A (Business) and Tariff B (Business) were created to enable specialized tariffs for business use. Tariff H was also created in anticipation of a possible smart meter rollout.
Property Rates Policy	Changes to sentence construction to clarify principles – no changes to either rating categories or rebates.
Credit Control and Debt Collection Policy	As detailed under separate cover.
Provision for Doubtful Debt and Debt Write Off	Par 4.1 - Hand-over accounts to panel of debt collectors, legal hand-overs and clearance handover (Debt outside Section 118)
	Par 4.1 Housing Rental Debtors Debt aged 30 days and older deemed to be 100% uncollectable – 100% provided for as bad debt Current debt deemed to be 100% collectable and not provided for.
	Par 5.5 Other Write-offs Department / Entity identify deemed irrecoverable debts and prepare report detailing the nature of the underlying debt, conditions that led to the debt being identified as being irrecoverable, details on credit and debt collection processes followed to recover the debt and confirmation that all available avenues to recover the debt have been exhausted. If approved by the CFO, formal report must be submitted to the Finance Portfolio Committee, Mayoral Committee and Council for consideration.
Tariff By-Laws	New by-law

Policy	Amendments Made
Domestic Travel Policy	Rationale for travelling included in policy: <ul style="list-style-type: none"> Realize the Strategic thrust of the EMM. Only through a Council resolution Through the appointed travel agent, except in sponsored trips where the sponsor determined which travel agent and airliner to utilize.
	Limitations included in policy: <ul style="list-style-type: none"> Only applicable to Councillors & officials when in active duty.
	Flights <ul style="list-style-type: none"> Strictly Economic flights only except for the Executive Mayor & City Manager EMM to provide transport to and from the Airport Council cannot pay for parking at the airport.
	Car Hire <ul style="list-style-type: none"> The City Manager will be booked a group F vehicle.
	Subsistence and Travel Allowance <ul style="list-style-type: none"> Overnight allowance – R100-00 Accommodation with three meals - R200-00 Accommodation with two meals - R250-00 Accommodation with one meal - R350-00
	Accommodation <ul style="list-style-type: none"> Suitable living standards for EMM delegates and invited guests of the EMM

Additional Comments on changes to the property rates policy

Table 57: Additional Comments on Changes to the Property Rates Policy

Reference	2010-11 Policy	2011-12 Policy
4.2(d)(ii)	Other business and commercial purpose	Business and commercial purposes
4.2(d)(iv)		Industrial purposes
4.2(p)	places of worship	Places of public worship
4.3	The Council may determine other categories as the Council may from time to time identify	The Council may from time to time determine other categories
7.12(b)	Private schools which are not State funded in terms of section 34 of the South African Schools Act, 1996 (Act No. 84 of 1996) and are registered as independent schools in terms of the South African Schools Act, 1996 (Act No. 84 of 1996)	Private schools which are registered as independent schools in terms of the South African Schools Act, 1996 (Act No. 84 of 1996)
12.3	The rates policy takes effect from the start of the financial year	The rates policy takes effect from the start of the financial year – 1 July 2011.

The accounting policy is changed as summarised below, but due to the size and technical nature of the policy, it is not included in the document, but included in the CD with the unchanged policies.

Table 58: Additions to the Accounting Policy

Additions to the Accounting Policy	Description of Additions
Significant judgements and sources of estimation uncertainty	Sentence added for additional disclosure in policy.
Property, plant and Equipment	Paragraph added for additional disclosure in policy.
Financial Instruments	Paragraphs added for additional disclosure in policy. Unlisted shares added to types of financial assets in order to indicate this asset separately.
Tax	Policy added due to municipal entities' policies.
Share premium	Policy added due to municipal entities' policies.
Employee benefits	Paragraphs added for additional disclosure in policy.
Provisions	Paragraphs added for additional disclosure in policy.
Impairment of cash-generating assets	Policy added for enhanced disclosure.
Impairment of non-cash-generating assets	Policy added for enhanced disclosure.
Research and development expenditure	Policy added due to municipal entities' policy.

Table 59: Deletions from the Accounting Policy

Deletions from the Accounting Policy	Description of Deletions
Financial Instruments	Unit Trusts were deleted from types of assets due to it being included within another type. Current portion of long-term liabilities were deleted from types of assets due to it being included within another type. Study loans were deleted due to it not being applicable anymore.
Employee benefits	Accrued leave was deleted due to its inclusion within the Provisions policy (transferred).
Internal reserve: Housing Development Fund	Policy was deleted due to it not being applicable anymore.

Table 60: Changing to the Accounting Policy

Changes to the Accounting Policy	Description of change
Property, plant and Equipment	Various useful lives changed (years) due to municipal entities' policies as well as due to change in estimated useful lives in ordinary course of operations.
Financial Instruments	Various types of investments were included within one type namely Investments. Description of 'Other debtors' changed to 'Other receivables' to be more aligned with GRAP. Description of 'Bank balances and cash' changed to 'Cash and cash equivalents' to be more aligned with GRAP. Description of 'Creditors' changed to 'Trade and other payables' to be more aligned with GRAP.
Borrowing costs	Borrowings costs policy was changed due to capitalisation of borrowing costs becoming applicable to the municipality.
Intangible assets	Useful life changed (years) due to municipal entities' policies.

OVERVIEW OF BUDGET ASSUMPTIONS

The long term planning is done and set in a very volatile environment. The economy continues to recover from the recession, inflation and interest rates are currently the lowest in years, yet the cost drivers impacting on the municipal budget reflects a different picture. The service delivery bids offered to the municipality increases by double digits whilst both CPI and PPI are currently single digit numbers. The rationale for the higher prices offered to the municipality can be attributed to a number of factors, of which actual cost inflation is only one. Other factors may be coalition between suppliers, increased profit margins used when responding to government bids, skills shortages in the market resulting in a mismatch between supply and demand which leads to increased prices as a few examples. In the long term financial planning, cost increases were linked to either CPI or PPI to reflect the economic expectation. Any cost increases resulting from factors other than PPI increases, are excluded from this financial plan.

Table 61: Overview of Budget Assumptions

Indicator	F00 2010/11	F01 2011/12	F02 2012/13	F03 2013/14	F04 2014/15	F05 2015/16	Later Years
Assumed PPI	6.20%	6.50%	6.70%	7.50%	7.50%	7.50%	6.20%
Assumed CPI	4.70%	5.00%	5.20%	6.00%	6.00%	6.00%	4.70%
Assumed Prime Interest Rate	7.70%	8.00%	8.20%	9.00%	9.00%	9.00%	7.70%
Assumed Investment Rate	4.70%	5.00%	5.20%	6.00%	6.00%	6.00%	4.70%

(National Treasury, 2010)(Finance Management Team, 2011)

Revenue Growth Forecasts

Budgeted Revenue growth is informed by three factors, being tariff increases, growth in the quantum of services consumed as well as any adjustments to the current year's budget where budget assumptions deviated from actual trends during the year.

The first, being tariff increases will be discussed hereunder:

National Treasury has set targets for inflation and as a key driver of national inflation municipalities are encouraged to set tariffs within the

targeted inflation levels. Whilst this is a principle that is supported, the economic realities within municipalities do not always allow for this approach. Tariffs for trading services are informed by the following key cost drivers:

Electricity

Electricity tariff increases are mainly informed by the Eskom Bulk Increases. The estimated bulk purchases increases for the next four years were published as 26.71% and tariff guidelines for municipal tariff increases were provided. The formula for the calculation of municipal tariff increases is as follows:

$$(%B \times \%BPI) + (%S \times \%SI) + (%R \times \%RI) + (%C \times \%CCI) + (%OC \times \%OCI)$$

$$(70 \times 26.71) + (12 \times 6.8\%) + (6 \times 4.8\%) + (4 \times 4.8\%) + (8 \times 4.8\%)$$

$$18.70 + 0.82 + 0.29 + 0.19 + 0.38$$

20.38%

Where:

- B = % Bulk purchases
- BPI = % Bulk purchase increase
- S = % Salaries
- SI = % Salary increase
- R = % Repairs
- RI = % Repairs increase
- C = % Capital charges
- CCI = % Capital charges increase
- OC = % Other Charges
- OCI = % Other Charges increase

Table 62: (Albeit At Varying Assumed CPI Rates) For the Years after 2015, Increases Were Linked to PPI

COST LINE ITEM	PREVIOUS COSTS %	MUNIC % OF TOTAL COST	EXPECTED INCREASE %	WEIGHTED AVERAGE EXPECTED INCREASE
Purchases	67	70	26.71	18.70
Salaries and wages	12	12	6.8	0.82
Maintenance/ Refurbishment/ recapitalisation	6	6	4.8	0.29
Capital charges in total	4	4	4.8	0.19
Other costs	11	8	4.8	0.38
% increase				20.38%

(NERSA, 2010)

The same formula has been applied to the years 2011/2012 – 2014/2015 (albeit at varying assumed CPI rates). For the years after 2015, increases were linked to PPI.

Water

Bulk water is purchased from Rand Water and the cost of bulk water is the main cost driver in the tariff setting process. Rand Water announced a tariff increase of 12.9% during October 2010 which has been used as basis for the proposed tariff increase for the 2011/2012 financial year. (Rand Water, 2011).

Any changes to the final Rand Water tariff increase will lead to an amendment to the proposed water tariffs (either higher or lower, as per final Rand Water tariff).

Tariff Increases for financial periods after 1 July 2012 was estimated at PPI plus 2%. Whilst this may be conservative taking the current proposed cost increases for bulk water into account, it is also true that the surplus generated from the water service is relatively low (in comparison with the electricity service) and adjustments to both the bulk purchases budget and sales budget (either upwards or downwards)

will have a relatively small impact on the bottom line financial results.

Sanitation

(Also referred to as Wastewater in various other documents)

The sewer purification function is performed by the East Rand Water Care Company (ERWAT), which is a municipal entity of which the Ekurhuleni Metro owns 97%. In terms of the Municipal Finance Management Act, the parent municipality (EMM) has the authority to scrutinise the budgets of the entities, and to make recommendations on both the budgets as well as the tariffs proposed by the entity. This provides the EMM with the opportunity to guide the tariffs for the sewer purification process within certain limitations. The entity must be in a position to recover both the capital and operating cost of the service provided from tariffs as required by the Municipal Systems Act. The EMM can therefore only influence the tariffs by ensuring cost efficiencies are applied by the entity, or by deferring certain capital projects (with taking due consideration of the impact on service delivery).

For the 2011/2012 year, ERWAT proposed a tariff increase of 19.53% to the EMM. The full cost of ERWAT's tariff increase is not large enough to justify the full increase being given through as service charge increase, and the proposed tariff increase currently proposed for the 2011/2012 to 2013/2014 MTEF period is 15%. Increases for financial periods as from the 1st July 2014 has been assumed to be PPI plus 2%.

Solid Waste

The Solid Waste service is a trading service but has a component on non trading activities included in the service. The round collections and landfill sites are activities that are regarded as trading services, whilst street cleaning and litter picking are activities that are traditionally funded from assessment rates and not revenue generated from solid waste tariffs. Council took a decision to fund the full Solid Waste Service from revenue generated from the service and the incremental move towards a break-even position is one of the main factors influencing the tariff setting process. The other cost drivers include the cost of maintenance of the landfill sites, fuel and labour cost (as round collections are labour intensive).

For the 2011/2012 – 2013/14 MTEF, an increase of 15% per annum is recommended and increases for financial periods as from the 1st July 2014 has been assumed to be PPI plus 2%.

Assessment Rates

Assessment Rates is not a trading service as the other main income sources above, but is regarded as one of the "big five" services. Assessment rates are the biggest net contributor to Council and affect all households in the area. The affordability of assessment rates is of vital importance as the resident does not have the ability to reduce consumption to limit the cost of the municipal bill as with other services. For the 2011/2012 financial year a 6.50% tariff increase is proposed and for the financial periods as from 1 July 2012 going forward, the increase is linked to expected PPI.

Summary

The summarised Tariff Increases with Growth limits and Revenue Base Adjustments for the MTEF period are as follows:

Table 63: Services Income Increases – Summarised Tariff Increases with Growth Limits and Revenue Adjustments for the MTEF period)

SERVICES INCOME INCREASES	2011/12	2012/13	2013/14	2014/15	2015/16
Base Adjustments - Alignment of budgets with actual results					
Assessment Rates	-0.66%				
Electricity	0.00%				
Solid Waste	-6.47%				
Sanitation	-0.03%				
Water	-12.80%				
Growth in consumption of Services					
Assessment Rates	1.38%	1.70%	1.70%	1.70%	1.70%
Electricity	1.32%	0.00%	0.00%	0.00%	0.00%
Solid Waste	3.65%	1.70%	1.70%	1.70%	1.70%
Sanitation	5.10%	1.70%	1.70%	1.70%	1.70%
Water	6.37%	1.70%	1.70%	1.70%	1.70%
TARIFF INCREASES					
Assessment Rates	6.50%	7.50%	7.70%	7.50%	7.50%
Electricity	20.80%	20.44%	20.50%	20.74%	7.50%

SERVICES INCOME INCREASES	2011/12	2012/13	2013/14	2014/15	2015/16
Solid Waste	15.00%	15.00%	15.00%	9.50%	9.50%
Sanitation	15.00%	15.00%	15.00%	9.50%	9.50%
Water	12.90%	8.50%	8.70%	8.50%	8.50%
Total Income Increases					
Assessment Rates	7.22%	9.20%	9.40%	9.20%	9.20%
Electricity	22.12%	20.44%	20.50%	20.74%	7.50%
Solid Waste	12.18%	16.70%	16.70%	11.20%	11.20%
Sanitation	20.07%	16.70%	16.70%	11.20%	11.20%
Water	6.47%	10.20%	10.40%	10.20%	10.20%

Revenue Increases: Other Revenue Sources – Assumptions Used

Table 64: Revenue Increases: Other Revenue Sources - Assumptions Used

OTHER INCOME INCREASES	BASIS OF PROJECTION / DATA SOURCE
Penalties Imposed on Property Rates	PPI
Interest Earned - Outstanding Debtors	PPI
Market Income	PPI
Minor Income	PPI
Rent of Facilities and Equipment - GRAP 13 Lease register	GRAP 13 Lease Register
Rent of Facilities and Equipment - Other	Actual Revenue Increases, PPI thereafter
Interest Earned - Bank Balances	Avg Prev yr and Cur yr bank bal @ Inv rate
Interest Earned - Current External Investments	Current Investment Portfolio
Interest Earned - New External Investments	New Sinking Funds @ Inv rate
Traffic Fines	Actual Revenue Increases, PPI thereafter
Final Notice Fees	Actual Revenue Increases, PPI thereafter
Disconnection Fees	Actual Revenue Increases, PPI thereafter
Other Fines	Actual Revenue Increases, PPI thereafter
Licenses & Permits	PPI
Income from Agency Services	Actual Revenue Increases, PPI thereafter
Operating Grants & Subsidies	DORA / PPI thereafter
Capital Grants	DORA / PPI thereafter
Carbon Credits	Actual Revenue Increases, PPI thereafter
Essential Services	Actual Revenue Increases, PPI thereafter
Other Sundry Income	Actual Revenue Increases, PPI thereafter
Revenue Management and Enhancement Projects	Project Director Projections (30%)
New Income Sources	Project Director Projections (100%)

(Finance Management Team, 2011)

Expenditure Growth Forecasts

Expenditure growth limits are more predictable than revenue projections.

Expenditure is categorised as being either committed or discretionary based on the level of discretion that the municipality has in amending the cost in the medium term. The greatest portion of the operating budget is committed expenditure which is highly predictable based on contractual commitments.

Committed costs can generally only be avoided / amended after the contractual period has expired.

Expenditure Increases: Remuneration Cost

Table 65: Expenditure Increases: Remuneration Cost

EMPLOYEE RELATED COST INCREASES	2011/12	2012/13	2013/14	2014/15	2015/16
Employee Related Costs - Salaries & Wages	9.46%	9.00%	9.20%	10.00%	10.00%
Employee Related Costs - Overtime	5.28%	7.00%	7.20%	8.00%	8.00%
Employee Related Costs - Additional Positions	90.01%	0.00%	0.00%	8.00%	8.00%
Employee Related Costs - Social Contributions	8.41%	7.00%	7.20%	8.00%	8.00%
Employee Related Costs - Salaries Capitalised	8.69%	7.00%	7.20%	8.00%	8.00%
Employee Related Costs - Salaries to R and M Internal	9.18%	9.00%	9.20%	8.00%	8.00%
Remuneration of Councillors	12.66%	7.00%	7.20%	8.00%	8.00%

Expenditure Increases: Bulk Purchases

Table 66: Expenditure Increases: Bulk Purchases

BULK EXPENDITURE INCREASES	2011/12	2012/13	2013/14	2014/15	2015/16
Bulk Purchases - Electricity	26.71%	26.71%	26.71%	26.71%	7.50%
Bulk Purchases - Water	12.90%	10.20%	10.40%	8.50%	8.50%
Bulk Purchases - Sewer purification	19.53%	19.70%	19.70%	12.50%	12.50%

(NERSA, 2010)(Rand Water, 2011)

Other Expenditure Increases: Basis of Projection

Table 67: Other Expenditure Increase: Basis of Projection

OTHER EXPENDITURE INCREASES	BASIS OF PROJECTION / DATA SOURCE
Bad Debts (Provision for Bad Debts) - current trends	Collection Level
Bad Debts (Provision for Bad Debts) - additional target	Improvement required as per SDBIP
Collection Costs	Increased provision for collections, PPI thereafter
Depreciation - Existing Assets	Current Asset Register
Depreciation - New Infrastructure Programme	2.5% of Capex Budget
Repairs and Maintenance - External Contractors	PPI
Repairs and Maintenance - Electricity Maintenance Levy	Billed Elec Income x 3%
Repairs and Maintenance - Water Maintenance Levy	Billed Water Income x 2%
Repairs and Maintenance - Ringfenced Pending Collections	As per add Bad Debt Target
Repairs and Maintenance - Internal Maintenance Teams	New costing system 11/12, salary increase thereafter
Interest Expense - Current External Borrowings	Current loan book, incl R4b bond
Interest Expense - New External Borrowings	Borrowings over and above R4b bond
Contracted Services - Existing Contracts	Budget Office Contract Register / PPI
Contracted Services - New Contracts	PPI
Grants & Subsidies Paid - Social/Educational/Sports	Grants in Aid as per policy - PPI
Grants & Subsidies Paid - Eskom	Electricity Bulk Increase
Grants & Subsidies Paid - Entities	As per Budget Approval, PPI thereafter
Grants & Subsidies Paid - Add rebates on Ass rates - pens	As per Valuation Roll Calculations
Grants & Subsidies Paid - Free Basic Services - Indigents	50 000 Indigents
General Expenses	Cost efficiencies, PPI thereafter
Expenditure Incurred on Operating Grants	DORA
Contribution to Capital Budget	Capex from grants and development contributions
Total Transfers from Cash-Backed Reserves	Phasing in of funding of depreciation

(Finance Management Team, 2011)

The level of certainty in the projections used for the MTEF period is considered to be more than 90% reliable whilst the projections for the periods after 1 July 2014 is significantly less reliable.

The impact of variances from assumptions is illustrated in the sensitivity analysis below:

Table 68: The Impact of Variances from Assumptions

Rand Million	2011/12	2012/13	2013/14	2014/15	2015/16
Every 1% movement on cash revenue items	207,9	240,1	276,8	330,3	357,7
Every 1% movement on cash expenditure items	-170,9	-196,8	-228,1	-276,5	-297,8
Every 1% movement on bad debt provision - services only	155,4	181,3	211,9	248,0	269,1

OVERVIEW OF BUDGET FUNDING

Operating Budget

The Operating Budget provides funding to departments for medium term expenditure. The Operating Budget is developed with certain guiding principles, including the following:

- A Balanced Budget is compiled on an annual basis.
- Assessment Rates are levied in terms of the Municipal Property Rates Act based on land and improvements value. The budget is compiled using the latest approved valuation roll as basis and adjusted for expected growth in the property market. Assessment Rates Tariffs and Rebates are determined annually as part of the tariff setting process.
- Billed revenue for metered services comprise Electricity and Water and Wastewater. The actual consumption for the previous financial years will be used as basis, adjusted with expected growth and or contraction in service levels. The tariffs are set on an annual basis as part of the tariff setting process.
- Solid Waste revenue is billed based on number of erven receiving the service.
- Other income is charged in terms of the approved tariffs. The budget is compiled based on historic trends and adjusted for expected growth and or contraction in service levels.
- Provision for revenue that will not be collected is made against the "Provision for bad debt" line item. Actual collection levels for the period directly preceding the budget year is used as benchmark for setting the expected collection level.
- Interest from investment income is based on the actual long term investments that the municipality has, as well as the amount reasonably expected to be earned on cash amounts held during the year. The budgeted financial statements are used as guide on cash amounts that will be available to generate interest income.
- No provision is made for dividends from municipal entities as there is no expectation of dividends as detailed in the Entities Policy.
- No provision is made for income from transfer of assets as only incidental asset transfers are taking place at present.
- Transfers from the accumulated surplus to fund operating expenditure will only be allowed for specific once off projects (and with no recurring operating expenditure resulting thereof).
- The increased depreciation impact as a result of the implementation of GRAP 17 will be phased in over a ten year period (funding from accumulated surplus).
- It will be endeavoured to limit tariff increases to the annual inflation rate or the bulk purchases increases from Council's service providers. Any increases in excess of the above will be to fund additional capital expenditure to address service delivery backlogs and to upscale maintenance activities.
- The budget is compiled net of VAT, i.e. the amounts budgeted for will be the net cost to Council after VAT has been taken into consideration.
- The Ekurhuleni Metropolitan Municipality is registered on the Payments Basis for VAT with the Turnover based method as the apportionment calculation method.
- 100% VAT is claimable on all departments for expenditure items that comply with the relevant VAT legislation.
- The offsetting of income and expenditure amounts is not supported and income and expenditure amounts are budgeted for where recoverable jobs are undertaken. This includes recoveries from staff on telephone accounts.
- A detailed salary budget is compiled on an annual basis. All funded positions are budgeted for in total and funded vacancies are budgeted for at 50% of the total package. In addition to this, an amount is determined on an annual basis to fund critical new positions. This amount is budgeted for centrally and transferred to the relevant departments as and when allocations are made by the City Manager.
- Provision for Bad Debts is based on the annual income targets set in the IDP and SDBIP. Full provision is made for penalties on property rates and interest on debtor's accounts.
- Council supports the principle of making sufficient provision for the maintenance of existing assets and infrastructure, yet affordability does result in maintenance budgets being lower than the levels recommended by the World Bank.
- Individual line items in the Operating Budget are to be reviewed each year when developing the budget to ensure proper control over the expenditure and to examine the possibility of rationalization.

- A budget implementation circular is issued on an annual basis to provide guidance on the utilisation of the various line items in the operating budget.

The municipality categorises services rendered to the community according to its revenue generating capabilities:

- Trading services (services that generate surpluses that can be used to fund other services rendered by the municipality)
- Economic services (services that break-even, but do not generate any surpluses to fund other services rendered by the municipality)
- Rates and General (services that are funded by assessment rates, government grants or surpluses generated by the trading services).

The operating budget is thus funded from the following main sources of income:

- Assessment Rates
- Equitable Share
- Surplus generated from Electricity Service
- Surplus generated from Water Service
- Other Service Charges, fines and sundry income
- Other Government Grants

The matrix below shows the current funding mix:

Table 69: Overview of Budget Funding-Operating Budget

Service	Rand
Surpluses Generated on Municipal Services	
- Energy	1,486,499,173
- Water and Sanitation	577,661,893
- Waste Management	-21,199,238
- Fresh Produce Market	6,199,412
Surpluses Generated on Agency Services	
- Licensing	17,561,637
Net available from Equitable Share	
- Equitable Share Received	1,644,128,000
- Utilised for Indigent Support and Free Basic Services	- 1,191,989,704
- Balance utilised for non income generating services	452,138,296
Net available from Fuel Levy	
- Fuel Levy Received	1,240,247,000
- Funding of Roads and Stormwater	832,749,739
- Balance utilised for non income generating services	407,497,261
Net Property Rates utilised	
Property Rates	3,238,483,972
Utilised for Unfunded Mandates and VAT Exempt Services	1,828,493,114
- Housing	175,995,465
- Health and Social Development	409,668,283
- EMPD	706,070,472
- Public Transport	48,532,214
Utilised for Council Administration	488,226,680
- Political Office	1,071,481,908
- City Manager	161,014,621
- Executive Support	8,575,600
- Secretariat	408,932
- Communications	1,185,608
- Institutional Strategy, M&E and Research: GM	43,837,770
- Institutional Strategy, M&E and Research: IDP	8,987,903
- Institutional Strategy, M&E and Research: R&D	6,803,967
- Internal Audit	4,925,599
- Risk Management	32,784,108

Service	Rand
- Chief Operating Officer: Delivery Co-ordination	3,273,229
- Enterprise Programme Management	1,808,657
- Customer Relations Management	5,054,096
- Facilities Management	127,952,055
- Fleet Management	40,507,220
- Corporate Legal	16,835,022
- Council General	168,792,717
- Balance utilised for non income generating services	438,734,804
Funding of Non Income Generating Services	
Transferred from Surpluses on Services	2,066,722,877
Transferred from Equitable Share	452,138,296
Transferred from Fuel Levy	407,497,261
Transferred from Property Rates	338,508,950
Total available	3,264,867,384
Utilised For:	3,264,327,281
- City Planning	98,778,212
- Finance	1,271,360,617
- Human Resources	149,465,806
- Information and Communication Technology	242,978,400
- Emer & Dis Management: Support	51,571,907
- Emer & Dis Management: Disaster Management	79,682,226
- Emer & Dis Management: Emergency Services	268,860,259
- Economic Development	30,055,741
- Economic Development: Tourism	1,668,901
- Environmental Resource Management	134,052,474
- Environmental Resource Management: Parks & Cemeteries	436,192,544
- SRAC: Arts & Culture	16,989,423
- SRAC: Libraries	106,677,956
- SRAC: Sport & Recreation	360,333,356
- 2010 & Special Projects	15,659,459
Surplus	540,103

CAPITAL BUDGET

An annual capital budget will be developed as part of the annual budget. Expenditure on capital will be in terms of the annual capital budget. Provision on the annual capital budget will be limited to available internal and external funds.

Allocations made to departments from the available internal funding, will be based on the Growth and Development Strategy. The Budget Steering Committee facilitates the allocation of resources.

The Ekurhuleni Metropolitan Municipality has huge service delivery backlogs, especially Infrastructure. Far more funds should be made available on an annual basis to eradicate the backlog. However, to provide services in an equitable and balanced manner throughout the community, certain other projects must also be implemented. Communities need the "softer services", such as health facilities or sport and recreational facilities just as much as core infrastructure services. Similarly, the safety and security of the community must be addressed to secure a safe environment. It is furthermore critical to grow the local economy. Job creation, one of the national priorities, must be addressed in this budget. This capital budget aims to stimulate job creation and economic growth by means of allocating funds towards the city development segment. Job creation will not only be addressed by the city development segment but also by all other segments in the execution of the capital budget. Certain projects will be executed in terms of the principles of the "Expanded Public Works Programme" to ensure maximum job creation.

All capital projects have a recurring effect on future operating budgets. The following main cost components should be considered before capital projects are approved:

- Additional staff cost required to staff any new facility once operational
- Additional contracted services, i.e. external security, cleaning services, etc.

- Additional general expenditure, i.e. services cost, stationery, cleaning materials, etc.
- Additional costs to maintain the assets
- Additional depreciation charges (non cash item)
- Additional interest and redemption to service loans to fund the capital budget

Projects may, however, also result in additional revenue generation. The impact that the expenditure has, must be offset by the additional revenue generated to determine the real impact on the operating budget, and the possible effect on tariffs.

The capital budget is mainly funded from Government grants and Borrowings at present.

The current funding mix is as follows:

Table 70: Capital Budget per Source of Finance

Rand Million	F01		F02		F03	
	2011/12	Budget to Budget Increase	2012/13	Budget to Budget Increase	2013/14	Budget to Budget Increase
Developers Contributions	21.50	20.48%	26.50	23.26%	26.50	0.00%
INEP	100.00	300.00%	30.00	-70.00%	53.67	78.90%
MIG / USDG	1,044.25	114.32%	1,296.99	24.20%	1,452.22	11.97%
Municipal Bond	867.93	-20.76%	734.24	-15.40%	622.91	-15.16%
Other Grants	0.00		0.00		0.00	
Other National Grants	122.58	-16.37%	35.00	-71.45%	30.00	-14.29%
Other Provincial Grants	29.35	-43.90%	46.00	56.73%	7.00	-84.78%
PHB	0.00	-100.00%	0.00		0.00	
Revenue	189.17	-47.97%	131.13	-30.68%	128.34	-2.12%
TOTAL CAPITAL EXPENDITURE	2,374.79	6.44%	2,299.86	-3.16%	2,320.65	0.90%

Allocations made to departments from the available internal funding, are based on the Growth and Development Strategy.

The following principles must, as far as possible, be addressed in the implementation of the capital budget:

- Job creation;
- Labour based construction;
- Advancement of SMMEs; and
- Supporting of BBBEE.

Multi-year allocations will be made using the following prioritisation methodology:

1. Revenue generating projects (with aim of generating revenue to provide services) – (Example: Water & Elec meters). The projects must be linked to the Capital Investment Framework as contained in the Metro Spatial Development Framework.
2. Projects to reduce cost (Examples: Protective structures, fuel management system, telephone management system and consumption management system – indigent excess consumption).
3. Refurbishment of Infrastructure resulting from the maintenance backlog. The condition of the assets will be rated as follows for prioritisation purposes:
 - a. If the asset is not refurbished in the next financial period, it will have to be replaced within 2 – 3 years at a higher cost.
 - b. Current maintenance cost of the assets is exceptionally high.
 - c. Pro-active refurbishments – Road resurfacing will in future years be included in this component and not operating expenditure as agreed with the AG.
 - d. Creation of sustainable human settlements in terms of infrastructure services (as contemplated by the National Human Settlements Department).
 - e. Eradication of access backlogs (towns already promulgated but not yet fully integrated, i.e. residents do not have access to all required

service). The services sub-prioritised as follows:

- Essential Services: No 1: Water and Sanitation, No 2: Electricity, No 3: Roads and Stormwater (non negotiable services).
- Social Infrastructure: No 1: Health facilities, No 2: Emergency facilities, No 3: Prevention of Crime, No 4: Libraries (Education), No 5: Other community and sports facilities

f. Formalisation of Informal Settlements into sustainable human settlements. The services sub-prioritised as follows:

- Essential Services: No 1: Water and Sanitation, No 2: Electricity, No 3: Roads and Stormwater (non negotiable)
- Social Infrastructure: No 1: Health facilities, No 2: Emergency facilities, No 3: Prevention of Crime, No 4: Libraries (Education), No 5: Other community and sports facilities

Note: The split between the funding allocated to eradication of access backlogs and formalisation of informal settlements will have to be further workshopped as part of the development of the prioritisation model.

Funding for capital budgets of future years will be generated through a combination of methods, being depreciation (as main source), grants and donations (with a dedicated effort to lobby for additional grant allocations and private sector injections) as well as borrowings as and when the current debt book is redeemed to ensure maximum use is made of funding options, including gearing at the optimal levels.

The increased asset value as a result of the GRAP 17 asset depreciation will be phased in for tariff setting purposes and more cash will be generated in a progressive manner over the next eight years. At present, the cash generated from depreciation are used for the redemption payments due. It is anticipated that the following cash amounts will be generated through depreciation over the next few years:

Table 71: Increased Asset Value As A Result of the GRAP 17 Asset Depreciation

Fin Year	Cash generated through Depreciation budget	Less Redemption payments due (utilization of cash)	Available cash before investments made for future year loan redemptions with bullet profiles
2010/2011	712,555,107.36	167,322,285.74	545,232,821.62
2011/2012	867,465,720.54	175,347,137.47	692,118,583.07
2012/2013	1,022,376,333.72	182,358,391.78	840,017,941.94
2013/2014	1,177,286,946.90	576,112,552.79	601,174,394.12
2014/2015	1,332,197,560.09	146,030,204.90	1,186,167,355.18
2015/2016	1,487,108,173.27	161,999,769.04	1,325,108,404.22
2016/2017	1,642,018,786.45	995,408,102.23	646,610,684.22
2017/2018	1,796,929,399.63	200,840,752.02	1,596,088,647.61

In other words, depreciation will generate cash (the difference between the annual depreciation charged to the statement of financial performance and the offset depreciation used to phase the additional depreciation in) as indicated above for 2010/2011 to 2017/2018 (based on current depreciation levels – as the asset base increases with capital investments, the amount of cash generated through depreciation will also increase).

The current debt book must be repaid in terms of the repayment conditions from this cash and the balance is then available for utilisation. A portion must be used to set up zero coupon bonds (or other alternative investments that will be utilised for the redemption of the bonds when they become due). The balance will then be available for capital funding.

SUPPLEMENTARY SCHEDULES

EXPENDITURE ON ALLOCATIONS AND GRANT PROGRAMMES

Table 72: Supporting Table SA19 - Expenditure on Transfers and Grant Programme

GT000 Ekurhuleni Metro - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		1,430,003	1,734,975	2,107,943	2,578,365	2,597,521	2,597,521	2,935,625	3,179,484	3,300,131
Local Government Equitable Share		1,396,748	1,719,820	2,087,358	2,570,961	1,471,409	1,471,409	1,644,128	1,828,391	1,949,038
RSC Levy Replacement						1,116,765	1,116,765	1,240,247	1,349,843	1,349,843
Finance Management		3,350	2,577	750	1,000	1,000	1,000	1,250	1,250	1,250
Other transfers/grants [insert description]		29,905	12,579	19,835	6,404	8,346	8,346	50,000	-	-
Provincial Government:		186,591	229,961	228,819	225,545	264,121	264,121	249,488	262,788	269,509
Health subsidy		77,229	89,228	94,604	100,560	101,680	101,680	106,264	111,067	116,395
Ambulance subsidy		83,202	92,236	96,850	105,740	105,740	105,740	110,314	119,220	119,220
Other transfers/grants [insert description]		26,161	48,498	37,365	19,245	56,701	56,701	32,910	32,501	33,894
District Municipality:		10	6	0	-	-	-	-	-	-
Lesedi (PJEC)		10	6	0						
Other grant providers:		5,018	6,830	16,097	1,500	7,209	7,209	-	-	-
Public Contributions		2,054	1,058	2,080	-	3,293	3,293	-	-	-
Foreign Grants		2,964	5,772	14,017	1,500	3,916	3,916	-	-	-
Total operating expenditure of Transfers and Grants:		1,621,622	1,971,772	2,352,858	2,805,410	2,868,850	2,868,850	3,185,113	3,442,272	3,569,640
Capital expenditure of Transfers and Grants										
National Government:		239,489	460,930	471,747	627,913	671,445	671,445	1,276,192	1,362,640	1,536,121
Municipal Infrastructure Grant (MIG)		236,048	435,274	414,953	499,895	499,895	499,895	1,044,276	1,297,640	1,452,452
Public Transport and Systems		2,206	10,907	8,474	29,200	65,509	65,509	75,000	20,000	20,000
Other capital transfers/grants [insert desc]		1,234	14,750	48,320	98,818	106,041	106,041	156,916	45,000	63,669
Provincial Government:		198,329	44,337	26,768	54,784	110,623	110,623	29,350	46,000	46,000
Other capital transfers/grants [insert description]		198,329	44,337	26,768	54,784	110,623	110,623	29,350	46,000	46,000
District Municipality:		-	-	-	-	-	-	-	-	-
Lesedi (PJEC)										
Other grant providers:		2,718	-	25,453	4,006	10,252	10,252	21,500	26,500	26,500
Public Contributions		2,718	-	25,249	3,006	4,660	4,660	21,500	26,500	26,500
Foreign Grants		-	-	204	1,000	5,592	5,592	-	-	-
Total capital expenditure of Transfers and Grants		440,536	505,267	523,968	686,703	792,320	792,320	1,327,042	1,435,140	1,608,621
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		2,062,158	2,477,039	2,876,826	3,492,113	3,661,171	3,661,171	4,512,155	4,877,412	5,178,261

ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

Table 73: Supporting Table SA21 - Transfers and Grants Made by the Municipality

GT000 Ekurhuleni Metro - Supporting Table SA21 Transfers and grants made by the municipality

R thousand	Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework				
						Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13
	<u>Transfers to other municipalities</u>	1											
	TOTAL TRANSFERS TO MUNICIPALITIES:		-	-	-	-	-	-	-	-	-	-	-
	<u>Transfers to Entities/Other External Mechanisms</u>	2											
	Ekurhuleni Development company		-	-	-	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
	ERWAT		8,462	4,849	-	-	-	-	-	-	-	-	-
	TOTAL TRANSFERS TO ENTITIES/EMS'		-	-	-	-	-	-	-	-	-	-	-
	<u>Transfers to other Organs of State</u>	3											
	Eskom - FBS		29,695	34,119	42,812	54,000	54,000	54,000	54,000	60,000	76,026	96,333	
	TOTAL TRANSFERS TO OTHER ORGANS OF STATE:		-	-	-	-	-	-	-	-	-	-	-
	<u>Grants to Organisations/ Groups of Individuals</u>	4											
	Indigent Support		-	-	-	60,438	60,438	60,438	60,438	90,824	104,902	120,637	
	Social Support & Educational		11,309	12,658	11,966	16,417	16,534	43,534	44,345	47,228	50,392		
	SPCA		2,100	2,205	2,315	2,431	2,431	2,431	2,431	2,431	2,589	2,762	
	TOTAL GRANTS TO ORGANISATIONS/GROUPS OF INDIVIDUALS:		13,409	14,863	14,281	79,285	79,403	106,403	137,600	154,718	173,791		
	TOTAL TRANSFERS AND GRANTS	5	13,409	14,863	14,281	79,403	79,403	106,403	137,600	154,718	173,791		

COUNCILLOR AND BOARD MEMBER ALLOWANCES AND EMPLOYEE BENEFITS

Table 74: Supporting Table SA22 - Councillor and Staff Benefits

GT000 Ekurhuleni Metro - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand		A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)	1									
Salary		33,141	35,076	36,415	38,174	38,174	38,174	43,149	46,170	49,494
Pension Contributions		4,722	4,983	5,170	5,726	5,726	5,726	6,472	6,926	7,424
Medical Aid Contributions		1,624	1,956	1,964	2,427	2,427	2,427	2,713	2,903	3,112
Motor vehicle allowance		9,594	-	10,392	12,483	12,483	12,483	13,735	14,697	15,755
Cell phone allowance		-	-	-	2,159	2,159	2,159	2,429	2,599	2,786
Housing allowance		4,102	-	8,573	8,772	8,772	8,772	10,073	10,778	11,554
Other benefits or allowances		205	16,702	-	-	-	-	-	-	-
In-kind benefits		-	-	-	-	-	-	-	-	-
Sub Total - Councillors		53,388	58,717	62,513	69,740	69,740	69,740	78,572	84,072	90,126
% increase	4		10.0%	6.5%	11.6%	-	-	12.7%	7.0%	7.2%
Senior Managers of the Municipality	2									
Salary		70,298	96,071	108,166	118,493	118,493	118,493	33,998	36,888	40,024
Salary		incl in package	incl in package	incl in package	incl in package	incl in package	incl in package			
Pension Contributions		incl in package	incl in package	incl in package	incl in package	incl in package	incl in package			
Medical Aid Contributions		incl in package	incl in package	incl in package	incl in package	incl in package	incl in package			
Cell phone allowance		incl in package	incl in package	incl in package	incl in package	incl in package	incl in package			
Cell phone allowance		incl in package	incl in package	incl in package	incl in package	incl in package	incl in package			
Performance Bonus										
Other benefits or allowances								445	483	524
In-kind benefits										
Sub Total - Senior Managers of Municipality		70,298	96,071	108,166	118,493	118,493	118,493	34,444	37,371	40,548
% increase	4		36.7%	12.6%	9.5%	-	-	8.1%	10.0%	10.0%
Other Municipal Staff										
Basic Salaries and Wages		1,874,872	2,272,729	2,718,172	3,307,311	3,277,249	3,278,085	3,024,114	3,293,883	3,594,664
Pension Contributions		350,293	419,790	490,515	562,861	555,941	555,941	596,189	637,922	683,852
Medical Aid Contributions		157,677	180,531	214,957	261,161	248,722	248,722	276,121	295,450	316,722
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Cell phone allowance		-	4,313	6,420	-	7,071	7,071	8,073	8,799	9,609
Cell phone allowance		-	-	-	-	-	-	-	-	-
Overtime		248,032	352,345	323,023	325,570	325,403	325,570	342,490	366,464	392,850
Performance Bonus		-	-	-	-	-	-	-	-	-
Other benefits or allowances		27,219	30,027	39,071	49,503	48,190	48,190	52,257	55,915	59,941
Sub Total - Senior Managers of Municipality		-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff		2,658,094	3,259,736	3,792,157	4,506,405	4,462,577	4,463,580	4,299,244	4,658,433	5,057,637
% increase	4		22.6%	16.3%	18.8%	(1.0%)	0.0%	(5.8%)	8.3%	8.5%
Total Parent Municipality		2,781,780	3,414,524	3,962,837	4,694,638	4,650,810	4,651,813	4,412,260	4,779,877	5,188,311
			22.7%	16.1%	18.5%	(0.9%)	0.0%	(5.1%)	8.3%	8.5%
Board Members of Entities										
Councillors (Political Office Bearers plus Other)		-	-	-	-	-	-	-	-	-
Salary		-	-	-	-	-	-	-	-	-
Pension Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Cell phone allowances		-	-	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Board Fees		5,101	611	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		-	-	-	-	-	-	-	-	-
Sub Total - Board Members of Entities		5,101	611	-	-	-	-	-	-	-
% increase	4		(88.0%)	(100.0%)	-	-	-	-	-	-
Senior Managers of Entities										
Councillors (Political Office Bearers plus Other)		5,240	5,563	-	-	-	-	-	-	-
Salary		678	836	-	-	-	-	-	-	-
Pension Contributions		260	276	-	-	-	-	-	-	-
Medical Aid Contributions		-	746	-	-	-	-	-	-	-
Cell phone allowances		-	1,071	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Performance Bonus		735	-	-	-	-	-	-	-	-
Other benefits or allowances		675	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		-	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Entities		7,587	8,492	-	-	-	-	-	-	-
% increase	4		11.9%	(100.0%)	-	-	-	-	-	-
Other Staff of Entities										
Basic Salaries and Wages		53,683	54,308	-	-	-	-	-	-	-
Salary		7,022	12,098	-	-	-	-	-	-	-
Pension Contributions		4,443	5,929	-	-	-	-	-	-	-
Medical Aid Contributions		-	5,528	-	-	-	-	-	-	-
Cell phone allowances		-	7,412	-	-	-	-	-	-	-
Cell phone allowance		-	-	-	-	-	-	-	-	-
Overtime		6,426	-	-	-	-	-	-	-	-
Performance Bonus		3,110	2,347	-	-	-	-	-	-	-
Other benefits or allowances		3,307	-	-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		-	-	-	-	-	-	-	-	-
Sub Total - Other Staff of Entities		77,992	87,622	-	-	-	-	-	-	-
% increase	4		12.3%	(100.0%)	-	-	-	-	-	-
Total Municipal Entities		90,681	96,726	-	-	-	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		2,872,460	3,511,250	3,962,837	4,694,638	4,650,810	4,651,813	4,412,260	4,779,877	5,188,311
% increase	4		22.2%	12.9%	18.5%	(0.9%)	0.0%	(5.1%)	8.3%	8.5%
TOTAL MANAGERS AND STAFF	5	2,813,971	3,451,922	3,900,323	4,624,898	4,581,069	4,582,072	4,333,687	4,695,804	5,098,185

SALARIES, ALLOWANCES & BENEFITS (POLITICAL OFFICE BEARERS/ COUNCILLORS/SENIOR MANAGER)

Table 75: Supporting Table SA23 - Salaries, Allowances & Benefits (Political Office Bearers/Councillors/Senior Manager)

GT000 Ekurhuleni Metro - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No. 10	Salary	Contrib. 1.	Allowances	Performance Bonuses	In-kind benefits 2	Total Package 3
Rand per annum								
Councillors	4							
Speaker	5	1	790,921.00		18,554.00			809,475
Chief Whip		1	747,296.00		17,952.00			765,248
Executive Mayor		1	996,397.00		37,159.00			1,033,556
Deputy Executive Mayor		-			-			-
Executive Committee		10	7,641,277.00		185,540.00			7,826,817
Total for all other councillors		189	65,949,518.00		2,187,675.00			68,137,193
Total Councillors	9	202	76,125,409	-	2,446,880			78,572,289
Senior Managers of the Municipality	6							
Municipal Manager (MM)		1	2,197,711		33,600			2,231,311
Chief Finance Officer		1	1,790,250		16,800			1,807,050
<i>List of each official with packages >= senior manager</i>								
Directors and Eds reporting directly to the MM								
BAND A: (R 700 000 - R 950 000)		2	1,651,202	-	13,440	-	-	1,664,642
BAND B: (R 1 000 000 - R 1 250 000)		17	20,568,785	-	275,520	-	-	20,844,305
BAND C: (R 1 300 000- R 1 600 000.)		5	6,816,574	-	80,640	-	-	6,897,214
Total Senior Managers of the Municipality	9	26	33,024,522	-	420,000	-	-	33,444,522
A Heading for Each Entity	7, 8							
List each member of board by designation								
Total for municipal entities	9	-	-	-	-	-	-	-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION		228	109,149,931	-	2,866,880	-	-	112,016,811

SUMMARY OF PERSONNEL NUMBERS

Table 76: Supporting Table SA24 - Summary of Personnel Numbers

GT000 Ekurhuleni Metro - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers		Ref	2009/10			Current Year 2010/11			Budget Year 2011/12		
Number	1,2		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities											
Councillors (Political Office Bearers plus Other Councillors)			175		175	176	-	176	202	-	202
Board Members of municipal entities	4										
Municipal employees											
Municipal Manager and Senior Managers	3		87	-	87	88	-	88	88	-	88
Other Managers	7		783	783	-	888	888	-	888	888	-
Professionals			319	319	-	330	330	-	333	333	-
<i>Finance</i>			152	152	-	152	152	-	152	152	-
<i>Spatial/town planning</i>			91	91	-	91	91	-	91	91	-
<i>Information Technology</i>			1	1	-	1	1	-	1	1	-
<i>Roads</i>			10	10	-	10	10	-	10	10	-
<i>Electricity</i>			40	40	-	40	40	-	43	43	-
<i>Water</i>			25	25	-	36	36	-	36	36	-
<i>Other</i>			630	630	-	597	597	-	597	597	-
Technicians			705	705	-	740	740	-	741	741	-
<i>Finance</i>			109	109	-	109	109	-	110	110	-
<i>Spatial/town planning</i>			48	48	-	48	48	-	48	48	-
<i>Information Technology</i>			107	107	-	107	107	-	107	107	-
<i>Roads</i>			144	144	-	144	144	-	144	144	-
<i>Electricity</i>			117	117	-	125	125	-	125	125	-
<i>Water & Sanitation</i>			132	132	-	159	159	-	159	159	-
<i>Refuse</i>			48	48	-	48	48	-	48	48	-
<i>Other</i>			636	636	-	518	518	-	505	505	-
Clerks (Clerical and administrative)			3,410	3,385	25	3,488	3,450	38	3,488	3,450	38
Service and sales workers			2,917	2,917	-	3,253	3,253	-	3,399	3,399	-
Skilled agricultural and fishery workers			160	160	-	172	172	-	173	173	-
Craft and related trades			1,076	1,076	-	1,064	1,064	-	1,065	1,065	-
Plant and Machine Operators			1,424	1,424	-	1,429	1,429	-	1,432	1,432	-
Elementary Occupations			5,541	5,541	-	5,465	5,465	-	5,472	5,472	-
TOTAL PERSONNEL NUMBERS			17,863	17,576	287	18,208	17,906	302	18,383	18,055	328
% increase						1.9%	1.9%	5.2%	1.0%	0.8%	8.6%
Total municipal employees headcount	6										
Finance personnel headcount	8		1,251	1,244	6	1,251	1,245	6	1,251	1,245	6
Human Resources personnel headcount	8		250	245	5	250	245	5	250	245	5

ANNUAL BUDGETS AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS – INTERNAL DEPARTMENTS

Ekurhuleni as a city is guided by the Ekurhuleni Growth and Development Strategy (EGDS) 2025 adopted in August 2005. This strategy set an agenda for city development and integration. The EGDS sets out the linkages between infrastructure development and the environment needed to build social cohesion and sustainable economic development. The EGDS identifies four distinctive developmental landscapes (Infrastructure and Services, Economic Transformation, Social Transformation and Municipal Transformation) with 18 focus areas across the four landscapes.

A “scorecard” is defined in the ‘key focus area outcomes and milestones’ section of the EGDS which provides the focus for the City. The EGDS sets out 18 focus areas with outcomes and milestones set for each focus area.

The Ekurhuleni Metropolitan Municipality’s IDP, Budget and SDBIP for the 2011/12 – 2013/14 financial years places emphasis on high impact and visible projects to ensure we make significant progress in improving the lives of our people.

The IDP / Budget and SDBIP is informed by the following policy documents:

- 12 National Outcomes
- National Spatial Development Perspective
- Provincial Growth, Employment and Development Strategy
- Mayoral Lekgotla outcomes
- EMM Growth and Development Strategy adopted in 2005 and amended in 2006
- Five + 2 National and Provincial Priorities

The SDBIP contains the following core components:

- Departmental Operating Budgets
- Departmental Capital Budgets
- Capital Projects Per Ward
- Measurable Performance Objectives

The Departmental Operating Budgets, Capital Budgets as well as the Capital Projects per Department are reflected hereunder. The measurable performance objectives will be distributed under separate cover.

METRO TOTAL

EKURHULENI METROPOLITAN MUNICIPALITY

DEPARTMENTAL BUDGETS

FINANCIAL PERIOD	F-03 2007/08	F-02 2009/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Property Rates	2,270,935	2,389,311	2,648,035	3,037,977	3,037,977	1,977,939	2,997,991	3,238,484	6.60%	8.02%	15.31%	3,536,424	3,868,848
Less: Income foregone	567,058	610,844	516,035	510,620	510,620	433,230	487,180	528,591	3.52%	8.50%	2.50%	577,221	631,460
Sub-total: Net Property Rates	1,703,877	1,778,467	2,131,999	2,527,358	2,527,358	1,544,709	2,510,810	2,709,893	7.22%	7.93%	12.81%	2,959,204	3,237,369
Penalties Imposed on Property Rates	38,037	108,132	71,208	100,346	100,346	48,805	75,835	107,835	7.46%	42.20%	0.51%	114,845	122,539
Interest Earned - Outstanding Debtors	446,172	422,541	270,959	338,678	338,678	158,757	278,168	302,630	-10.64%	8.79%	1.43%	348,024	400,228
Sub-total: Penalties and Interest on Deb	484,208	530,673	342,166	439,024	439,024	207,562	354,004	410,465	-6.51%	15.95%	1.94%	462,869	522,767
Electricity Sales	3,291,695	4,048,670	5,617,639	7,756,404	7,756,404	5,168,547	7,663,820	9,151,547	17.99%	19.41%	43.27%	11,022,123	13,281,658
Less: Income foregone	0	0	0	262,485	262,485	34,460	169,901	0	-100.00%	-100.00%	0.00%	0	0
Sub-total: Net Electricity Sales	3,291,695	4,048,670	5,617,639	7,493,919	7,493,919	5,134,087	7,493,919	9,151,547	22.12%	22.12%	43.27%	11,022,123	13,281,658
Solid Waste Income	404,660	463,108	564,339	643,243	643,243	396,455	601,625	721,582	12.18%	19.94%	3.41%	842,086	982,714
Sub-total: Solid Waste Sales	404,660	463,108	564,339	643,243	643,243	396,455	601,625	721,582	12.18%	19.94%	3.41%	842,086	982,714
Sanitation Income	505,761	458,599	454,099	655,084	655,084	564,188	838,247	997,937	19.01%	19.05%	4.72%	1,164,591	1,359,076
Less: Income foregone	0	0	0	173,308	173,308	117,511	173,193	199,172	14.92%	15.00%	0.94%	232,434	271,250
Sub-total: Net Sanitation Sales	505,761	458,599	454,099	481,776	481,776	446,677	665,054	798,765	20.07%	20.11%	3.78%	932,157	1,087,826
Water Sales	1,294,621	1,180,942	1,414,368	2,517,725	2,334,280	1,461,784	2,064,431	2,499,829	7.09%	21.09%	11.82%	2,754,812	3,041,312
Less: Income foregone	0	0	0	227,391	227,391	161,100	227,239	256,553	12.82%	12.90%	1.21%	282,721	312,125
Sub-total: Net Water Sales	1,294,621	1,180,942	1,414,368	2,290,334	2,106,890	1,300,684	1,837,192	2,243,276	6.47%	22.10%	10.61%	2,472,090	2,729,188
Market Income	16,164	16,217	16,245	16,464	16,464	10,389	17,301	17,502	6.30%	1.16%	0.08%	18,639	19,888
Minor Income	21,323	32,438	33,613	38,244	38,244	26,761	35,797	40,093	4.84%	12.00%	0.19%	42,699	45,560
Total: User Charges for Services	5,534,224	6,199,974	8,100,302	10,963,981	10,963,999	7,315,053	10,650,889	12,972,764	18.32%	21.80%	61.33%	15,329,795	18,146,834
Rent of Facilities - GRAP 13 Lease reg	0	0	0	0	0	0	12,000	16,000	100.00%	33.33%	0.08%	17,500	19,000
Rent of Facilities and Equipment - Other	44,580	51,047	48,719	41,871	41,871	26,844	40,617	41,009	-2.06%	0.97%	0.19%	44,161	47,883
Sub-total: Rent of Facilities and Equipm	44,580	51,047	48,719	41,871	41,871	26,844	52,617	57,009	36.15%	8.35%	0.27%	61,661	66,883
Interest Earned - Bank Balances	351,157	117,505	54,454	56,373	56,373	43,807	36,613	35,275	-37.43%	-3.65%	0.17%	50,298	106,706
Interest Earned - Current Investment Por	0	0	0	0	0	0	39,623	31,292	100.00%	-21.03%	0.15%	47,643	61,449
Interest Earned - New External Investment	0	0	0	0	0	0	0	3,433	100.00%	100.00%	0.02%	12,300	23,333
Sub-Total: Interest Earned	351,157	117,505	54,454	56,373	56,373	43,807	76,236	70,000	24.17%	-8.18%	0.33%	110,241	191,489

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

METRO TOTAL		F-03	F-02	F-01	F00	F00	F00	F00	F00	PROJECTED	F01	%	%	F02	F03
FINANCIAL PERIOD		2007/08	2009/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	2011/12	B to B	P to B	Of Total	2012/13	2013/14
R' Thousands															
INCOME (Continue)															
Traffic Fines	38,562	40,282	19,878	100,000	100,000	23,768	34,141	50,000	50,000	-50.00%	46.45%	0.24%	55,750	62,273	
Final Notice Fees	15,646	24,817	31,035	63,967	63,967	24,407	86,254	45,000	45,000	-29.66%	-47.83%	0.21%	47,925	51,136	
Disconnection Fees	22,614	25,736	44,970	14,005	20,581	34,316	2,013	48,075	48,075	133.58%	2288.65%	0.23%	51,200	54,630	
Other Fines	971	1,886	1,796	390	390	3,947	987	1,930	1,930	394.61%	95.50%	0.01%	2,056	2,193	
Sub-Total: Fines	77,794	92,721	97,679	178,362	184,939	86,438	123,395	145,005	145,005	-21.59%	17.51%	0.69%	156,931	170,233	
Licenses & Permits	29,420	25,457	27,663	25,704	25,704	19,363	25,704	25,807	25,807	0.40%	0.40%	0.12%	27,484	29,326	
Income from Agency Services	143,093	142,254	156,773	149,362	149,362	124,024	149,362	190,468	190,468	27.52%	27.52%	0.90%	202,848	216,440	
Operating Grants & Subsidies - Other	504,979	70,488	74,047	22,754	64,623	6,168	64,187	32,910	32,910	-49.07%	-48.73%	0.16%	32,501	33,894	
Equitable Share	668,298	900,314	1,125,690	2,570,961	1,471,409	1,103,557	1,425,423	1,644,128	1,644,128	11.74%	15.34%	7.77%	1,828,391	1,949,038	
RSC Levy Replacement / Fuel Levy	728,450	819,506	960,918	0	1,116,765	744,510	1,116,765	1,240,247	1,240,247	11.06%	11.06%	5.86%	1,349,843	1,349,843	
Finance Management Grant	0	0	750	5,396	8,539	1,421	1,268	51,250	51,250	500.15%	3942.99%	0.24%	1,250	1,250	
Health Subsidies	77,229	89,228	94,604	100,560	101,680	28,807	99,435	106,264	106,264	4.51%	6.87%	0.50%	111,067	116,395	
Emergency Services Subsidies	83,202	92,236	96,850	105,740	105,740	26,435	104,557	110,314	110,314	4.33%	5.51%	0.52%	119,220	119,220	
Sub-Total: Operating Grants	2,062,158	1,971,772	2,352,858	2,805,411	2,868,756	1,910,897	2,811,634	3,185,113	3,185,113	11.03%	13.28%	15.06%	3,442,272	3,569,640	
Capital Grants - Other	0	44,618	49,899	3,006	77,971	13,316	5,821	21,500	21,500	-72.43%	269.35%	0.10%	26,500	26,500	
INEP	0	9,284	3,107	15,000	25,000	0	15,000	100,000	100,000	300.00%	566.67%	0.47%	30,000	53,669	
Neighborhood Development Partnership	0	5,465	45,213	83,236	80,459	31,145	83,236	56,333	56,333	-29.99%	-32.32%	0.27%	15,000	10,000	
Municipal Infrastructure Grant for Cities	0	434,993	414,953	499,895	499,895	186,735	499,895	1,044,276	1,044,276	108.90%	108.90%	4.94%	1,297,640	1,452,452	
Public Transport Infrastructure Grant	0	10,907	8,474	29,200	29,200	815	29,200	75,000	75,000	14.49%	156.85%	0.35%	20,000	20,000	
Community Care Centres	0	0	2,322	56,367	43,487	9,964	57,163	29,933	29,933	-31.17%	-47.64%	0.14%	46,000	46,000	
Sub-Total: Capital Grants	0	505,267	523,968	686,704	792,321	241,975	690,315	1,327,042	1,327,042	67.49%	92.24%	6.27%	1,435,140	1,608,621	
Carbon Credits	0	345	0	14,200	14,200	0	14,200	4,000	4,000	-71.83%	-71.83%	0.10%	4,260	4,545	
Essential Services	0	13,454	10,195	43,842	43,842	5,490	43,842	31,230	31,230	-28.77%	-28.77%	0.15%	31,761	32,300	
Other Sundry Income	34,992	53,099	81,818	38,013	38,063	15,081	38,063	23,052	23,052	-39.44%	-39.44%	0.11%	24,551	26,196	
Sub-Total: Other Income	34,992	66,898	92,012	96,056	96,106	20,572	96,106	58,282	58,282	-39.36%	-39.36%	0.28%	60,571	63,041	
Gain on Sale of Assets	6,497	86,472	70,554	0	0	0	0	0	0	0	0	0	0	0	
TOTAL OPERATING INCOME	10,472,000	11,568,506	13,999,149	17,970,204	18,145,811	11,541,245	17,541,071	21,151,848	21,151,848	16.57%	20.58%	100.00%	24,249,015	27,822,643	
Internal Recoveries	771,419	889,872	883,270	1,058,672	1,058,887	580,179	1,058,672	0	0	-100.00%	-100.00%	0	0	0	
NET OPERATING INCOME	11,243,419	12,458,377	14,882,418	19,028,876	19,204,698	12,121,424	18,599,743	21,151,848	21,151,848	10.14%	13.72%	100.00%	24,249,015	27,822,643	
Year on Year Increase		10.81%	19.46%	52.74%	29.04%	-3.15%	10.14%	14.64%	14.64%					14.74%	

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

METRO TOTAL		F-03	F-02	F-01	F00	F00	F00	F00	F00	F01	%	%	F02	F03
FINANCIAL PERIOD		2007/08	2008/09	2009/10	2009/10	ADJ BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	2012/13	2013/14
R' Thousands														
EXPENDITURE														
Employee Related Costs - Salaries		2,193,202	2,373,113	2,826,328	3,486,658	3,483,268	2,099,743	3,464,760	3,812,709	9.46%	10.04%	4,155,853	4,538,192	
Employee Related Costs - Overtime		0	352,345	323,032	325,570	325,303	217,529	325,570	342,490	5.28%	5.20%	366,464	392,850	
Employee Related Costs - Additional		0	0	0	48,446	28,946	0	48,189	55,000	90.01%	14.13%	55,000	55,000	
Employee Related Costs - Social		535,190	630,349	744,543	873,524	852,853	558,889	852,524	924,567	8.41%	8.41%	989,287	1,060,515	
Employee Related Costs - Sal to Capital		0	0	-29,678	-109,300	-109,300	0	-109,300	-118,797	8.69%	8.69%	-127,113	-136,265	
Employee Related Costs - Sal to R&M		-144,402	-491,646	-547,975	-624,936	-624,936	-380,121	-624,936	-682,282	9.18%	9.18%	-743,687	-812,107	
Remuneration of Councillors		53,388	58,717	62,513	69,740	69,740	43,871	69,740	78,572	12.66%	12.66%	84,072	90,126	
Sub-Total: Remuneration		2,637,378	2,922,878	3,378,764	4,069,702	4,025,874	2,539,911	4,026,877	4,412,260	9.60%	9.57%	4,779,877	5,188,311	
Bad Debts (Provision for Bad Debts)		1,328,567	1,453,565	1,417,263	1,756,578	1,756,578	1,126,903	1,667,474	1,834,021	4.41%	9.99%	2,109,201	2,439,547	
Bad Debts (Provision for Bad Debts)		0	0	0	-383,842	-98,489	0	0	-297,716			-346,066	-404,900	
Sub-Total: Bad Debt Provision		1,328,567	1,453,565	1,417,263	1,372,737	1,658,089	1,126,903	1,667,474	1,536,306	-7.34%	-7.87%	1,763,136	2,034,647	
Collection Costs		58,375	63,841	73,530	82,474	107,074	63,200	79,161	118,534	10.70%	49.74%	126,239	134,697	
Depreciation - Existing Assets		402,734	1,907,231	2,081,909	1,951,840	1,951,840	1,301,227	1,951,840	-57,268,518	-3034.08%	-3034.08%	-55,339,740	-56,085,346	
Depreciation - New Infrastructure Program		0	0	0	0	0	0	0	59,369,637	100.00%	100.00%	57,496,385	58,016,150	
Sub-Total: Depreciation		402,734	1,907,231	2,081,909	1,951,840	1,951,840	1,301,227	1,951,840	2,101,119	7.65%	7.65%	2,156,645	1,930,804	
R&M - External Contractors		620,175	901,937	822,942	1,143,033	888,601	508,065	895,562	886,868	-0.20%	-0.97%	944,337	1,005,435	
R&M - Electricity Maintenance Levy		108,536	134,428	148,875	222,476	240,516	157,200	180,421	291,340	21.13%	61.48%	350,890	422,823	
R&M - Water Maintenance Levy		50,928	37,619	43,994	53,759	53,759	23,747	43,597	57,256	6.50%	31.33%	63,096	69,658	
R&M - Ringfenced Pending Collections		0	0	0	0	0	0	0	297,716	100.00%	100.00%	346,066	404,900	
R&M - Internal Maintenance Teams		144,402	491,646	547,975	624,936	624,936	380,121	624,936	682,282	9.18%	9.18%	743,687	812,107	
Sub-Total: Repairs and Maintenance		924,041	1,565,629	1,563,786	2,044,204	1,807,812	1,069,133	1,744,515	2,215,461	22.55%	27.00%	2,448,076	2,714,923	
Interest Expense - Current External Borrowings		180,080	181,818	307,458	469,833	438,409	229,753	438,304	488,227	11.36%	11.39%	576,019	640,648	
Sub-Total: Interest Expense		180,080	181,818	307,458	469,833	438,409	229,753	438,304	488,227	11.36%	11.39%	576,019	640,648	

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

METRO TOTAL															
FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F00	F00	F00	PROJECTED	F01	%	F02	F03		
R' Thousands	2007/08	2009/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14
EXPENDITURE (Continue)															
Bulk Purchases - Electricity	2,134,835	2,842,924	3,755,448	4,841,864	4,841,864	3,141,775	4,841,864	5,977,129	4,841,864	5,977,129	23.45%	23.45%	28.59%	7,573,620	9,596,534
Bulk Purchases - Water	976,312	1,069,703	1,128,745	1,435,954	1,435,954	907,656	1,435,954	1,572,840	1,435,954	1,572,840	9.54%	9.53%	7.52%	1,733,270	1,913,530
Bulk Purchases - Sewer purification	186,927	209,382	265,870	330,941	330,941	220,627	330,941	395,585	330,941	395,585	19.53%	19.53%	1.89%	473,515	566,797
Sub-Total: Bulk Purchases	3,298,074	4,122,010	5,150,063	6,608,760	6,608,760	4,270,059	6,608,760	7,945,554	6,608,760	7,945,554	20.23%	20.23%	38.00%	9,780,405	12,076,861
Contracted Services - Existing Contracts	494,996	561,560	563,520	710,186	658,365	332,634	603,200	701,952	603,200	701,952	6.62%	16.37%	3.36%	712,482	748,106
Sub-Total: Contracted Services	494,996	561,560	563,520	710,186	658,365	332,634	603,200	701,952	603,200	701,952	6.62%	16.37%	3.36%	712,482	748,106
Grants & Subsidies Paid - Social/Educational	21,530	19,712	14,281	18,847	18,965	18,241	18,965	17,076	18,965	17,076	-9.96%	-9.96%	0.08%	18,186	19,405
Grants & Subsidies Paid - Eskom	29,695	34,119	42,812	54,000	54,000	29,241	54,000	60,000	54,000	60,000	11.11%	11.11%	0.29%	76,026	96,333
Grants & Subsidies Paid - Entities	341	0	0	6,500	6,500	1,883	6,500	6,500	6,500	6,500	0.00%	0.00%	0.03%	6,500	6,500
Grants & Subsidies Paid - Add rebates on	0	0	0	0	0	0	0	0	0	0	100.00%	100.00%	0.14%	31,631	33,750
Grants & Subsidies Paid - FBS - Indigent	0	0	0	60,438	60,438	17,428	60,438	117,974	60,438	117,974	95.20%	95.20%	0.56%	104,873	121,163
Sub-Total: Grants and Subsidies	51,566	53,831	57,093	139,785	139,903	66,792	166,903	231,250	166,903	231,250	65.29%	38.55%	1.11%	237,216	277,149
General Expenses	894,384	810,122	842,874	1,073,263	1,196,725	508,632	1,064,233	1,091,548	1,064,233	1,091,548	-8.79%	2.57%	5.22%	1,146,125	1,222,916
Grants Expenditure	0	0	0	0	0	0	0	66,430	0	66,430	100.00%	100.00%	0.32%	14,602	15,995
Impairment loss	0	0	331	0	0	0	0	0	0	0	0	0	0	0	0
Loss on Sale of Assets	31,652	8,360	926	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURE	10,301,847	13,650,847	15,437,516	18,522,785	18,592,775	11,508,444	18,351,265	20,908,641	18,351,265	20,908,641	12.46%	13.94%	100.00%	23,740,821	26,985,058
Internal Charges	781,009	875,763	872,345	1,058,672	1,058,887	589,095	1,058,672	0	1,058,672	0	-100.00%	-100.00%	0	0	0
NET OPERATING EXPENDITURE	11,082,856	14,526,610	16,309,861	19,581,457	19,651,662	12,097,539	19,409,937	20,908,641	19,409,937	20,908,641	6.40%	7.72%	100.00%	23,740,821	26,985,058
Year on Year Increase		31.07%	12.28%	34.80%	20.49%		-1.23%	6.40%		6.40%			13.55%		13.67%
OPERATING SURPLUS/(DEFICIT)	160,563	-2,068,233	-1,427,443	-552,581	-446,964	23,884	-810,195	243,207	-810,195	243,207				508,195	837,585
Prior Year and Audit Adjustments and P	-142,808	-314,775	0	0	0	0	0	0	0	0	0	0	0	0	0
Contribution to Capital Budget	599,443	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Transfers to Cash-Backed Reserves	254,085	456,521	0	686,704	792,321	0	690,315	1,327,042	690,315	1,327,042			1,435,140	1,608,621	
Total Transfers from Cash-Backed Reserves	155	0	1,598,133	1,239,285	1,239,285	826,190	1,239,285	1,084,374	1,239,285	1,084,374			929,464	774,553	
Total Other Adjustments	55,903	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET OPERATING SURPLUS/(DEFICIT)	-748,712	-2,524,754	170,690	0	0	850,074	-261,225	540	-261,225	540				2,518	3,517
Final Audited Surplus / (Deficit)	17,755	-2,383,008	1,427,443												

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

CITY MANAGER	DEPARTMENTAL BUDGETS											
FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F00	F00	F00	F01	%	F02	F03
R' Thousands	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	PROJECTED	2011/12	B to B	P to B	2012/13	2013/14
INCOME												
Other Sundry Income	6	5	2	1	1	0	1	1	0.00%	0.00%	1	1
Sub-Total: Other Income	6	5	2	1	1	0	1	1	0.00%	0.00%	1	1
TOTAL OPERATING INCOME	6	5	2	1	1	0	1	1	0.00%	0.00%	1	1
Internal Recoveries	1,404	1,437	743	784	784	561	784	0	-100.00%	-100.00%	0	0
NET OPERATING INCOME	1,410	1,442	744	785	785	561	785	1	-99.87%	-99.87%	1	1
Year on Year Increase		2.24%	-48.37%	-45.58%	5.40%		0.00%				6.50%	6.67%

EXPENDITURE	4,347	9,643	6,873	4,569	5,801	4,449	5,770	6,219	7.21%	7.79%	6,779	7,402
Employee Related Costs - Salaries	0	68	109	58	58	46	58	63	8.50%	8.50%	67	72
Employee Related Costs - Overtime	285	383	403	500	493	262	493	462	-6.27%	-6.27%	494	530
Employee Related Costs - Social	0	0	-1,668	-1,250	-1,250	0	-1,250	-1,356	8.50%	8.50%	-1,451	-1,556
Employee Related Costs - Sal to Capital	4,632	10,093	5,716	3,877	5,102	4,757	5,071	5,388	5.61%	6.25%	5,889	6,449
Sub-Total: Remuneration	4,200	527	137	2,517	2,517	1,678	2,517	159	-93.69%	-93.69%	163	146
Depreciation - Existing Assets	4,200	527	137	2,517	2,517	1,678	2,517	159	-93.69%	-93.69%	163	146
Sub-Total: Depreciation	11	24	31	29	29	8	24	28	-5.56%	16.46%	29	31
R&M - External Contractors	3	4	2	15	15	5	15	20	33.33%	33.33%	22	24
R&M - Internal Maintenance Teams	14	28	34	44	44	13	39	48	7.64%	23.00%	51	55
Sub-Total: Repairs and Maintenance	3,971	0	0	0	0	0	0	0			0	0
Contracted Services - Existing Contracts	3,971	0	0	0	0	0	0	0			0	0
Sub-Total: Contracted Services	11,641	10,409	3,250	3,173	3,430	2,037	3,000	2,983	-13.04%	-0.58%	3,132	3,342
General Expenses	24,457	21,057	9,136	9,610	11,092	8,485	10,626	8,577	-22.68%	-19.29%	9,235	9,991
TOTAL OPERATING EXPENDITURE	79	41	133	154	154	79	154	0	-100.00%	-100.00%	0	0
Internal Charges	24,536	21,099	9,269	9,764	11,246	8,564	10,780	8,577	-23.74%	-20.44%	9,235	9,991
NET OPERATING EXPENDITURE		-14.01%	-56.07%	-53.72%	21.34%		-4.15%				7.67%	8.19%
Year on Year Increase												

OPERATING SURPLUS/(DEFICIT)	-23,126	-19,657	-8,524	-8,980	-10,462	-8,004	-9,995	-8,576			-9,234	-9,990
Total Transfers from Cash-Backed Reserve	0	0	0	1,598	1,598	1,065	1,598	0	-100.00%	-100.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-23,126	-19,657	-8,524	-7,382	-8,864	-6,938	-8,397	-8,576			-9,234	-9,990

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

CHIEF OPERATING OFFICER: DELIVERY CO-ORDINATION													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Internal Recoveries	215	265	303	906	906	233	906	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	215	265	303	906	906	233	906	0	-100.00%	-100.00%	0.00%	0	0
Year on Year Increase		22.98%	14.37%	242.05%	199.08%		0.00%	-100.00%				0.00%	0.00%

EXPENDITURE													
Employee Related Costs - Salaries	1,388	817	1,276	3,711	3,711	945	3,672	1,311	-64.66%	-64.29%	72.51%	1,429	1,561
Employee Related Costs - Overtime	0	18	28	3	3	2	23	3				4	4
Employee Related Costs - Social	216	209	241	441	441	169	441	322	-27.02%	-27.02%	17.80%	344	369
Sub-Total: Remuneration	1,604	1,045	1,545	4,156	4,156	1,116	4,136	1,637	-60.61%	-60.42%	90.50%	1,778	1,934
Depreciation - Existing Assets	0	4	0	0	0	0	0	0				0	0
Sub-Total: Depreciation	0	4	0	0	0	0	0	0				0	0
R&M - External Contractors	3	2	0	4	4	0	3	3	-8.82%	12.42%	0.18%	4	4
Sub-Total: Repairs and Maintenance	3	2	0	4	4	0	3	3	-8.82%	12.42%	0.18%	4	4
General Expenses	221	179	67	186	186	26	167	168	-9.34%	0.65%	9.31%	177	189
TOTAL OPERATING EXPENDITURE	1,828	1,230	1,612	4,345	4,345	1,143	4,306	1,809	-58.37%	-58.00%	100.00%	1,958	2,127
Internal Charges	79	95	133	154	154	79	154	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	1,907	1,325	1,745	4,499	4,499	1,222	4,460	1,809	-59.80%	-59.45%	100.00%	1,958	2,127
Year on Year Increase		-30.54%	31.74%	239.67%	157.82%		-0.86%	-59.80%				8.26%	8.61%

OPERATING SURPLUS/(DEFICIT)	-1,691	-1,060	-1,442	-3,593	-3,593	-988	-3,554	-1,809				-1,958	-2,127
NET OPERATING SURPLUS/(DEFICIT)	-1,691	-1,060	-1,442	-3,593	-3,593	-988	-3,554	-1,809				-1,958	-2,127

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

CITY PLANNING		F-03	F-02	F-01	F00	F00	F00	F00	F00	PROJECTED	F01	%	%	F02	F03
FINANCIAL PERIOD		2007/08	2008/09	2009/10	F00	F00	F00	F00	F00	2010/11	2011/12	B to B	P to B	2012/13	2013/14
R' Thousands					ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12			%	%		
INCOME															
Licenses & Permits	2,934	2,236	1,532	1,876	1,876	1,876	917	1,876	1,683			-10.31%	-10.31%	1,792	1,912
Other Sundry Income	131	121	124	66	66	66	72	66	133			101.45%	101.45%	141	151
Sub-Total: Other Income	131	121	124	66	66	66	72	66	133			101.45%	101.45%	141	151
TOTAL OPERATING INCOME	3,065	2,357	1,656	1,942	1,942	1,942	989	1,942	1,815			-6.52%	-6.52%	1,933	2,063
Internal Recoveries	641	916	805	1,122	1,122	1,122	620	1,122	0			-100.00%	-100.00%	0	0
NET OPERATING INCOME	3,706	3,273	2,460	3,064	3,064	3,064	1,609	3,064	1,815			-40.76%	-40.76%	1,933	2,063
Year on Year Increase		-11.69%	-24.83%	-6.37%	24.55%	0.00%			-40.76%					6.50%	6.70%
EXPENDITURE															
Employee Related Costs - Salaries	41,901	46,624	54,100	68,581	66,232	66,232	42,087	65,881	72,936			10.12%	10.71%	79,501	86,815
Employee Related Costs - Overtime	0	61	21	33	33	33	-2	33	36					39	41
Employee Related Costs - Social	9,253	10,198	11,483	14,838	14,434	14,434	9,192	14,434	15,062			4.35%	4.35%	16,117	17,277
Employee Related Costs - Sal to Capital	0	0	0	-263	-263	-263	0	-263	-285			8.50%	8.50%	-305	-327
Sub-Total: Remuneration	51,154	56,884	65,604	83,189	80,437	80,437	51,276	80,086	87,750			9.09%	9.57%	95,351	103,806
Depreciation - Existing Assets	0	2,229	1,289	2,801	2,801	2,801	1,867	2,801	1,563			-44.20%	-44.20%	1,601	1,434
Sub-Total: Depreciation	0	2,229	1,289	2,801	2,801	2,801	1,867	2,801	1,563			-44.20%	-44.20%	1,601	1,434
R&M - External Contractors	672	942	479	597	634	634	104	514	608			18.39%	18.39%	648	690
R&M - Internal Maintenance Teams	40	150	63	75	105	105	60	90	133			25.90%	47.03%	144	158
Sub-Total: Repairs and Maintenance	712	1,092	542	672	739	739	164	604	741			0.27%	22.66%	792	848
Contracted Services - Existing Contracts	220	281	330	394	357	357	185	307	485			35.85%	57.90%	492	517
Sub-Total: Contracted Services	220	281	330	394	357	357	185	307	485			35.85%	57.90%	492	517
General Expenses	6,721	7,077	5,194	9,808	9,713	9,713	3,977	8,756	10,055			3.52%	14.83%	10,558	11,265
TOTAL OPERATING EXPENDITURE	58,808	67,563	72,960	96,864	94,047	94,047	57,470	92,554	100,593			6.96%	8.69%	108,794	117,869
Internal Charges	4,670	8,249	6,387	9,620	9,620	9,620	5,307	9,620	0			-100.00%	-100.00%	0	0
NET OPERATING EXPENDITURE	63,478	75,812	79,347	106,483	103,667	103,667	62,776	102,174	100,593			-2.96%	-1.55%	108,794	117,869
Year on Year Increase		19.43%	4.66%	40.46%	30.65%	-1.44%			-2.96%					8.15%	8.34%
OPERATING SURPLUS/(DEFICIT)															
Total Transfers from Cash-Backed Reserve	-59,772	-72,539	-76,886	-103,419	-100,603	-100,603	-61,168	-99,110	-98,778			-100.00%	-100.00%	-106,861	-115,806
NET OPERATING SURPLUS/(DEFICIT)	-59,772	-72,539	-76,886	-101,641	-98,824	-98,824	-59,982	-97,331	-98,778					-106,861	-115,806

EKURHULENI METROPOLITAN MUNICIPALITY

DEPARTMENTAL BUDGETS

CITY SECRETARIAT FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Other Sundry Income	0	7	0	0	0	0	0	0				0	0
Sub-Total: Other Income	0	7	0	0	0	0	0	0				0	0
TOTAL OPERATING INCOME	0	7	0	0	0	0	0	0				0	0
NET OPERATING INCOME	0	7	0	0	0	0	0	0				0	0
Year on Year Increase		3419.54%	-95.67%	-100.00%	-100.00%		0.00%	0.00%				0.00%	0.00%
EXPENDITURE													
Employee Related Costs - Salaries	1,755	2,058	2,102	2,965	2,925	852	2,910	761	-73.98%	-73.84%	64.21%	830	906
Employee Related Costs - Social	211	220	208	280	272	165	272	227	-16.60%	-16.60%	19.11%	242	260
Sub-Total: Remuneration	1,966	2,278	2,310	3,244	3,197	1,033	3,182	988	-69.10%	-68.95%	83.32%	1,072	1,166
Depreciation - Existing Assets	0	1	0	0	0	0	0	0			0.00%	0	0
Sub-Total: Depreciation	0	1	0	0	0	0	0	0			0.00%	0	0
R&M - External Contractors	2	7	0	0	74	61	60	3	-95.48%	-94.42%	0.28%	4	4
Sub-Total: Repairs and Maintenance	2	7	0	0	74	61	60	3	-95.48%	-94.42%	0.28%	4	4
General Expenses	188	131	211	165	193	142	174	194	0.89%	12.01%	16.40%	204	218
TOTAL OPERATING EXPENDITURE	2,156	2,417	2,521	3,410	3,463	1,236	3,415	1,186	-65.77%	-65.28%	100.00%	1,280	1,388
Internal Charges	39	47	66	77	77	40	77	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	2,195	2,464	2,588	3,486	3,540	1,276	3,492	1,186	-66.51%	-66.05%	100.00%	1,280	1,388
Year on Year Increase		12.26%	4.99%	41.47%	36.83%		-1.37%	-66.51%				7.95%	8.41%
OPERATING SURPLUS/(DEFICIT)	-2,195	-2,458	-2,587	-3,486	-3,540	-1,276	-3,492	-1,186				-1,280	-1,388
NET OPERATING SURPLUS/ (DEFICIT)	-2,195	-2,458	-2,587	-3,486	-3,540	-1,276	-3,492	-1,186				-1,280	-1,388

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

COMMUNICATIONS	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Other Sundry Income	8	5	2	0	0	0	0	1	100.00%	100.00%	100.00%	1	1
Sub-Total: Other Income	8	5	2	0	0	0	0	1	100.00%	100.00%	100.00%	1	1
TOTAL OPERATING INCOME	8	5	2	0	0	0	0	1	100.00%	100.00%	100.00%	1	1
Internal Recoveries	1,026	980	1,310	984	984	667	984	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	1,034	985	1,312	984	984	667	984	1	-99.90%	-99.90%	100.00%	1	1
Year on Year Increase		-4.77%	33.20%	-0.08%	-24.98%		0.00%	-99.90%				6.50%	6.67%

EXPENDITURE	12,324	14,414	17,460	20,586	20,586	12,730	20,476	20,978	1.90%	2.45%	47.85%	22,866	24,970
Employee Related Costs - Salaries	0	421	322	132	132	618	132	143				153	164
Employee Related Costs - Overtime	2,605	2,931	3,601	4,239	4,239	2,582	4,239	4,123	-2.75%	-2.75%	9.40%	4,411	4,729
Employee Related Costs - Social	14,929	17,766	21,383	24,957	24,957	15,929	24,847	25,244	1.15%	1.60%	57.58%	27,431	29,863
Sub-Total: Remuneration	0	18	278	318	318	212	318	347	9.14%	9.14%	0.79%	355	318
Depreciation - Existing Assets	0	18	278	318	318	212	318	347	9.14%	9.14%	0.79%	355	318
Sub-Total: Depreciation	33	31	73	89	89	64	72	79	-11.46%	9.18%	0.18%	84	90
R&M - External Contractors	5	8	25	40	40	20	40	44	10.00%	10.00%	0.10%	48	52
R&M - Internal Maintenance Teams	39	39	98	129	129	84	112	123	-4.82%	9.47%	0.28%	132	142
Sub-Total: Repairs and Maintenance	25,063	20,562	23,824	15,139	20,210	10,587	15,692	18,125	-10.32%	15.50%	41.34%	19,031	20,306
General Expenses	40,031	38,384	45,583	40,544	45,615	26,812	40,970	43,839	-3.89%	7.00%	100.00%	46,949	50,629
TOTAL OPERATING EXPENDITURE	532	463	672	796	796	435	796	0	-100.00%	-100.00%	0.00%	0	0
Internal Charges	40,563	38,848	46,255	41,340	46,411	27,247	41,766	43,839	-5.54%	4.96%	100.00%	46,949	50,629
NET OPERATING EXPENDITURE		-4.23%	19.07%	6.42%	0.34%		-10.01%	-5.54%				7.10%	7.84%
Year on Year Increase													

OPERATING SURPLUS/(DEFICIT)	-39,529	-37,863	-44,943	-40,356	-45,427	-26,579	-40,782	-43,838	-100.00%	-100.00%	0.00%	-46,948	-50,628
Total Transfers from Cash-Backed Reserve	0	0	0	202	202	135	202	0				0	0
NET OPERATING SURPLUS/(DEFICIT)	-39,529	-37,863	-44,943	-40,154	-45,225	-26,445	-40,580	-43,838				-46,948	-50,628

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

CORPORATE LEGAL FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Rent of Facilities - GRAP 13 Lease reg	0	0	0	0	0	0	12,000	16,000	100.00%	33.33%	68.05%	17,500	19,000
Rent of Facilities and Equipment - Other	9,252	9,170	8,311	10,035	3,059	3,059	610	6,728	-32.95%	1003.20%	28.61%	7,082	7,664
Sub-total: Rent of Facilities and Equipment	9,252	9,170	8,311	10,035	3,059	3,059	662	27,728	126.49%	80.24%	96.67%	24,582	26,664
Other Sundry Income	1,819	6,034	2,734	662	490	490	662	784	18.36%	18.36%	3.33%	835	891
Sub-Total: Other Income	1,819	6,034	2,734	662	490	490	662	784	18.36%	18.36%	3.33%	835	891
TOTAL OPERATING INCOME	11,071	15,204	11,045	10,697	3,548	3,548	13,272	23,511	119.80%	77.15%	100.00%	25,417	27,555
Internal Recoveries	29,203	26,360	44,112	36,438	20,816	20,816	36,438	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	40,274	41,564	55,158	47,135	47,135	24,364	49,710	23,511	-50.12%	-52.70%	100.00%	25,417	27,555
Year on Year Increase		3.20%	32.70%	13.40%	-14.55%		5.46%	-50.12%				8.10%	8.41%

EXPENDITURE

Employee Related Costs - Salaries	74,372	84,733	99,817	110,931	110,992	73,777	110,391	123,196	11.00%	11.60%	54.12%	134,284	146,638
Employee Related Costs - Overtime	0	1,427	1,485	2,281	2,281	969	2,281	2,475				2,648	2,899
Employee Related Costs - Social	18,235	20,785	23,893	27,265	27,265	17,574	27,265	28,631	5.01%	5.01%	12.58%	30,635	32,841
Employee Related Costs - Sal to Capital	0	0	-438	-43	-43	0	-43	-47	8.50%	8.50%	-0.02%	-50	-54
Sub-Total: Remuneration	92,608	106,946	124,757	140,434	140,495	92,320	139,894	154,256	9.79%	10.27%	67.77%	167,518	182,265
Depreciation - Existing Assets	25,200	898	1,981	3,276	3,276	2,184	3,276	2,586	-21.08%	-21.08%	1.14%	2,649	2,372
Sub-Total: Depreciation	25,200	898	1,981	3,276	3,276	2,184	3,276	2,586	-21.08%	-21.08%	1.14%	2,649	2,372
R&M - External Contractors	6,841	7,411	6,099	7,372	7,456	2,540	6,041	4,696	-37.02%	-22.26%	2.06%	5,001	5,324
R&M - Internal Maintenance Teams	843	1,777	1,338	588	1,008	824	703	673	-33.31%	-4.40%	0.30%	733	800
Sub-Total: Repairs and Maintenance	7,684	9,188	7,437	7,960	8,465	3,365	6,745	5,369	-36.58%	-20.40%	2.36%	5,734	6,125
Contracted Services - Existing Contracts	14,888	16,631	16,028	15,838	16,188	11,578	13,627	16,664	2.94%	22.29%	7.32%	16,914	17,760
Sub-Total: Contracted Services	14,888	16,631	16,028	15,838	16,188	11,578	13,627	16,664	2.94%	22.29%	7.32%	16,914	17,760
Grants & Subsidies Paid - Social/Educati	5,408	5,678	5,961	6,259	5,876	5,876	5,876	5,876				6,258	6,677
Sub-Total: Grants and Subsidies	5,408	5,678	5,961	6,259	5,876	5,876	5,876	5,876				6,258	6,677
General Expenses	7,032	7,174	6,405	6,750	7,360	3,368	6,304	7,553	2.62%	19.81%	3.32%	7,931	8,462
TOTAL OPERATING EXPENDITURE	152,819	146,515	162,569	180,518	181,661	118,691	175,722	192,304	5.86%	9.44%	84.48%	207,004	223,661
Internal Charges	60,841	59,658	78,057	76,500	76,500	53,930	76,500	35,328	-53.82%	-53.82%	15.52%	39,956	45,330
NET OPERATING EXPENDITURE	213,659	206,174	240,626	257,018	258,161	172,621	252,223	227,632	-11.83%	-9.75%	100.00%	246,960	268,991
Year on Year Increase		-3.50%	16.71%	24.66%	7.29%		-2.30%	-11.83%				8.49%	8.92%
OPERATING SURPLUS/(DEFICIT)	-173,385	-164,609	-185,469	-209,883	-211,026	-148,257	-202,513	-204,120				-221,543	-241,436
Total Transfers from Cash-Backed Reser	0	0	0	2,080	2,080	1,387	2,080	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-173,385	-164,609	-185,469	-207,803	-208,946	-146,870	-200,432	-204,120				-221,543	-241,436

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

COUNCIL GENERAL	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Rent of Facilities and Equipment - Other	0	9,979	5,017	0	0	0	0	0				0	0
Sub-total: Rent of Facilities and Equipment	0	9,979	5,017	0	0	0	0	0				0	0
Other Sundry Income	3,181	0	0	0	0	0	0	0				0	0
Sub-Total: Other Income	3,181	0	0	0	0	0	0	0				0	0
Gain on Sale of Assets	6,497	82,844	66,990	0	0	0	0	0				0	0
TOTAL OPERATING INCOME	9,679	92,823	72,007	0	0	0	0	0				0	0
NET OPERATING INCOME	9,679	92,823	72,007	0	0	0	0	0				0	0
Year on Year Increase		859.02%	-22.43%	-100.00%	-100.00%	0.00%	0.00%	0.00%				0.00%	0.00%

EXPENDITURE	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Employee Related Costs - Salaries	175,994	167,651	3,827	170,346	32,449	-80.64%	-80.95%	7.40%	35,370	38,624
Employee Related Costs - Additional	48,446	28,946	0	48,189	55,000	20.83%	20.83%	13.72%	55,000	55,000
Employee Related Costs - Social	49,831	49,831	32,891	49,831	60,209	-40.08%	-44.98%	33.66%	64,424	69,062
Sub-Total: Remuneration	274,270	246,428	37,400	268,365	147,658	#DIV/0!	-100.00%	0.00%	154,793	162,686
Bad Debts (Provision for Bad Debts)	0	0	0	-466,256	0	100.00%	100.00%	-67.86%	-346,066	-404,900
Bad Debts (Provision for Bad Debts)	-383,842	-98,489	0	-466,256	-297,716	202.28%	-36.15%	-67.86%	-346,066	-404,900
Sub-Total: Bad Debt Provision	-383,842	-98,489	0	-466,256	-297,716	#DIV/0!	-100.00%	0.00%	-346,066	-404,900
Collection Costs	3,183	0	0	3,060	0	37.87%	37.87%	1.05%	4,725	4,231
Depreciation - Existing Assets	3,345	3,345	2,230	3,345	4,612	37.87%	37.87%	1.05%	4,725	4,231
Sub-Total: Depreciation	3,345	3,345	2,230	3,345	4,612	103.02%	-80.53%	10.26%	47,916	51,016
R&M - External Contractors	287,689	22,165	6,004	231,146	45,000	100.00%	100.00%	67.86%	346,066	404,900
R&M - Ringfenced Pending Collections	0	0	0	0	297,716	443.97%	340.41%	9.64%	46,086	50,326
R&M - Internal Maintenance Teams	10,500	7,773	0	9,600	42,281	1185.99%	59.92%	87.75%	440,068	506,243
Sub-Total: Repairs and Maintenance	298,189	29,938	6,004	240,746	384,997	#DIV/0!	-100.00%	0.00%	0	0
Contracted Services - Existing Contracts	40,968	0	0	35,248	0	#DIV/0!	-100.00%	0.00%	0	0
Sub-Total: Contracted Services	40,968	0	0	35,248	0	#DIV/0!	-100.00%	0.00%	0	0
Grants & Subsidies Paid - Entities	0	0	0	0	0				0	0
Sub-Total: Grants and Subsidies	0	0	0	0	0				0	0
General Expenses	240,717	213,002	103,415	228,414	199,183	-6.49%	-12.80%	45.40%	209,142	223,155
Loss on Sale of Assets	926	0	0	0	0				0	0
TOTAL OPERATING EXPENDITURE	476,831	394,223	149,050	312,923	438,735	11.29%	40.21%	100.00%	462,663	491,414
Internal Charges	162	162	0	162	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	476,992	394,385	149,050	313,085	438,735	11.25%	40.13%	100.00%	462,663	491,414
Year on Year Increase	185.14%	109.52%	-20.61%	-20.61%	11.25%				5.45%	6.21%

OPERATING SURPLUS/(DEFICIT)	-143,146	-74,459	-116,225	-476,992	-394,385	-149,050	-313,085	-438,735	-462,663	-491,414
Total Transfers from Cash-Backed Reserve	0	0	1,598,133	2,124	2,124	1,416	2,124	0	0	0
NET OPERATING SURPLUS/(DEFICIT)	-143,146	-74,459	1,481,907	-474,868	-392,261	-147,634	-310,961	-438,735	-462,663	-491,414

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

CUSTOMER RELATIONS MANAGEMENT													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Other Sundry Income	5	5	9	1	1	0	1	0	-85.71%	-85.71%	100.00%	0	0
Sub-Total: Other Income	5	5	9	1	1	0	1	0	-85.71%	-85.71%	100.00%	0	0
TOTAL OPERATING INCOME	5	5	9	1	1	0	1	0	-85.71%	-85.71%	100.00%	0	0
NET OPERATING INCOME	5	5	9	1	1	0	1	0	-85.71%	-85.71%	100.00%	0	0
Year on Year Increase		6.57%	67.64%	-86.70%	-92.07%		0.00%	-85.71%				7.00%	6.54%
EXPENDITURE													
Employee Related Costs - Salaries	10,223	15,341	27,008	43,941	45,403	20,813	45,162	41,963	-7.58%	-7.08%	32.80%	45,740	49,948
Employee Related Costs - Overtime	0	35	27	81	81	52	81	88				94	101
Employee Related Costs - Social	876	1,899	5,223	6,510	6,502	3,887	6,502	5,197	-20.07%	-20.07%	4.06%	5,560	5,961
Employee Related Costs - Sal to Capital	0	0	-513	-1,501	-1,501	0	-1,501	-1,629	8.50%	8.50%	-1.27%	-1,743	-1,868
Sub-Total: Remuneration	11,099	17,274	31,745	49,031	50,485	24,753	50,244	45,620	-9.64%	-9.20%	35.65%	49,652	54,142
Depreciation - Existing Assets	0	1,020	61,678	1,750	1,750	1,167	1,750	64,865	3605.63%	3605.63%	50.69%	66,455	59,496
Sub-Total: Depreciation	0	1,020	61,678	1,750	1,750	1,167	1,750	64,865	3605.63%	3605.63%	50.69%	66,455	59,496
R&M - External Contractors	10,458	6,727	5,842	15,531	15,207	4,371	12,595	13,518	-11.10%	7.32%	10.56%	14,394	15,325
R&M - Internal Maintenance Teams	290	366	214	465	542	103	495	420	-22.49%	-15.19%	0.33%	458	500
Sub-Total: Repairs and Maintenance	10,748	7,093	6,056	15,996	15,748	4,474	13,091	13,938	-11.50%	6.47%	10.89%	14,852	15,825
Contracted Services - Existing Contracts	26	0	0	25,110	636	0	14,395	870	36.79%	-93.96%	0.68%	883	927
Sub-Total: Contracted Services	26	0	0	25,110	636	0	14,395	870	36.79%	-93.96%	0.68%	883	927
General Expenses	2,204	2,110	1,797	2,483	2,745	1,071	2,253	2,660	-3.12%	18.03%	2.08%	2,792	2,980
TOTAL OPERATING EXPENDITURE	24,078	27,498	101,275	94,371	71,365	31,465	81,733	127,952	79.29%	56.55%	100.00%	134,635	133,370
Internal Charges	79	447	1,212	1,818	1,818	1,124	1,818	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	24,157	27,944	102,487	96,189	73,183	32,589	83,551	127,952	74.84%	53.14%	100.00%	134,635	133,370
Year on Year Increase		15.68%	266.76%	244.22%	-28.59%		14.17%	74.84%				5.22%	-0.94%
OPERATING SURPLUS/(DEFICIT)	-24,152	-27,939	-102,478	-96,189	-73,183	-32,589	-83,550	-127,952	-100.00%	-100.00%	0.00%	-134,635	-133,370
Total Transfers from Cash-Backed Reserve	0	0	0	1,111	1,111	741	1,111	0				0	0
NET OPERATING SURPLUS/(DEFICIT)	-24,152	-27,939	-102,478	-95,077	-72,071	-31,848	-82,439	-127,952				-134,635	-133,370

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

FINANCIAL PERIOD	ECONOMIC DEVELOPMENT												
	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Operating Grants & Subsidies - Other	0	1,500	5	1,225	1,573	120	1,555	3,400	116.21%	118.65%	0.00%	0	0
Sub-Total: Operating Grants	0	1,500	5	1,225	1,573	120	1,555	3,400	116.21%	118.65%	0.00%	0	0
Capital Grants - Other	0	3,000	0	0	0	0	0	0				0	0
Community Care Centres	0	0	0	300	10,250	0	300	4,850				0	0
Sub-Total: Capital Grants	0	3,000	0	300	10,250	0	300	4,850	0.00%	0.00%	0.00%	0	0
Other Sundry Income	10	24	77	0	0	2	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Other Income	10	24	77	0	0	2	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING INCOME	10	4,524	83	1,525	11,823	122	1,855	8,250	-30.22%	344.75%	0.00%	0	0
Internal Recoveries	87	135	149	126	126	99	126	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	97	4,659	231	1,651	11,948	221	1,981	8,250	-30.95%	316.51%	0.00%	0	0
Year on Year Increase		4695.76%	-95.03%	-64.56%	5062.88%		-83.42%	-30.95%				0.00%	0.00%

FINANCIAL PERIOD	ECONOMIC DEVELOPMENT												
	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
EXPENDITURE													
Employee Related Costs - Salaries	11,562	12,027	14,444	16,583	16,904	10,936	16,815	18,484	9.35%	9.93%	55.25%	20,148	22,002
Employee Related Costs - Overtime	0	44	117	31	31	648	31	34				36	39
Employee Related Costs - Social	1,921	1,749	2,519	2,954	2,911	1,926	2,912	2,807	-3.59%	-3.59%	8.39%	3,003	3,220
Employee Related Costs - Sal to Capital	0	0	-1,453	-600	-600	0	-600	-651	8.50%	8.50%	-1.95%	-697	-747
Sub-Total: Remuneration	13,483	13,820	15,627	18,968	19,247	13,511	19,157	20,674	7.41%	7.92%	61.79%	22,491	24,513
Depreciation - Existing Assets	0	76	4,195	1,315	1,315	877	1,315	1,228	-6.68%	-6.68%	3.67%	1,258	1,126
Sub-Total: Depreciation	0	76	4,195	1,315	1,315	877	1,315	1,228	-6.68%	-6.68%	3.67%	1,258	1,126
R&M - External Contractors	464	311	255	46	139	54	110	44	-68.30%	-60.06%	0.13%	47	50
R&M - Internal Maintenance Teams	4	3	1	15	15	1	15	20	33.33%	33.33%	0.06%	22	24
Sub-Total: Repairs and Maintenance	469	315	256	61	154	55	125	64	-58.41%	-48.90%	0.19%	69	74
Contracted Services - Existing Contracts	372	0	0	0	0	0	0	0				0	0
Sub-Total: Contracted Services	372	0	0	0	0	0	0	0				0	0
General Expenses	4,266	7,072	3,898	4,549	5,144	494	4,631	8,090	57.26%	74.68%	24.18%	8,495	9,064
TOTAL OPERATING EXPENDITURE	18,589	21,283	23,976	24,894	25,861	14,936	25,230	33,456	29.37%	32.61%	100.00%	32,312	34,777
Internal Charges	513	381	1,073	1,050	1,050	776	1,050	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	19,102	21,664	25,049	25,944	26,911	15,712	26,280	33,456	24.32%	27.31%	100.00%	32,312	34,777
Year on Year Increase		13.41%	15.63%	19.76%	7.43%		-2.35%	24.32%				-3.42%	7.63%

OPERATING SURPLUS/(DEFICIT)	-19,005	-17,005	-24,818	-24,293	-14,962	-15,491	-24,299	-25,206	-52.68%	1516.67%	0.00%	-32,312	-34,777
Total Transfers to Cash-Backed Reserves	0	0	0	300	10,250	0	300	4,850				0	0
Total Transfers from Cash-Backed Reserves	0	0	0	835	835	557	835	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-19,005	-17,005	-24,818	-23,758	-24,377	-14,935	-23,764	-30,056	-100.00%	-100.00%	0.00%	-32,312	-34,777

ECONOMIC DEVELOPMENT: FRESH PRODUCE MARKET

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

ECONOMIC DEVELOPMENT: FRESH PRODUCE MARKET											
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total
INCOME											
Market Income	16,164	16,217	16,245	16,464	16,464	10,389	17,301	17,502			18,639
Total: User Charges for Services	16,164	16,217	16,245	16,464	16,464	10,389	17,301	17,502			18,639
Rent of Facilities and Equipment - Other	2,016	2,173	2,079	2,276	2,276	749	2,861	2,460	8.06%	-14.01%	2,661
Sub-total: Rent of Facilities and Equipment	2,016	2,173	2,079	2,276	2,276	749	2,861	2,460	8.06%	-14.01%	2,661
Interest Earned - Bank Balances	313	287	168	308	308	75	417	385	25.12%	-7.48%	607
Sub-Total: Interest Earned	313	287	168	308	308	75	417	385	25.12%	-7.48%	607
Other Sundry Income	10	906	444	6	6	3	6	5	-9.73%	-9.73%	5
Sub-Total: Other Income	10	906	444	6	6	3	6	5	-9.73%	-9.73%	5
NET OPERATING INCOME	18,502	19,582	18,336	19,054	19,054	11,217	20,584	20,352	6.81%	-1.13%	21,912
NET OPERATING INCOME	18,502	19,582	18,336	19,054	19,054	11,217	20,584	20,352	6.81%	-1.13%	21,912
Year on Year Increase		5.84%	-3.30%	-2.70%	0.62%		8.03%	6.81%			7.67%
											8.77%

ECONOMIC DEVELOPMENT: FRESH PRODUCE MARKET											
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total
EXPENDITURE											
Employee Related Costs - Salaries	3,950	4,368	4,750	5,724	6,361	3,445	6,326	6,825	7.30%	7.89%	40.95%
Employee Related Costs - Overtime	0	309	294	283	283	260	283	307	2.88%	2.88%	9.70%
Employee Related Costs - Social	1,009	1,222	1,298	1,589	1,572	966	1,572	1,617	8.50%	8.50%	-4.69%
Employee Related Costs - Sal to Capital	0	0	0	-720	-720	0	-720	-781	6.30%	6.80%	47.81%
Sub-Total: Remuneration	4,959	5,900	6,342	6,876	7,497	4,671	7,461	7,969	6.30%	6.80%	47.81%
Depreciation - Existing Assets	0	0	0	273	273	182	273	4,665	1610.32%	1610.32%	27.99%
Sub-Total: Depreciation	0	0	0	273	273	182	273	4,665	1610.32%	1610.32%	27.99%
R&M - External Contractors	1,195	1,203	1,165	971	1,071	739	868	708	-33.84%	-18.42%	4.25%
R&M - Internal Maintenance Teams	119	159	57	15	15	0	15	20	33.33%	33.33%	0.12%
Sub-Total: Repairs and Maintenance	1,313	1,362	1,222	986	1,086	739	883	728	-32.92%	-17.54%	4.37%
General Expenses	879	920	581	818	799	174	737	790	4.74%	7.19%	4.74%
TOTAL OPERATING EXPENDITURE	7,152	8,182	8,145	8,953	9,654	5,765	9,355	14,153	46.59%	51.29%	84.91%
Internal Charges	1,944	2,380	1,854	2,551	2,551	349	2,551	2,515	-1.40%	-1.40%	15.09%
NET OPERATING EXPENDITURE	9,096	10,562	9,999	11,504	12,205	6,114	11,905	16,668	36.56%	40.00%	100.00%
Year on Year Increase		16.12%	-5.33%	8.92%	22.07%		-2.46%	36.56%			8.11%
											5.12%

OPERATING SURPLUS/(DEFICIT)	9,406	9,020	8,338	7,551	6,849	5,102	8,678	3,684			4,892
Total Transfers from Cash-Backed Reserve	0	0	0	173	173	115	173	0	-100.00%	0.00%	0
NET OPERATING SURPLUS/ (DEFICIT)	9,406	9,020	8,338	7,724	7,022	5,218	8,852	3,684			4,892

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

ECONOMIC DEVELOPMENT: TOURISM

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Other Sundry Income	0	0	0	0	0	0	0	0				0	0
Sub-Total: Other Income	0	0	0	0	0	0	0	0				0	0
TOTAL OPERATING INCOME	0	0	0	0	0	0	0	0				0	0
NET OPERATING INCOME	0	0	0	0	0	0	0	0				0	0
Year on Year Increase		0.00%	-100.00%	0.00%	0.00%		0.00%	0.00%				0.00%	0.00%

EXPENDITURE

Employee Related Costs - Salaries	0	2,447	139	919	919	919	914	1,032	12.31%	12.91%	61.86%	1,125	1,229
Employee Related Costs - Overtime	0	8	0	0	0	0	0	0				0	0
Employee Related Costs - Social	0	357	15	753	753	753	753	27	-96.36%	-96.36%	-1.64%	29	31
Sub-Total: Remuneration	0	2,811	154	1,672	1,672	1,672	1,667	1,060	-36.61%	-36.42%	63.50%	1,155	1,260
R&M - External Contractors	0	64	52	268	288	288	234	15	-94.80%	-93.58%	0.90%	16	17
Sub-Total: Repairs and Maintenance	0	64	52	268	288	288	234	15	-94.80%	-93.58%	0.90%	16	17
General Expenses	0	2,761	1,895	284	597	536	515	594	-0.44%	15.36%	35.60%	624	666
TOTAL OPERATING EXPENDITURE	0	5,636	2,101	2,224	2,557	589	2,416	1,669	-34.73%	-30.91%	100.00%	1,794	1,943
NET OPERATING EXPENDITURE	0	5,636	2,101	2,224	2,557	589	2,416	1,669	-34.73%	-30.91%	100.00%	1,794	1,943
Year on Year Increase		#DIV/0!	-62.73%	-60.55%	21.71%		-5.52%	-34.73%				7.52%	8.27%

OPERATING SURPLUS/(DEFICIT)

OPERATING SURPLUS/(DEFICIT)	0	-5,636	-2,101	-2,224	-2,557	-589	-2,416	-1,669				-1,794	-1,943
NET OPERATING SURPLUS/ (DEFICIT)	0	-5,636	-2,101	-2,224	-2,557	-589	-2,416	-1,669				-1,794	-1,943

EKURHULENI METRO POLICE DEPARTMENT

DEPARTMENTAL BUDGETS

EKURHULENI METRO POLICE DEPARTMENT													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Traffic Fines	38,562	40,282	19,878	100,000	100,000	23,768	34,141	50,000	0.00%	0.00%	0.00%	55,750	62,273
Other Fines	0	2	0	0	0	1,458	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Fines	38,562	40,284	19,878	100,000	100,000	25,227	34,141	50,000	-50.00%	46.45%	97.42%	55,750	62,273
Operating Grants & Subsidies - Other	1,008	36	19	0	0	0	6	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Operating Grants	1,008	36	19	0	0	0	6	0	-100.00%	-100.00%	0.00%	0	0
Other Sundry Income	2,253	1,422	1,177	2,581	2,581	1,524	2,581	1,325	-48.67%	-48.67%	2.58%	1,411	1,506
Sub-Total: Other Income	2,253	1,422	1,177	2,581	2,581	1,524	2,581	1,325	-48.67%	-48.67%	2.58%	1,411	1,506
TOTAL OPERATING INCOME	41,823	41,742	21,074	102,581	102,581	26,750	36,729	51,325	-49.97%	39.74%	100.00%	57,161	63,778
Internal Recoveries	47,638	81,974	73,561	82,313	82,528	50,483	82,313	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	89,461	123,716	94,634	184,894	185,115	77,234	119,041	51,325	-72.27%	-56.88%	100.00%	57,161	63,778
Year on Year Increase		38.29%	-23.51%	49.45%	95.61%		-35.69%	-72.27%				11.37%	11.58%

EXPENDITURE

Employee Related Costs - Salaries	260,854	222,227	286,273	349,973	329,518	218,541	327,141	388,248	17.82%	18.68%	51.23%	423,191	462,124
Employee Related Costs - Overtime	0	144,172	116,547	118,841	118,841	69,936	118,841	128,943	8.12%	8.12%	13.79%	137,969	147,902
Employee Related Costs - Social	51,764	65,821	87,941	103,032	96,662	66,001	96,662	104,512	8.50%	8.50%	-0.13%	111,828	119,879
Employee Related Costs - Sal to Capital	0	0	-418	-920	-920	0	-920	-998	8.50%	8.50%		-1,068	-1,145
Sub-Total: Remuneration	312,617	432,221	490,344	570,926	544,102	354,478	541,724	620,704	14.08%	14.58%	81.90%	671,919	728,761
R&M - External Contractors	11,640	7,938	8,415	9,479	9,994	7,025	7,902	10,992	9.99%	39.11%	1.45%	11,704	12,461
R&M - Internal Maintenance Teams	2,212	3,420	2,253	4,521	4,536	2,073	4,526	5,158	13.70%	13.95%	0.68%	5,622	6,139
Sub-Total: Repairs and Maintenance	13,852	11,258	10,667	14,000	14,530	9,097	12,428	16,149	11.15%	29.94%	2.13%	17,326	18,600
Contracted Services - Existing Contracts	57,243	84,496	80,625	100,028	95,073	58,462	86,556	93,656	-1.49%	8.20%	12.36%	95,061	99,814
Sub-Total: Contracted Services	57,243	84,496	80,625	100,028	95,073	58,462	86,556	93,656	-1.49%	8.20%	12.36%	95,061	99,814
General Expenses	29,149	28,248	36,849	27,240	27,700	15,667	25,294	26,885	-2.94%	6.29%	3.55%	28,229	30,121
TOTAL OPERATING EXPENDITURE	412,861	556,223	618,485	712,194	681,404	437,704	666,002	757,395	11.15%	13.72%	99.94%	812,535	877,296
Internal Charges	5,350	23,446	3,939	4,335	4,335	2,399	4,335	492	-88.66%	-88.66%	0.06%	574	671
NET OPERATING EXPENDITURE	418,211	579,669	622,424	716,530	685,740	440,103	670,337	757,887	10.52%	13.06%	100.00%	813,109	877,967
Year on Year Increase		38.61%	7.38%	23.61%	10.17%		-2.25%	10.52%				7.29%	7.98%

OPERATING SURPLUS/(DEFICIT)	-328,750	-455,953	-527,789	-531,636	-500,625	-362,869	-551,296	-706,562				-755,948	-814,188
NET OPERATING SURPLUS/(DEFICIT)	-328,750	-455,953	-527,789	-531,636	-500,625	-362,869	-551,296	-706,562				-755,948	-814,188

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

EMERGENCY AND DISASTER MANAGEMENT: DISASTER MANAGEMENT

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Operating Grants & Subsidies - Other	5	1	0	0	0	0	0	0				0	0
Emergency Services Subsidies	0	0	7,911	0	0	0	0	0				0	0
Sub-Total: Operating Grants	5	1	7,911	0	0	0	0	0				0	0
Other Sundry Income	283	230	198	192	192	127	192	192	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Other Income	283	230	198	192	192	127	192	192	-100.00%	-100.00%	0.00%	0	0
TOTAL OPERATING INCOME	287	231	8,110	192	192	127	192	192	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	287	231	8,110	192	192	127	192	192	-100.00%	-100.00%	0.00%	0	0
Year on Year Increase		-19.59%	3408.91%	-17.02%	-97.64%		0.00%	-100.00%				0.00%	0.00%

EXPENDITURE

Employee Related Costs - Salaries	38,148	37,170	44,049	48,338	47,878	34,699	47,588	54,895	14.66%	15.35%	68.89%	59,836	65,341
Employee Related Costs - Overtime	0	9,203	3,366	6,749	6,749	3,601	6,749	7,323				7,836	8,400
Employee Related Costs - Social	8,628	10,418	11,699	13,108	13,038	8,838	13,038	13,610	4.39%	4.39%	17.08%	14,563	15,611
Sub-Total: Remuneration	46,777	56,791	59,114	68,195	67,665	47,138	67,376	75,828	12.06%	12.55%	95.16%	82,234	89,352
R&M - External Contractors	3,792	1,892	1,875	1,761	6,972	836	1,599	1,834	-73.70%	14.69%	2.30%	1,953	2,079
R&M - Internal Maintenance Teams	23	94	120	155	155	117	155	216	39.35%	39.35%	0.27%	235	257
Sub-Total: Repairs and Maintenance	3,815	1,986	1,995	1,916	7,127	953	1,754	2,050	-71.24%	16.87%	2.57%	2,188	2,336
Contracted Services - Existing Contracts	-7	0	21	0	0	0	0	0				0	0
Sub-Total: Contracted Services	-7	0	21	0	0	0	0	0				0	0
General Expenses	6,954	5,010	2,362	2,191	2,255	1,286	2,069	1,804	-20.00%	-12.81%	2.26%	1,894	2,021
TOTAL OPERATING EXPENDITURE	57,538	63,787	63,492	72,302	77,047	49,377	71,199	79,682	3.42%	11.92%	100.00%	86,317	93,709
NET OPERATING EXPENDITURE	57,538	63,787	63,492	72,302	77,047	49,377	71,199	79,682	3.42%	11.92%	100.00%	86,317	93,709
Year on Year Increase		10.86%	-0.46%	13.35%	21.35%		-7.59%	3.42%				8.33%	8.56%
OPERATING SURPLUS/(DEFICIT)	-57,251	-63,556	-55,383	-72,110	-76,855	-49,250	-71,007	-79,682				-86,317	-93,709
NET OPERATING SURPLUS/(DEFICIT)	-57,251	-63,556	-55,383	-72,110	-76,855	-49,250	-71,007	-79,682				-86,317	-93,709

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

EMERGENCY AND DISASTER MANAGEMENT: EMERGENCY SERVICES													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Minor Income	2,009	6,555	4,401	7,083	7,083	4,151	6,630	7,083				7,543	8,049
Total: User Charges for Services	2,009	6,555	4,401	7,083	7,083	4,151	6,630	7,083				7,543	8,049
Rent of Facilities and Equipment - Other	0	0	0	0	0	0	0	0				0	0
Sub-total: Rent of Facilities and Equipment	0	1	0	0	0	0	0	0				0	0
Other Fines	0	0	0	0	0	0	0	30	100.00%	100.00%	0.03%	32	34
Sub-Total: Fines	0	0	0	0	0	0	0	30	100.00%	0.00%	0.03%	32	34
Licenses & Permits	2,763	1,506	1,389	1,547	1,547	3,341	1,547	1,647	6.47%	6.47%	1.38%	1,754	1,871
Emergency Services Subsidies	83,202	92,236	88,939	105,740	105,740	26,435	104,557	110,314	4.33%	5.51%	92.34%	119,220	119,220
Sub-Total: Operating Grants	83,202	92,236	88,939	105,740	105,740	26,435	104,557	110,314	4.33%	5.51%	92.34%	119,220	119,220
Other Sundry Income	409	552	1,104	398	398	2,153	398	398	0.00%	0.00%	0.33%	424	452
Sub-Total: Other Income	409	552	1,104	398	398	2,153	398	398	0.00%	0.00%	0.33%	424	452
TOTAL OPERATING INCOME	88,383	100,849	95,834	114,767	114,767	36,081	113,131	119,471	4.10%	5.60%	100.00%	128,973	129,626
NET OPERATING INCOME	88,383	100,849	95,834	114,767	114,767	36,081	113,131	119,471	4.10%	5.60%	100.00%	128,973	129,626
Year on Year Increase		14.11%	-4.97%	13.80%	19.76%		-1.43%	4.10%				7.95%	0.51%

EXPENDITURE													
Employee Related Costs - Salaries	174,937	160,194	193,765	214,703	212,866	147,511	211,475	240,125	12.81%	13.55%	60.60%	261,737	285,816
Employee Related Costs - Overtime	0	51,289	36,379	49,396	49,396	27,796	49,396	53,594	7.18%	7.18%	16.77%	57,346	61,475
Employee Related Costs - Social	41,716	47,959	54,859	62,231	61,997	41,302	61,997	66,447	11.07%	11.55%	90.89%	71,098	76,217
Sub-Total: Remuneration	216,652	259,443	285,003	326,330	324,259	216,609	322,868	360,167	11.07%	11.55%	90.89%	390,181	423,509
Bad Debts (Provision for Bad Debts)	0	1,350	0	0	0	0	0	0				0	0
Sub-Total: Bad Debt Provision	0	1,350	0	0	0	0	0	0				0	0
R&M - External Contractors	9,643	9,250	8,651	9,856	10,073	5,327	8,004	8,975	-10.91%	12.13%	2.26%	9,556	10,175
R&M - Internal Maintenance Teams	1,167	1,795	1,489	2,689	2,911	933	2,699	2,892	-0.66%	7.13%	0.73%	3,152	3,442
Sub-Total: Repairs and Maintenance	10,810	11,044	10,140	12,545	12,984	6,261	10,703	11,866	-8.61%	10.87%	2.99%	12,708	13,616
General Expenses	12,591	13,214	14,214	14,804	14,098	6,770	13,401	16,299	15.61%	21.62%	4.11%	17,114	18,260
TOTAL OPERATING EXPENDITURE	240,052	285,051	309,357	353,679	351,341	229,639	346,972	388,332	10.53%	11.92%	97.99%	420,003	455,385
Internal Charges	8,642	12,902	9,369	14,843	14,843	7,069	14,843	7,947	-46.46%	-46.46%	2.01%	9,182	10,641
NET OPERATING EXPENDITURE	248,694	297,953	318,726	368,522	366,184	236,708	361,815	396,278	8.22%	9.53%	100.00%	429,185	466,026
Year on Year Increase		19.81%	6.97%	23.68%	14.89%		-1.19%	8.22%				8.30%	8.58%
OPERATING SURPLUS/(DEFICIT)	-160,312	-197,104	-222,892	-253,755	-251,416	-200,627	-248,684	-276,807				-300,212	-336,400
NET OPERATING SURPLUS/(DEFICIT)	-160,312	-197,104	-222,892	-253,755	-251,416	-200,627	-248,684	-276,807				-300,212	-336,400

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

EMERGENCY AND DISASTER MANAGEMENT: SUPPORT

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Operating Grants and Subsidies - Other	1,266	0	0	0	0	0	0	0				0	0
Sub-Total: Operating Grants	1,266	0	0	0	0	0	0	0				0	0
Municipal Infrastructure Grant for Cities	0	11,574	997	16,505	16,505	16,505	16,505	45,600				43,000	70,498
Sub-Total: Capital Grants	0	11,574	997	16,505	16,505	0	16,505	45,600				43,000	70,498
Other Sundry Income	208	2,592	1,617	0	0	367	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Other Income	208	2,592	1,617	0	0	367	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING INCOME	1,473	14,166	2,614	16,505	16,505	367	16,505	45,600	176.28%	176.28%	100.00%	43,000	70,498
Internal Recoveries	1,782	1,324	1,887	1,930	1,930	1,113	1,930	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	3,255	15,490	4,501	18,435	18,435	1,480	18,435	45,600	147.36%	147.36%	100.00%	43,000	70,498
Year on Year Increase		375.88%	-70.94%	19.01%	309.54%		0.00%	147.36%				-5.70%	63.95%

EXPENDITURE

Employee Related Costs - Salaries	6,697	8,017	8,055	9,111	13,096	5,731	13,026	14,449	10.33%	10.92%	28.02%	15,750	17,199
Employee Related Costs - Overtime	0	261	84	92	92	32	92	100				107	114
Employee Related Costs - Social	1,390	1,658	1,817	1,796	1,789	1,319	1,789	2,009	12.27%	12.27%	3.89%	2,149	2,304
Employee Related Costs - Sal to Capital	0	0	-1,180	-4,009	-4,009	0	-4,009	-4,350	8.50%	8.50%	-8.43%	-4,654	-4,989
Sub-Total: Remuneration	8,087	9,936	8,776	6,991	10,968	7,082	10,898	12,208	11.30%	12.02%	23.67%	13,351	14,628
Depreciation - Existing Assets	22,050	10,250	25,376	13,130	13,130	8,753	13,130	37,209	183.39%	183.39%	72.15%	38,121	34,129
Sub-Total: Depreciation	22,050	10,250	25,376	13,130	13,130	8,753	13,130	37,209	183.39%	183.39%	72.15%	38,121	34,129
R&M - External Contractors	4,267	4,454	461	456	528	367	428	437	-17.35%	1.92%	0.85%	465	495
R&M - Internal Maintenance Teams	39	54	71	65	65	44	65	105	61.54%	61.54%	0.20%	114	125
Sub-Total: Repairs and Maintenance	4,306	4,508	532	521	593	411	493	542	-8.71%	9.77%	1.05%	579	620
Contracted Services - Existing Contracts	0	475	252	369	369	207	317	391	6.00%	23.20%	0.76%	397	417
Sub-Total: Contracted Services	0	475	252	369	369	207	317	391	6.00%	23.20%	0.76%	397	417
General Expenses	2,987	2,894	1,343	1,622	1,523	553	1,384	1,222	-19.74%	-11.72%	2.37%	1,283	1,369
TOTAL OPERATING EXPENDITURE	37,431	28,063	36,279	22,633	26,583	17,006	26,223	51,572	94.00%	96.66%	100.00%	53,733	51,163
Internal Charges	21,744	27,059	28,017	37,195	37,195	20,072	37,195	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	59,174	55,122	64,296	59,828	63,778	37,079	63,418	51,572	-19.14%	-18.68%	100.00%	53,733	51,163
Year on Year Increase		-6.85%	16.64%	8.54%	-0.81%		-0.56%	-19.14%				4.19%	-4.78%

OPERATING SURPLUS/(DEFICIT)	-55,919	-39,632	-59,795	-41,393	-45,343	-35,599	-44,983	-5,972				-10,733	19,335
Total Transfers to Cash-Backed Reserves	1,266	11,574	0	16,505	16,505	0	16,505	45,600				43,000	70,498
Total Transfers from Cash-Backed Reserves	0	0	0	8,336	8,336	5,558	8,336	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/ (DEFICIT)	-57,185	-51,207	-59,795	-49,561	-53,512	-30,041	-53,152	-51,572				-53,733	-51,163

EKURHULENI METROPOLITAN MUNICIPALITY

DEPARTMENTAL BUDGETS

ENERGY FINANCIAL PERIOD R' Thousands	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Interest Earned - Outstanding Debtors	80,059	60,027	46,162	45,291	45,291	25,718	37,199	39,800	-12.12%	6.99%	0.40%	45,770	52,636
Sub-total: Penalties and Interest on Debts	80,059	60,027	46,162	45,291	45,291	25,718	37,199	39,800	-12.12%	6.99%	0.40%	45,770	52,636
Electricity Sales	3,291,695	4,048,670	5,617,639	7,756,404	7,756,404	5,168,547	7,663,820	9,151,547	-100.00%	-100.00%	0.00%	11,022,123	13,281,658
Less: Income foregone	0	0	0	262,485	262,485	34,460	169,901	0	-100.00%	-100.00%	0.00%	0	0
Sub-total: Net Electricity Sales	3,291,695	4,048,670	5,617,639	7,493,919	7,493,919	5,134,087	7,493,919	9,151,547				11,022,123	13,281,658
Total: User Charges for Services	3,291,695	4,048,670	5,617,639	7,493,919	7,493,919	5,134,087	7,493,919	9,151,547				11,022,123	13,281,658
Disconnection Fees	2,722	512	391	14,000	14,000	497	2,000	3,500	0.04%	0.04%	0.04%	3,728	3,977
Other Fines	2	5	7	5	5	838	13	5				5	6
Sub-Total: Fines	2,724	517	397	14,005	14,005	1,336	2,013	3,505	-74.97%	74.15%	0.04%	3,733	3,983
Licenses & Permits	0	0	0	0	0	0	0	0	-100.00%	-100.00%	0.00%	0	0
Operating Grants & Subsidies - Other	7,851	0	0	0	0	0	0	0				0	0
Equitable Share	38,903	89,960	55,026	73,570	414,434	49,047	72,747	463,082	11.74%	536.56%	4.63%	514,981	548,962
Sub-Total: Operating Grants	46,754	89,960	55,026	73,570	414,434	49,047	72,747	463,082	11.74%	536.56%	4.63%	514,981	548,962
Capital Grants - Other	0	0	15,560	0	2,815	0	2,815	0	-100.00%	-100.00%	0.00%	0	0
INEP	0	9,284	3,107	15,000	25,000	0	15,000	100,000				30,000	53,669
Neighborhood Development Partnership	0	0	3,073	25,000	25,000	9,927	25,000	27,000				0	0
Municipal Infrastructure Grant for Cities	0	11,080	14,585	16,900	16,900	3,912	16,900	202,654				211,632	244,364
Sub-Total: Capital Grants	0	20,365	36,325	56,900	69,715	13,839	59,715	329,654	11.74%	-100.00%	4.63%	241,632	298,033
Essential Services	0	2,352	4,834	16,472	16,472	1,371	16,472	5,000	137.42%	137.42%	0.02%	5,085	5,171
Other Sundry Income	1,709	19,670	8,633	914	914	1,887	914	2,171				2,312	2,467
Sub-Total: Other Income	1,709	22,023	13,467	17,386	17,386	3,258	17,386	7,171	-58.75%	-58.75%	0.07%	7,397	7,638
TOTAL OPERATING INCOME	3,422,941	4,241,562	5,769,017	7,701,072	8,054,751	5,227,285	7,682,980	9,994,759	24.09%	30.09%	100.00%	11,835,636	14,192,910
Internal Recoveries	88,954	213,027	236,876	275,147	275,147	150,459	275,147	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	3,511,896	4,454,589	6,005,893	7,976,219	8,329,898	5,377,744	7,958,127	9,994,759	19.99%	25.59%	100.00%	11,835,636	14,192,910
Year on Year Increase		26.84%	34.82%	79.06%	38.70%		-4.46%	19.99%				18.42%	19.92%

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

EXPENDITURE	ENERGY												
	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Employee Related Costs - Salaries	164,704	163,732	196,717	229,307	235,397	144,654	233,983	270,304	14.83%	15.52%	3.01%	294,631	321,737
Employee Related Costs - Overtime	0	27,455	28,685	31,298	31,298	21,080	31,298	33,958	9.55%	9.55%	0.67%	36,355	38,951
Employee Related Costs - Social	34,505	40,248	47,525	56,401	54,962	35,598	54,962	60,212	8.50%	8.50%	-0.20%	64,427	69,066
Employee Related Costs - Sal to Capital	0	0	-6,654	-16,340	-16,340	0	-16,340	-17,729	100.00%	0.00%	-2.55%	-18,970	-20,336
Employee Related Costs - Sal to R&M	0	0	0	0	0	0	0	-229,043	-61.27%	-61.27%	1.31%	-249,656	-272,625
Sub-Total: Remuneration	199,209	231,435	266,272	300,665	305,317	201,332	303,903	117,702	7.93%	-11.15%	5.67%	585,951	677,549
Bad Debts (Provision for Bad Debts)	212,137	242,419	368,438	472,210	472,210	302,938	573,597	509,633	7.93%	-11.15%	5.67%	585,951	677,549
Sub-Total: Bad Debt Provision	212,137	242,419	368,438	472,210	472,210	302,938	573,597	509,633	7.93%	-11.15%	5.67%	585,951	677,549
Collection Costs	792	556	612	798	798	138	767	1,167	46.19%	52.07%	0.01%	1,243	1,326
Depreciation - Existing Assets	48,300	631,002	489,451	618,077	618,077	412,052	618,077	510,131	-17.46%	-17.46%	5.68%	526,645	471,496
Sub-Total: Depreciation	48,300	631,002	489,451	618,077	618,077	412,052	618,077	510,131	-17.46%	-17.46%	5.68%	526,645	471,496
R&M - External Contractors	116,853	148,292	134,383	145,420	126,237	87,129	117,037	125,485	-0.60%	7.22%	1.40%	133,616	142,261
R&M - Electricity Maintenance Levy	108,536	134,428	148,875	222,476	240,516	157,200	180,421	291,340	8.91%	8.91%	2.60%	350,890	422,823
R&M - Internal Maintenance Teams	33,080	181,227	209,657	214,867	214,867	135,143	214,867	234,014	19.75%	27.04%	7.24%	255,075	278,542
Sub-Total: Repairs and Maintenance	258,469	463,947	492,915	582,763	581,621	379,473	512,325	650,838	19.75%	27.04%	7.24%	739,581	843,625
Interest Expense - Current External Bonds	21,035	24,368	52,157	68,690	97,729	6,258	64,080	117,031	82.63%	82.63%	1.30%	138,075	153,567
Sub-Total: Interest Expense	21,035	24,368	52,157	68,690	97,729	6,258	64,080	117,031	82.63%	82.63%	1.30%	138,075	153,567
Bulk Purchases - Electricity	2,134,835	2,842,924	3,755,448	4,841,864	4,841,864	3,141,775	4,841,864	5,977,129	2.42%	20.56%	1.71%	7,573,620	9,596,534
Sub-Total: Bulk Purchases	2,134,835	2,842,924	3,755,448	4,841,864	4,841,864	3,141,775	4,841,864	5,977,129	2.42%	20.56%	1.71%	7,573,620	9,596,534
Contracted Services - Existing Contracts	53,764	90,655	106,731	148,248	150,148	76,608	127,549	153,774	2.42%	2.42%	1.71%	156,081	163,885
Sub-Total: Contracted Services	53,764	90,655	106,731	148,248	150,148	76,608	127,549	153,774	2.42%	2.42%	1.71%	156,081	163,885
Grants & Subsidies Paid - Eskom	29,695	34,119	42,812	54,000	54,000	29,241	54,000	60,000	100.00%	0.00%	0.54%	24,840	28,566
Grants & Subsidies Paid - Free Basic Se	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Grants and Subsidies	29,695	34,119	42,812	54,000	54,000	29,241	54,000	60,000	100.00%	0.00%	0.54%	24,840	28,566
General Expenses	84,677	76,465	81,107	128,948	129,463	29,839	116,835	135,307	4.51%	15.81%	1.51%	142,072	151,591
Loss on Sale of Assets	0	1,560	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING EXPENDITURE	3,042,913	4,639,450	5,655,943	7,216,265	7,251,227	4,579,654	7,212,998	8,281,462	20.37%	20.99%	100.00%	10,937,079	13,337,500
Internal Charges	126,453	162,400	147,046	214,706	214,706	102,840	214,706	705,201	228.45%	228.45%	7.85%	846,178	1,016,295
NET OPERATING EXPENDITURE	3,169,366	4,801,850	5,802,989	7,430,971	7,465,933	4,682,494	7,427,704	8,986,663	20.37%	20.99%	100.00%	10,937,079	13,337,500
Year on Year Increase		51.51%	20.85%	54.75%	28.66%	-0.51%	20.37%					21.70%	21.95%
OPERATING SURPLUS/(DEFICIT)	342,530	-347,261	202,904	545,248	863,965	695,251	530,423	1,008,096				898,556	855,410
Total Transfers to Cash-Backed Reserves	5,639	20,365	0	56,900	69,715	0	59,715	329,654				241,632	298,033
Total Transfers from Cash-Backed Reserves	0	0	0	392,437	392,437	261,625	392,437	340,158				291,564	242,970
NET OPERATING SURPLUS/(DEFICIT)	336,891	-367,626	202,904	880,785	1,186,687	956,875	863,144	1,018,600				948,488	800,347

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

ENVIRONMENTAL RESOURCE MANAGEMENT											
FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F00	PROJECTED	F01	%	F02	F03
R' Thousands	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total
INCOME											
Other Fines	72	99	183	42	42	94	106	120			128
Sub-Total: Fines	72	99	183	42	42	94	106	120	185.71%	12.93%	8.74%
Licenses & Permits	18	30	48	22	22	181	22	41	86.36%	86.36%	2.99%
Operating Grants & Subsidies - Other	3,417	6,423	14,657	0	1,079	160	4,534	0	-100.00%	-100.00%	0.00%
Sub-Total: Operating Grants	3,417	6,423	14,657	1,500	4,995	448	4,534	0	-100.00%	-100.00%	0.00%
Capital Grants - Other	0	0	204	0	0	0	0	0	-100.00%	-100.00%	0.00%
Community Care Centres	0	0	1,000	0	5,592	973	1,796	0	-100.00%	-100.00%	0.00%
Sub-Total: Capital Grants	0	0	204	1,000	5,592	973	1,796	0	-100.00%	-100.00%	0.00%
Other Sundry Income	682	674	877	3,555	3,555	227	3,555	1,212	-65.91%	-65.91%	88.27%
Sub-Total: Other Income	682	674	877	3,555	3,555	227	3,555	1,212	-65.91%	-65.91%	88.27%
TOTAL OPERATING INCOME	4,190	7,225	15,969	6,119	14,206	1,923	10,013	1,373	-90.34%	-86.29%	100.00%
NET OPERATING INCOME	4,190	7,225	15,969	6,119	14,206	1,923	10,013	1,373	-90.34%	-86.29%	100.00%
Year on Year Increase		72.45%	121.01%	-15.32%	-11.04%		-29.52%	-90.34%			6.50%

EXPENDITURE											
Employee Related Costs - Salaries	46,328	53,443	60,857	67,585	67,533	44,568	67,174	76,974	13.98%	14.59%	56.84%
Employee Related Costs - Overtime	0	396	146	229	229	327	229	249	7.80%	7.80%	10.73%
Employee Related Costs - Social	9,569	10,932	12,103	13,475	13,475	9,151	13,475	14,526	53.88%	53.88%	-0.52%
Employee Related Costs - Sal to Capital	0	0	-167	-455	-455	0	-455	-700	13.21%	13.21%	67.23%
Sub-Total: Remuneration	55,897	64,772	72,940	80,834	80,783	54,046	80,423	91,048	275.51%	275.51%	23.72%
Depreciation - Existing Assets	0	198	23,188	8,553	8,553	5,702	8,553	32,119	-16.52%	-16.52%	1.71%
Sub-Total: Depreciation	0	198	23,188	8,553	8,553	5,702	8,553	32,119	10.96%	10.96%	0.15%
R&M - External Contractors	665	1,146	2,838	3,369	6,624	2,180	2,782	2,322	-14.83%	-14.83%	1.86%
R&M - Internal Maintenance Teams	59	77	90	183	183	60	183	203	92.83%	92.83%	1.38%
Sub-Total: Repairs and Maintenance	724	1,223	2,928	3,552	6,806	2,240	2,964	2,524	95.50%	95.50%	5.81%
Contracted Services - Existing Contracts	1,151	768	650	1,123	953	74	966	1,863	-19.45%	-19.45%	8.264
Sub-Total: Contracted Services	1,151	768	650	1,123	953	74	966	1,863	31.89%	31.89%	100.00%
General Expenses	8,565	11,212	20,809	7,393	13,813	3,440	9,770	7,871	-100.00%	-100.00%	0.00%
TOTAL OPERATING EXPENDITURE	66,337	78,173	120,515	101,455	110,909	65,502	102,677	135,425	31.35%	31.35%	100.00%
Internal Charges	421	458	440	428	643	232	428	0			
NET OPERATING EXPENDITURE	66,758	78,631	120,955	101,883	111,552	65,734	103,105	135,425	21.40%	21.40%	4.27%
Year on Year Increase		17.79%	53.83%	29.57%	-7.77%		-7.57%	21.40%			6.86%

OPERATING SURPLUS/(DEFICIT)											
Total Transfers to Cash-Backed Reserves	-62,568	-71,406	-104,986	-95,765	-97,345	-63,811	-93,092	-134,052	-100.00%	-100.00%	0.00%
Total Transfers from Cash-Backed Reserves	0	0	0	1,000	5,592	0	1,796	0	-100.00%	-100.00%	0.00%
NET OPERATING SURPLUS/(DEFICIT)	-62,568	-71,406	-104,986	-91,334	-97,507	-60,190	-89,457	-134,052			-149,342

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

ENVIRONMENTAL RESOURCE MANAGEMENT : PARKS AND CEMETERIES

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F-00 ORG BUDGET	F-00 ADJ BUDGET	F-00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Minor Income	9,470	13,623	16,190	18,201	18,201	13,862	17,037	17,809				18,967	20,238
Total: User Charges for Services	9,470	13,623	16,190	18,201	18,201	13,862	17,037	17,809				18,967	20,238
Rent of Facilities and Equipment - Other	407	283	346	337	337	241	424	370	9.88%	-12.56%	0.75%	401	434
Sub-total: Rent of Facilities and Equipm	407	283	346	337	337	241	424	370	9.88%	-12.56%	0.75%	401	434
Operating Grants & Subsidies - Other	13,920	361	409	0	0	0	0	0				0	0
Sub-Total: Operating Grants	13,920	361	409	0	0	0	0	0				0	0
Municipal Infrastructure Grant for Cities	0	14,024	25,864	30,088	30,088	24,062	30,088	28,000				25,650	32,632
Sub-Total: Capital Grants	0	14,024	25,864	30,088	30,088	24,062	30,088	28,000				25,650	32,632
Essential Services	0	1,875	2,754	3,249	3,249	1,438	3,249	3,030				3,081	3,133
Other Sundry Income	4,701	132	24	117	117	222	117	33	-71.64%	-9.01%	0.07%	35	38
Sub-Total: Other Income	4,701	2,006	2,778	3,366	3,366	1,660	3,366	3,063	-9.01%	-9.01%	6.22%	3,116	3,171
TOTAL OPERATING INCOME	28,498	30,297	45,588	51,992	51,992	39,825	50,914	49,242	-5.29%	-3.28%	100.00%	48,134	56,475
NET OPERATING INCOME	28,498	30,297	45,588	51,992	51,992	39,825	50,914	49,242	-5.29%	-3.28%	100.00%	48,134	56,475
Year on Year Increase		6.31%	50.47%	71.61%	14.05%		-2.07%	-5.29%				-2.25%	17.33%

EXPENDITURE

Employee Related Costs - Salaries	160,155	187,373	217,042	253,349	252,854	161,117	251,472	282,953	11.90%	12.52%	60.78%	308,419	336,793
Employee Related Costs - Overtime	0	18,581	13,497	7,666	7,666	6,959	7,666	8,318	9.08%	9.08%	14.67%	8,900	9,541
Employee Related Costs - Social	36,982	46,070	53,290	64,533	62,614	40,095	62,614	68,301	9.08%	9.08%	-0.66%	73,082	78,344
Employee Related Costs - Sal to Capital	0	0	-2,927	-2,836	-2,836	0	-2,836	-3,077	8.50%	8.50%		-3,293	-3,530
Sub-Total: Remuneration	197,137	252,024	280,902	322,712	320,298	208,171	318,916	356,494	11.30%	11.78%	76.58%	387,108	421,148
R&M - External Contractors	20,988	42,244	46,523	48,978	48,021	29,889	38,991	44,994	-6.30%	15.39%	9.67%	47,909	51,009
R&M - Internal Maintenance Teams	2,751	4,703	3,269	5,837	5,887	2,945	5,857	6,545	11.18%	11.75%	1.41%	7,134	7,791
Sub-Total: Repairs and Maintenance	23,739	46,947	49,792	54,815	53,908	32,834	44,848	51,539	-4.40%	14.92%	11.07%	55,043	58,799
Contracted Services - Existing Contracts	21,082	34,236	40,724	28,695	31,705	12,949	24,654	28,207	-11.03%	14.41%	6.06%	28,630	30,061
Sub-Total: Contracted Services	21,082	34,236	40,724	28,695	31,705	12,949	24,654	28,207	-11.03%	14.41%	6.06%	28,630	30,061
General Expenses	21,234	21,807	20,309	20,833	22,636	11,536	19,711	21,195	-6.37%	7.53%	4.55%	22,255	23,746
TOTAL OPERATING EXPENDITURE	263,191	355,013	391,727	427,056	428,548	265,489	408,130	457,435	6.74%	12.08%	98.26%	493,036	533,755
Internal Charges	27,119	20,890	12,072	23,065	23,065	12,223	23,065	8,091	-64.92%	-64.92%	1.74%	9,126	10,323
NET OPERATING EXPENDITURE	290,310	375,903	403,799	450,121	451,613	277,713	431,195	465,526	3.08%	7.96%	100.00%	502,162	544,078
Year on Year Increase		29.48%	7.42%	19.74%	11.84%		-4.52%	3.08%				7.87%	8.35%

OPERATING SURPLUS/(DEFICIT)

Total Transfers to Cash-Backed Reserves	-261,812	-345,606	-358,211	-398,129	-399,620	-237,887	-380,280	-416,284				-454,028	-487,603
NET OPERATING SURPLUS/ (DEFICIT)	-273,241	-359,630	-358,211	-428,217	-429,708	-237,887	-410,368	-444,284				-479,678	-520,235

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

EXECUTIVE SUPPORT FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Other Sundry Income	3	1	1	0	0	0	0	0			100.00%	0	0
Sub-Total: Other Income	3	1	1	0	0	0	0	0			100.00%	0	0
TOTAL OPERATING INCOME	3	1	1	0	0	0	0	0				0	0
NET OPERATING INCOME	3	1	1	0	0	0	0	0				0	0
Year on Year Increase		-74.35%	41.59%	-48.80%	-63.84%		0.00%	0.00%				7.00%	6.54%

EXPENDITURE	8,515	4,555	2,001	4,916	4,916	937	4,890	165	-96.64%	-96.62%	40.40%	180	197
Employee Related Costs - Salaries	0	11	0	3	3	3	3	3	8.50%	8.50%	0.85%	4	4
Employee Related Costs - Overtime	1,308	910	461	572	572	282	572	43	-92.53%	-92.53%	10.43%	46	49
Employee Related Costs - Social	9,823	5,475	2,463	5,491	5,491	1,221	5,465	212	-96.15%	-96.13%	51.68%	230	250
Sub-Total: Remuneration	0	335	0	0	0	0	0	0			0.00%	0	0
Depreciation - Existing Assets	0	335	0	0	0	0	0	0			0.00%	0	0
Sub-Total: Depreciation	30	2	2	59	59	1	48	3	-94.32%	-93.00%	0.81%	4	4
R&M - External Contractors	30	2	2	59	59	1	48	3	-94.32%	-93.00%	0.81%	4	4
Sub-Total: Repairs and Maintenance	474	2,651	183	295	285	186	257	194	-31.77%	-24.26%	47.50%	204	218
General Expenses	10,327	8,463	2,647	5,845	5,835	1,408	5,769	409	-92.98%	-92.90%	100.00%	437	471
TOTAL OPERATING EXPENDITURE	39	47	66	77	77	40	77	0	-100.00%	-100.00%	0.00%	0	0
Internal Charges	10,366	8,511	2,713	5,922	5,912	1,447	5,846	409	-93.08%	-93.00%	100.00%	437	471
NET OPERATING EXPENDITURE	10,366	8,511	2,713	5,922	5,912	1,447	5,846	409	-93.08%	-93.00%	100.00%	437	471
Year on Year Increase		-17.90%	-68.12%	-30.42%	117.88%		-1.11%	-93.08%				6.85%	7.78%

OPERATING SURPLUS/(DEFICIT)	-10,363	-8,510	-2,712	-5,921	-5,911	-1,447	-5,846	-409				-437	-471
NET OPERATING SURPLUS/(DEFICIT)	-10,363	-8,510	-2,712	-5,921	-5,911	-1,447	-5,846	-409				-437	-471

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

FINANCE	DEPARTMENTAL BUDGETS												
FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F00	F00	F00	F01	%	%	F02	F03
R' Thousands	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14
INCOME													
Property Rates	2,270,935	2,389,311	2,648,035	3,037,977	3,037,977	1,977,939	2,997,991	3,238,484	6.60%	8.02%	74.72%	3,536,424	3,868,848
Less: Income foregone	567,058	610,844	516,035	510,620	510,620	433,230	487,180	528,591	3.52%	8.50%	12.20%	577,221	631,480
Sub-total: Net Property Rates	1,703,877	1,778,467	2,131,999	2,527,358	2,527,358	1,544,709	2,510,810	2,709,893	7.22%	7.93%	62.52%	2,959,204	3,237,369
Penalties Imposed on Property Rates	38,037	108,132	71,208	100,346	100,346	48,805	75,836	107,835	7.46%	42.20%	2.49%	114,846	122,539
Interest Earned - Outstanding Debtors	64,925	130,777	20,968	68,779	68,779	15,567	56,490	68,618	-0.23%	21.47%	1.58%	78,910	90,747
Sub-total: Penalties and Interest on Deb	102,962	238,909	92,175	169,125	169,125	64,372	132,326	176,453	4.33%	33.35%	4.07%	193,755	213,286
Rent of Facilities and Equipment - Other	220	320	425	179	179	239	225	409	128.21%	81.60%	0.01%	443	480
Sub-total: Rent of Facilities and Equipm	220	320	425	179	179	239	225	409	128.21%	81.60%	0.01%	443	480
Interest Earned - Bank Balances	350,838	117,218	54,286	56,065	56,065	43,732	36,197	34,890	-37.77%	-3.61%	0.80%	49,691	105,652
Interest Earned - Current Investment Por	0	0	0	0	0	0	39,623	31,292	100.00%	-21.03%	0.72%	47,643	61,449
Interest Earned - New External Investme	0	0	0	0	0	0	0	3,433	100.00%	0.00%	0.08%	12,300	23,333
Sub-Total: Interest Earned	350,838	117,218	54,286	56,065	56,065	43,732	75,819	69,615	24.17%	-8.18%	1.61%	109,634	190,435
Final Notice Fees	15,646	24,817	31,035	63,967	63,967	24,407	86,254	45,000	-29.65%	-47.83%	1.04%	47,925	51,136
Disconnection Fees	19,923	25,254	44,571	0	6,576	33,812	0	44,570	100.00%	0.00%	1.03%	47,467	50,647
Other Fines	1	0	0	0	0	0	0	0				0	0
Sub-Total: Fines	35,571	50,071	75,606	63,967	70,543	58,219	86,254	89,570	26.97%	3.84%	2.07%	95,392	101,783
Licenses & Permits	296	1,885	2,707	1,237	1,237	2,037	1,237	1,419	14.70%	14.70%	0.03%	1,512	1,613
Income from Agency Services	12	23	27	0	0	21	0	0	0.00%	0.00%	0.00%	0	0
Operating Grants & Subsidies - Other	12,079	4,143	2,293	0	0	0	0	0				0	0
Equitable Share	629,395	810,354	1,070,664	2,497,391	33,265	33,265	328,966	37,170	11.74%	-88.70%	0.86%	41,336	44,063
RSC Levy Replacement / Fuel Levy	728,450	819,506	960,918	0	1,116,765	744,510	1,116,765	1,240,247	-2.49%	-1.39%	0.03%	1,349,843	1,349,843
Finance Management Grant	0	0	750	1,000	1,282	1,133	1,268	1,250				1,250	1,250
Sub-Total: Operating Grants	1,369,924	1,634,003	2,034,625	2,498,391	1,151,312	778,908	1,446,999	1,278,667	11.06%	-11.63%	29.50%	1,392,429	1,395,156
Other Sundry Income	5,839	12,528	32,247	20,622	20,622	4,919	20,672	8,247	-60.11%	-60.11%	0.19%	8,783	9,371
Sub-Total: Other Income	5,839	12,528	32,247	20,622	20,622	4,919	20,672	8,247	-60.11%	-60.11%	0.19%	8,783	9,371
Gain on Sale of Assets	0	3,628	3,565	0	0	0	0	0				0	0
TOTAL OPERATING INCOME	3,569,538	3,837,052	4,427,662	5,336,943	3,996,491	2,497,156	4,274,343	4,334,274	8.45%	1.40%	100.00%	4,761,151	5,149,494
Internal Recoveries	230,864	239,313	290,446	313,775	313,775	169,874	313,775	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	3,800,402	4,076,365	4,718,109	5,650,719	4,310,267	2,667,030	4,588,119	4,334,274	0.56%	-5.53%	100.00%	4,761,151	5,149,494
Year on Year Increase		7.26%	15.74%	38.62%	-8.64%		6.45%	0.56%				9.85%	8.16%

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

FINANCE R' Thousands	F-03 2007/08		F-02 2008/09		F-01 2009/10		F-00 ORG BUDGET		F-00 ADJ BUDGET		F-00 YEAR TO DATE		PROJECTED 2010/11		F-01 2011/12		% B to B		% P to B		% Of Total		F-03 2013/14		
EXPENDITURE	159,238	183,070	217,581	269,575	265,249	160,961	263,802	282,739	6.59%	7.18%	41.56%	308,185	336,538	7.18%	41.56%	308,185	336,538	7.18%	41.56%	308,185	336,538	7.18%	41.56%	308,185	336,538
Employee Related Costs - Salaries	0	4,423	6,161	7,480	7,480	4,642	7,480	8,116	3.27%	3.27%	10.27%	8,684	9,310	3.27%	10.27%	8,684	9,310	3.27%	10.27%	8,684	9,310	3.27%	10.27%	8,684	9,310
Employee Related Costs - Overtime	83,346	95,158	56,854	69,144	67,648	43,080	67,648	69,861	8.50%	8.50%	-0.24%	74,752	80,134	8.50%	-0.24%	74,752	80,134	8.50%	-0.24%	74,752	80,134	8.50%	-0.24%	74,752	80,134
Employee Related Costs - Social	0	0	-13	-1,533	-1,533	0	-1,533	0	5.96%	6.42%	52.78%	-1,780	-1,908	5.96%	6.42%	-1,780	-1,908	5.96%	6.42%	-1,780	-1,908	5.96%	6.42%	-1,780	-1,908
Employee Related Costs - Sal to Capital	242,584	282,651	280,583	344,666	338,844	208,683	337,398	359,053	3.84%	-14.52%	123.36%	1,004,549	1,162,212	3.84%	-14.52%	1,004,549	1,162,212	3.84%	-14.52%	1,004,549	1,162,212	3.84%	-14.52%	1,004,549	1,162,212
Sub-Total: Remuneration	922,025	704,087	698,288	840,985	840,985	539,519	1,021,551	873,246	10.44%	55.80%	17.25%	124,997	133,371	10.44%	55.80%	124,997	133,371	10.44%	55.80%	124,997	133,371	10.44%	55.80%	124,997	133,371
Bad Debts (Provision for Bad Debts)	57,583	63,285	72,918	78,493	106,276	63,062	75,333	117,368	11.00%	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153
Collection Costs	0	3,271	10,062	8,990	8,990	5,993	8,990	9,979	11.00%	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153
Depreciation - Existing Assets	0	3,271	10,062	8,990	8,990	5,993	8,990	9,979	11.00%	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153	11.00%	1.47%	10,224	9,153
Sub-Total: Depreciation	3,960	5,683	3,619	21,799	21,117	1,885	17,359	20,718	18.15%	18.15%	8.50%	58,683	61,617	18.15%	8.50%	58,683	61,617	18.15%	8.50%	58,683	61,617	18.15%	8.50%	58,683	61,617
R&M - External Contractors	350	405	314	667	687	229	677	773	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
R&M - Internal Maintenance Teams	4,310	6,089	3,933	22,466	21,804	2,114	18,036	21,491	100.00%	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750
Sub-Total: Repairs and Maintenance	137,366	130,449	229,205	401,143	157,517	157,517	374,224	167,176	16.77%	27.80%	26.18%	187,028	199,559	16.77%	26.18%	187,028	199,559	16.77%	26.18%	187,028	199,559	16.77%	26.18%	187,028	199,559
Interest Expense - Current External Borrowings	97,780	84,687	48,369	49,921	48,935	19,527	42,607	57,816	100.00%	100.00%	0.00%	1,250	1,250	100.00%	0.00%	1,250	1,250	100.00%	0.00%	1,250	1,250	100.00%	0.00%	1,250	1,250
Sub-Total: Interest Expense	97,780	84,687	48,369	49,921	48,935	19,527	42,607	57,816	18.15%	18.15%	8.50%	58,683	61,617	18.15%	8.50%	58,683	61,617	18.15%	8.50%	58,683	61,617	18.15%	8.50%	58,683	61,617
Contracted Services - Existing Contracts	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
Sub-Total: Contracted Services	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
Grants & Subsidies Paid - Social/Educational	76,940	100,838	119,767	153,554	152,534	87,641	139,373	178,122	100.00%	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750
Grants & Subsidies Paid - Add rebates on	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
Sub-Total: Grants and Subsidies	76,940	100,838	119,767	153,554	152,534	87,641	139,373	178,122	100.00%	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750	100.00%	4.37%	31,631	33,750
General Expenses	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
Grants Expenditure	0	0	331	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
Impairment loss	0	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
TOTAL OPERATING EXPENDITURE	1,538,588	1,375,358	1,463,455	1,900,218	1,675,885	1,090,797	2,044,511	1,815,200	8.31%	-11.22%	266.81%	2,028,343	2,268,762	8.31%	-11.22%	2,028,343	2,268,762	8.31%	-11.22%	2,028,343	2,268,762	8.31%	-11.22%	2,028,343	2,268,762
Internal Charges	94,683	101,365	95,520	100,533	100,533	45,491	100,533	-1,134,873	-1228.85%	-1228.85%	-166.81%	-1,342,162	-1,588,958	-1228.85%	-166.81%	-1,342,162	-1,588,958	-1228.85%	-166.81%	-1,342,162	-1,588,958	-1228.85%	-166.81%	-1,342,162	-1,588,958
NET OPERATING EXPENDITURE	1,633,271	1,476,722	1,558,975	2,000,751	1,776,418	1,136,287	2,145,044	680,328	-61.70%	-68.28%	100.00%	686,181	679,803	-61.70%	-68.28%	686,181	679,803	-61.70%	-68.28%	686,181	679,803	-61.70%	-68.28%	686,181	679,803
Year on Year Increase		-9.58%	5.57%	35.49%	13.95%		20.75%																		
OPERATING SURPLUS/(DEFICIT)	2,167,131	2,599,643	3,159,134	3,649,967	2,533,849	1,530,743	2,443,075	3,653,946				4,074,971	4,469,690			4,074,971	4,469,690			4,074,971	4,469,690			4,074,971	4,469,690
Contribution to Capital Budget	599,443	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
Total Transfers from Cash-Backed Reserve	155	0	0	5,708	5,708	3,805	5,708	0	-100.00%	-100.00%	0.00%	0	0	-100.00%	-100.00%	0	0	-100.00%	-100.00%	0	0	-100.00%	-100.00%	0	0
Total Other Adjustments	55,903	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0	0.00%	0.00%	0	0
NET OPERATING SURPLUS/ (DEFICIT)	1,511,630	2,599,643	3,159,134	3,655,675	2,539,557	1,534,548	2,448,783	3,653,946				4,074,971	4,469,690			4,074,971	4,469,690			4,074,971	4,469,690			4,074,971	4,469,690

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

FLEET MANAGEMENT		F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
FINANCIAL PERIOD	R' Thousands													
INCOME														
Other Sundry Income	21	21	13	5	5	5	0	5	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Other Income	21	21	13	5	5	5	0	5	0	-100.00%	-100.00%	0.00%	0	0
TOTAL OPERATING INCOME														
Internal Recoveries	22,411	34,742	30,177	43,543	43,543	16,829	43,543	43,543	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	22,432	34,763	30,190	43,548	43,548	16,829	43,548	43,548	0	-100.00%	-100.00%	0.00%	0	0
Year on Year Increase		54.97%	-13.15%	25.27%	44.25%		0.00%		-100.00%				0.00%	0.00%

EXPENDITURE														
Employee Related Costs - Salaries	30,307	33,385	37,950	45,608	45,608	28,613	45,356	45,356	51,004	11.83%	12.45%	295.15%	55,594	60,709
Employee Related Costs - Overtime	0	3,082	3,179	2,054	2,054	2,161	2,054	2,054	1,987	-100.00%	-100.00%	0.00%	2,127	2,280
Employee Related Costs - Social	7,434	8,469	9,466	11,971	11,971	7,268	11,971	11,971	12,213	2.02%	2.02%	70.67%	13,068	14,009
Employee Related Costs - Sal to Capital	0	0	0	-1,197	-1,197	0	-1,197	-1,197	-1,299	8.50%	8.50%	-7.52%	-1,390	-1,490
Employee Related Costs - Sal to R&M	0	0	0	0	0	0	0	0	-50,750	100.00%	100.00%	-293.69%	-55,318	-60,407
Sub-Total: Remuneration	37,741	44,937	50,595	58,437	58,437	38,043	58,184	58,184	13,155	-77.49%	-77.39%	76.13%	14,081	15,100
Depreciation - Existing Assets	0	10,172	15,398	32,963	32,963	21,975	32,963	32,963	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Depreciation	0	10,172	15,398	32,963	32,963	21,975	32,963	32,963	0	-100.00%	-100.00%	0.00%	0	0
R&M - External Contractors	1,614	1,275	995	1,135	1,200	643	921	921	923	-23.08%	0.28%	5.34%	983	1,047
R&M - Internal Maintenance Teams	354	398	268	745	750	171	745	745	780	3.99%	4.70%	4.51%	850	928
Sub-Total: Repairs and Maintenance	1,968	1,673	1,263	1,880	1,950	814	1,666	1,666	1,703	-12.67%	2.26%	9.86%	1,833	1,975
Contracted Services - Existing Contracts	10	0	0	0	0	0	0	0	0				0	0
Sub-Total: Contracted Services	10	0	0	0	0	0	0	0	0				0	0
General Expenses	2,144	2,103	1,611	2,002	2,016	1,049	1,871	1,871	1,977	-1.93%	5.65%	11.44%	2,076	2,215
TOTAL OPERATING EXPENDITURE	41,863	58,885	68,866	95,282	95,366	61,881	94,684	94,684	16,835	-82.35%	-82.22%	97.42%	17,990	19,290
Internal Charges	6,709	9,547	9,110	628	628	191	628	628	446	-29.11%	-29.11%	2.58%	517	601
NET OPERATING EXPENDITURE	48,572	68,432	77,976	95,910	95,994	62,072	95,312	95,312	17,281	-82.00%	-81.87%	100.00%	18,507	19,891
Year on Year Increase		40.89%	13.95%	40.15%	23.11%		-0.71%		-82.00%				7.10%	7.48%

OPERATING SURPLUS/(DEFICIT)	-26,140	-33,669	-47,786	-52,362	-52,446	-45,243	-51,764	-51,764	-17,281				-18,507	-19,891
Total Transfers from Cash-Backed Reserve	0	0	0	20,929	20,929	13,953	20,929	20,929	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-26,140	-33,669	-47,786	-31,433	-31,516	-31,291	-30,834	-30,834	-17,281				-18,507	-19,891

EKURHULENI METROPOLITAN MUNICIPALITY

DEPARTMENTAL BUDGETS

FACILITIES MANAGEMENT (CIVIL WORKS)													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Rent of Facilities and Equipment - Other	27	26	5	27	27	0	34	5	-81.63%	-85.38%	0.02%	5	6
Sub-total: Rent of Facilities and Equipment	27	26	5	27	27	0	34	5	-81.63%	-85.38%	0.02%	5	6
Licenses & Permits	21,774	18,878	18,439	20,860	20,860	12,171	20,860	20,701	-0.76%	-33.35%	97.27%	22,047	23,524
Other Sundry Income	462	569	520	863	863	669	863	575	-33.35%	-33.35%	2.70%	613	654
Sub-Total: Other Income	462	569	520	863	863	669	863	575	-33.35%	-33.35%	2.70%	613	654
TOTAL OPERATING INCOME	22,263	19,474	18,964	21,750	21,750	12,840	21,757	21,281	-2.16%	-2.19%	100.00%	22,665	24,183
Internal Recoveries	8,409	9,998	7,416	10,500	10,500	3,564	10,500	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	30,672	29,472	26,380	32,250	32,250	16,404	32,257	21,281	-34.01%	-34.03%	100.00%	22,665	24,183
Year on Year Increase		-3.91%	-10.49%	9.43%	22.25%		0.02%	-34.01%				6.50%	6.70%

EXPENDITURE													
Employee Related Costs - Salaries	45,557	54,712	64,414	72,625	71,226	46,528	70,847	80,390	12.87%	13.47%	129.46%	87,625	95,687
Employee Related Costs - Overtime	0	348	274	344	344	287	344	373	8.97%	8.97%	30.07%	399	428
Employee Related Costs - Social	11,166	13,092	15,064	17,432	17,135	11,149	17,135	18,672	100.00%	100.00%	-68.09%	19,979	21,418
Employee Related Costs - Sal to R&M	0	0	0	0	0	0	0	-42,281				-46,086	-50,326
Sub-Total: Remuneration	56,723	68,152	79,752	90,401	88,705	57,964	88,326	57,154	-35.57%	-35.29%	92.04%	61,917	67,206
R&M - External Contractors	2,843	2,620	2,389	2,813	2,566	1,299	2,126	1,441	-43.86%	-32.23%	2.32%	1,534	1,633
R&M - Internal Maintenance Teams	1,658	831	592	685	744	393	685	877	17.95%	28.15%	1.41%	956	1,044
Sub-Total: Repairs and Maintenance	4,501	3,451	2,981	3,498	3,310	1,692	2,810	2,318	-29.97%	-17.52%	3.73%	2,490	2,677
General Expenses	1,955	1,880	1,767	2,056	2,005	1,149	1,940	2,316	15.51%	19.42%	3.73%	2,432	2,595
TOTAL OPERATING EXPENDITURE	63,179	73,484	84,500	95,955	94,021	60,805	93,076	61,788	-34.28%	-33.61%	99.50%	66,839	72,478
Internal Charges	1,966	566	634	858	858	583	858	310	-63.93%	-63.93%	0.50%	352	402
NET OPERATING EXPENDITURE	65,145	74,050	85,135	96,813	94,879	61,388	93,934	62,098	-34.55%	-33.89%	100.00%	67,192	72,881
Year on Year Increase		13.67%	14.97%	30.74%	11.45%		-1.00%	-34.55%				8.20%	8.47%

OPERATING SURPLUS/(DEFICIT)	-34,473	-44,578	-58,755	-64,563	-62,628	-44,985	-61,676	-40,817				-44,527	-48,697
NET OPERATING SURPLUS/(DEFICIT)	-34,473	-44,578	-58,755	-64,563	-62,628	-44,985	-61,676	-40,817				-44,527	-48,697

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

HEALTH AND SOCIAL DEVELOPMENT

FINANCIAL PERIOD R' Thousands	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Operating Grants & Subsidies - Other	16,443	2,267	2,392	0	2,730	1,137	2,699	10,880	298.54%	303.05%	0.00%	12,355	13,748
Equitable Share	0	0	0	0	50,931	48,466	50,931	56,909	100.00%	0.00%	22.74%	63,287	67,463
Health Subsidies	77,229	89,228	94,604	100,560	101,680	28,807	99,435	106,264				111,067	116,395
Sub-Total: Operating Grants	93,671	91,494	96,995	100,560	155,340	78,410	153,065	174,053	12.05%	13.71%	69.55%	186,709	197,606
Capital Grants - Other	0	34,023	20,589	200	0	0	200	0	#DIV/0!	-100.00%	0.00%	0	0
Municipal Infrastructure Grant for Cities	0	9,702	33,315	43,400	43,400	9,274	43,400	58,195				86,358	85,542
Community Care Centres	0	0	0	24,000	16,578	8,868	24,000	18,000				39,000	39,000
Sub-Total: Capital Grants	0	43,725	53,904	67,600	59,978	18,143	67,600	76,195	0.00%	0.00%	0.00%	125,358	124,542
Other Sundry Income	46	23	26	0	0	34	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Other Income	46	23	26	0	0	34	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING INCOME	93,717	135,242	150,925	168,160	215,319	96,587	220,665	250,248	16.22%	13.41%	100.00%	312,068	322,148
NET OPERATING INCOME	93,717	135,242	150,925	168,160	215,319	96,587	220,665	250,248	16.22%	13.41%	100.00%	312,068	322,148
Year on Year Increase		44.31%	11.60%	24.34%	42.67%		2.48%	16.22%				24.70%	3.23%

EXPENDITURE

Employee Related Costs - Salaries	182,360	223,636	266,190	294,256	290,882	200,806	289,328	368,789	26.78%	27.46%	65.89%	401,980	438,962
Employee Related Costs - Overtime	0	2,797	2,125	2,160	2,160	1,912	2,160	2,344				2,508	2,688
Employee Related Costs - Social	45,383	55,431	64,817	72,404	72,402	50,784	72,402	81,050	11.94%	11.94%	14.48%	86,724	92,968
Employee Related Costs - Sal to Capital	0	0	-610	-1,292	-1,292	0	-1,292	-1,402	8.50%	8.50%	-0.25%	-1,500	-1,608
Sub-Total: Remuneration	227,742	282,065	332,522	367,528	364,153	253,502	362,599	450,781	23.79%	24.32%	80.53%	489,711	533,010
Depreciation - Existing Assets	13,650	2,718	24,662	8,540	8,540	5,693	8,540	35,057	310.52%	310.52%	6.26%	35,917	32,156
Sub-Total: Depreciation	13,650	2,718	24,662	8,540	8,540	5,693	8,540	35,057	310.52%	310.52%	6.26%	35,917	32,156
R&M - External Contractors	5,726	5,148	4,837	4,968	5,243	3,121	4,173	3,013	-42.54%	-27.80%	0.54%	3,208	3,415
R&M - Internal Maintenance Teams	1,459	2,948	2,957	1,226	2,153	1,714	1,531	1,340	-37.76%	-12.51%	0.24%	1,460	1,595
Sub-Total: Repairs and Maintenance	7,185	8,096	7,794	6,194	7,396	4,835	5,704	4,352	-41.15%	-23.70%	0.78%	4,668	5,010
Interest Expense - Current External Borrowing	0	0	0	0	27,639	0	0	30,787	100.00%	0.00%	5.50%	36,323	40,398
Sub-Total: Interest Expense	0	0	0	0	27,639	0	0	30,787	100.00%	0.00%	5.50%	36,323	40,398
Contracted Services - Existing Contracts	455	890	1,179	1,406	1,550	918	1,286	1,671	7.82%	29.92%	0.30%	1,697	1,781
Sub-Total: Contracted Services	455	890	1,179	1,406	1,550	918	1,286	1,671	7.82%	29.92%	0.30%	1,697	1,781
General Expenses	33,198	23,365	22,844	17,550	21,649	13,876	18,909	24,070	11.18%	27.29%	4.30%	25,274	26,967
TOTAL OPERATING EXPENDITURE	282,231	317,134	389,001	401,197	430,927	278,824	397,038	557,599	29.40%	40.44%	99.62%	605,944	653,071
Internal Charges	20,009	29,740	31,171	39,078	39,078	21,877	39,078	2,142	-94.52%	-94.52%	0.38%	2,480	2,879
NET OPERATING EXPENDITURE	302,240	346,873	420,172	440,275	470,004	300,701	436,116	559,741	19.09%	28.35%	100.00%	608,425	655,950
Year on Year Increase		14.77%	21.13%	26.93%	11.86%		-7.21%	19.09%				8.70%	7.81%

OPERATING SURPLUS/(DEFICIT)

Total Transfers to Cash-Backed Reserves	-208,523	-211,631	-269,247	-272,115	-254,666	-204,114	-215,451	-309,493				-296,357	-333,801
Total Transfers from Cash-Backed Reserves	8,298	46,725	0	67,600	59,978	0	67,600	76,195				125,358	124,542
Total Transfers from Cash-Backed Reserves	0	0	0	5,422	5,422	3,615	5,422	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-216,820	-258,356	-269,247	-334,293	-309,242	-200,500	-277,629	-385,688				-421,715	-458,343

HOUSING

EKURHULENI METROPOLITAN MUNICIPALITY

DEPARTMENTAL BUDGETS

FINANCIAL PERIOD R' Thousands	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F-01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Rent of Facilities and Equipment - Other	23,239	21,935	26,591	22,983	22,983	18,859	28,882	24,988	8.72%	-13.48%	55.54%	27,027	29,316
Sub-total: Rent of Facilities and Equipment	23,239	21,935	26,591	22,983	22,983	18,859	28,882	24,988	8.72%	-13.48%	55.54%	27,027	29,316
Interest Earned - Bank Balances	6	0	0	0	0	0	0	0				0	0
Sub-Total: Interest Earned	6	0	0	0	0	0	0	0	-100.00%	-100.00%	0.00%	0	0
Operating Grants & Subsidies - Other	254,524	27,664	19,173	36,021	0	0	34,883	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Operating Grants	254,524	27,664	19,173	36,021	0	0	34,883	0	-100.00%	-100.00%	0.00%	0	0
Capital Grants - Other	0	7,595	4,058	0	0	13,316	0	0	0.00%	0.00%	0.00%	0	0
Neighborhood Development Partnership	0	5,465	42,140	58,236	42,473	21,218	58,236	20,000	0.00%	0.00%	15,000	10,000	
Municipal Infrastructure Grant for Cities	0	125,096	123,116	145,252	145,252	15,937	145,252	0	#DIV/0!	-100.00%	18,110	71,029	
Community Care Centres	0	0	0	20,000	0	0	20,000	0			0.00%	0	0
Sub-Total: Capital Grants	0	138,157	169,313	223,488	261,036	50,472	223,488	20,000	-100.00%	-100.00%	0.00%	33,110	81,029
Other Sundry Income	321	15	20,820	51	51	17	51	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Other Income	321	15	20,820	51	51	17	51	0	-100.00%	-100.00%	0.00%	0	0
TOTAL OPERATING INCOME	278,091	187,771	235,897	249,418	323,433	69,348	287,303	44,988	-86.09%	-84.34%	100.00%	60,137	110,346
Internal Recoveries	374	155	340	301	301	250	301	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	278,465	187,926	236,236	249,719	323,733	69,598	287,604	44,988	-86.10%	-84.36%	100.00%	60,137	110,346
Year on Year Increase		-32.51%	25.71%	32.88%	37.04%		-11.16%	-86.10%				33.67%	83.49%

EXPENDITURE	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00
Employee Related Costs - Salaries	33,667	36,613	45,064	53,941	68,572	31,895	68,206	90,554	32.06%	32.77%	25.41%	98,704	107,784
Employee Related Costs - Overtime	0	980	542	560	560	367	560	607				650	697
Employee Related Costs - Social	7,773	8,751	10,283	13,039	12,572	7,564	12,572	12,186	-3.07%	-3.07%	3.42%	13,039	13,978
Employee Related Costs - Sal to Capital	0	0	-4,486	-33,354	-33,354	0	-33,354	-36,189	8.50%	8.50%	-10.15%	-38,722	-41,510
Sub-Total: Remuneration	41,440	46,345	51,403	34,186	48,350	39,825	47,983	67,158	38.90%	39.96%	18.84%	73,670	80,949
Bad Debts (Provision for Bad Debts)	5,076	4,513	21,711	21,944	21,944	14,078	26,656	8,537	-61.10%	-67.97%	2.40%	9,815	11,350
Sub-Total: Bad Debt Provision	5,076	4,513	21,711	21,944	21,944	14,078	26,656	8,537	-61.10%	-67.97%	2.40%	9,815	11,350
Depreciation - Existing Assets	13,067	7,917	77,031	13,640	13,640	9,093	13,640	88,718	550.43%	550.43%	24.89%	90,894	81,375
Sub-Total: Depreciation	13,067	7,917	77,031	13,640	13,640	9,093	13,640	88,718	550.43%	550.43%	24.89%	90,894	81,375
R&M - External Contractors	17,431	19,738	17,332	17,714	17,906	8,068	14,733	15,576	-13.01%	5.72%	4.37%	16,586	17,659
R&M - Internal Maintenance Teams	256	81	142	209	209	114	209	311	48.84%	48.84%	0.09%	339	370
Sub-Total: Repairs and Maintenance	17,687	19,820	17,475	17,923	18,115	8,183	14,942	15,887	-12.30%	6.33%	4.46%	16,925	18,029
Interest Expense - Current External Borrowings	0	0	0	0	84,246	65,978	0	93,839	100.00%	0.00%	26.33%	110,713	123,135
Sub-Total: Interest Expense	0	0	0	0	84,246	65,978	0	93,839	100.00%	0.00%	26.33%	110,713	123,135
Contracted Services - Existing Contracts	115	0	0	0	0	0	0	0				0	0
Sub-Total: Contracted Services	115	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Grants & Subsidies Paid - Entities	0	0	0	6,500	6,500	1,883	6,500	6,500				6,500	6,500
Sub-Total: Grants and Subsidies	0	0	0	6,500	6,500	1,883	6,500	6,500	0.00%	0.00%	1.82%	6,500	6,500
General Expenses	212,982	51,878	79,068	111,799	177,660	55,581	130,005	21,879	-87.68%	-83.17%	6.14%	22,973	24,512
TOTAL OPERATING EXPENDITURE	290,366	130,473	246,688	205,992	370,455	194,620	239,726	302,518	-18.34%	26.19%	84.87%	331,490	345,850
Internal Charges	70,714	74,604	74,681	92,155	92,155	54,329	92,155	53,921	-41.49%	-41.49%	15.13%	61,825	71,086
NET OPERATING EXPENDITURE	361,080	205,077	321,369	298,147	462,610	248,949	331,881	356,439	-22.95%	7.40%	100.00%	393,315	416,935
Year on Year Increase		-43.20%	56.71%	45.38%	43.95%		-28.26%	-22.95%				10.35%	6.01%
OPERATING SURPLUS/(DEFICIT)	-82,615	-17,151	-85,132	-48,428	-138,876	-179,351	-44,277	-311,451				-333,178	-306,590
Total Transfers to Cash-Backed Reserves	70,750	87,329	0	223,488	261,036	0	223,488	20,000				33,110	81,029
Total Transfers from Cash-Backed Reserves	0	0	0	8,660	8,660	5,774	8,660	6,597				6,597	5,497
NET OPERATING SURPLUS/(DEFICIT)	-153,365	-104,480	-85,132	-263,255	-391,252	-173,577	-259,104	-323,755				-359,691	-382,122

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Operating Grants & Subsidies - Other	12,540	12,316	13,763	16,300	16,300	2,439	16,118	17,730				19,149	19,149
Sub-Total: Operating Grants	12,540	12,316	13,763	16,300	16,300	2,439	16,118	17,730	8.77%	10.00%	100.00%	19,149	19,149
Other Sundry Income	148	52	62	0	0	19	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Other Income	148	52	62	0	0	19	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING INCOME	12,689	12,369	13,825	16,300	16,300	2,459	16,118	17,730	8.77%	10.00%	100.00%	19,149	19,149
Internal Recoveries	68,632	65,787	75,673	86,602	86,602	49,172	86,602	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	81,321	78,156	89,498	102,902	102,902	51,631	102,720	17,730	-82.77%	-82.74%	100.00%	19,149	19,149
Year on Year Increase		-3.89%	14.51%	31.66%	14.98%		-0.18%	-82.77%				8.00%	0.00%

EXPENDITURE	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Employee Related Costs - Salaries	58,669	66,943	75,326	88,046	98,904	11.74%	12.33%	76.76%	107,806	117,724
Employee Related Costs - Overtime	0	512	138	251	272				291	312
Employee Related Costs - Social	12,763	14,520	16,082	18,012	20,337	12.91%	12.91%	15.78%	21,761	23,328
Employee Related Costs - Sal to Capital	0	0	0	-120	-130	8.50%	-0.10%	-0.10%	-139	-149
Sub-Total: Remuneration	71,432	81,975	91,545	106,659	119,383	11.93%	12.43%	92.65%	129,718	141,214
Depreciation - Existing Assets	3,150	594	964	1,146	1,033	-9.82%	-9.82%	0.80%	1,059	948
Sub-Total: Depreciation	3,150	594	964	1,146	1,033	-9.82%	-9.82%	0.80%	1,059	948
R&M - External Contractors	1,180	2,477	1,064	930	1,333	16.28%	43.39%	1.03%	1,419	1,511
R&M - Internal Maintenance Teams	57	77	126	70	97	37.86%	37.86%	0.07%	105	115
Sub-Total: Repairs and Maintenance	1,237	2,554	1,191	1,000	1,430	17.52%	43.00%	1.11%	1,525	1,626
Contracted Services - Existing Contracts	245	168	274	466	470	-13.30%	0.77%	0.36%	477	501
Sub-Total: Contracted Services	245	168	274	466	470	-13.30%	0.77%	0.36%	477	501
Grants & Subsidies Paid - Social/Educational	7,614	9,137	7,825	12,588	10,700				11,396	12,159
Sub-Total: Grants and Subsidies	7,614	9,137	7,825	12,588	10,700	14.75%	31.75%	8.30%	11,396	12,159
General Expenses	30,267	23,004	22,045	25,944	34,180				35,889	38,294
TOTAL OPERATING EXPENDITURE	113,946	117,432	123,843	147,333	167,196	10.04%	13.48%	129.76%	180,063	194,742
Internal Charges	1,123	1,062	1,269	1,326	-38,343	-2990.99%	-2990.99%	-29.76%	-41,786	-45,621
NET OPERATING EXPENDITURE	115,069	118,494	125,112	148,659	128,854	-15.93%	-13.32%	100.00%	138,277	149,120
Year on Year Increase		2.98%	5.58%	46.75%	-3.00%				7.31%	7.84%

OPERATING SURPLUS/(DEFICIT)	-33,749	-40,338	-35,613	-50,362	-111,123				-119,128	-129,972
Total Transfers from Cash-Backed Reserve	0	0	0	727	0				0	0
NET OPERATING SURPLUS/(DEFICIT)	-33,749	-40,338	-35,613	-49,635	-111,123				-119,128	-129,972

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

INFORMATION AND COMMUNICATION TECHNOLOGY

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Other Sundry Income	39	22	21	0	0	0	0	0				0	0
Sub-Total: Other Income	39	22	21	0	0	0	0	0				0	0
TOTAL OPERATING INCOME	39	22	21	0	0	0	0	0				0	0
Internal Recoveries	123,591	264,268	163,270	278,259	278,259	152,866	278,259	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	123,630	264,290	163,290	278,259	278,259	152,866	278,259	0	-100.00%	-100.00%	0.00%	0	0
Year on Year Increase		113.77%	-38.22%	5.29%	70.41%		0.00%	-100.00%				0.00%	0.00%

EXPENDITURE

Employee Related Costs - Salaries	40,019	46,898	51,881	59,296	72,328	40,345	71,942	83,811	15.88%	16.50%	36.33%	91,355	99,759
Employee Related Costs - Overtime	0	1,047	576	482	482	510	482	523				559	599
Employee Related Costs - Social	8,769	10,340	11,557	13,192	13,029	8,944	13,029	16,227	24.54%	24.54%	7.03%	17,363	18,613
Employee Related Costs - Sal to Capital	0	0	-331	-9,447	-9,447	0	-9,447	-10,250	8.50%	8.50%	-4.44%	-10,967	-11,757
Sub-Total: Remuneration	48,788	58,285	63,684	63,522	76,392	49,799	76,006	90,311	18.22%	18.82%	39.14%	98,309	107,214
Depreciation - Existing Assets	3,150	112,325	59,132	111,423	111,423	74,282	111,423	41,612	-62.65%	-62.65%	18.04%	42,633	38,168
Sub-Total: Depreciation	3,150	112,325	59,132	111,423	111,423	74,282	111,423	41,612	-62.65%	-62.65%	18.04%	42,633	38,168
R&M - External Contractors	41,037	63,291	42,086	60,045	59,145	10,769	47,964	78,866	33.34%	64.43%	34.18%	83,976	89,409
R&M - Internal Maintenance Teams	25	24	10	65	65	7	65	70	7.69%	7.69%	0.03%	76	83
Sub-Total: Repairs and Maintenance	41,062	63,314	42,096	60,110	59,210	10,776	48,029	78,936	33.32%	64.35%	34.21%	84,052	89,493
Contracted Services - Existing Contracts	0	0	0	0	16,095	0	0	25,000				25,375	26,644
Sub-Total: Contracted Services	0	0	0	0	16,095	0	0	25,000				25,375	26,644
General Expenses	33,748	31,131	4,727	33,881	35,007	20,173	31,563	34,036	-2.77%	7.83%	14.75%	35,738	38,132
TOTAL OPERATING EXPENDITURE	126,748	265,056	169,638	268,936	298,126	155,030	267,022	269,895	-9.47%	1.08%	116.98%	286,107	299,651
Internal Charges	1,365	1,238	1,776	2,089	2,089	1,151	2,089	-39,183	-1975.78%	-1975.78%	-16.98%	-42,710	-46,639
NET OPERATING EXPENDITURE	128,113	266,294	171,415	271,024	300,215	156,181	269,111	230,712	-23.15%	-14.27%	100.00%	243,397	253,012
Year on Year Increase		107.86%	-35.63%	1.78%	75.14%		-10.36%	-23.15%				5.50%	3.95%

OPERATING SURPLUS/(DEFICIT)

OPERATING SURPLUS/(DEFICIT)	-4,483	-2,004	-8,125	7,235	-21,956	-3,315	9,149	-230,712				-243,397	-253,012
Total Transfers from Cash-Backed Reserve	0	0	0	70,746	70,746	47,164	70,746	26,916				23,071	19,226
NET OPERATING SURPLUS/ (DEFICIT)	-4,483	-2,004	-8,125	77,981	48,790	43,849	79,895	-203,795				-220,326	-233,786

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

INSTITUTIONAL STRATEGY, M&E AND RESEARCH: GENERAL MANAGER

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Operating Grants & Subsidies - Other	650	0	0	0	0	0	0	0				0	0
Sub-Total: Operating Grants	650	0	0	0	0	0	0	0				0	0
Other Sundry Income	1	0	0	0	0	0	0	0				0	0
Sub-Total: Other Income	1	0	0	0	0	0	0	0				0	0
TOTAL OPERATING INCOME	651	0	0	0	0	0	0	0				0	0
NET OPERATING INCOME	651	0	0	0	0	0	0	0				0	0
Year on Year Increase		-100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%				0.00%	0.00%

EXPENDITURE

Employee Related Costs - Salaries	1,108	478	748	1,225	1,225	999	1,219	1,433	16.97%	17.60%	15.94%	1,562	1,706
Employee Related Costs - Overtime	0	0	5	0	0	0	0	0				0	0
Employee Related Costs - Social	10	3	29	221	221	47	221	117	-46.94%	-46.94%	1.30%	125	134
Sub-Total: Remuneration	1,118	481	783	1,446	1,446	1,047	1,439	1,550	7.21%	7.69%	17.25%	1,687	1,840
General Expenses	5,787	2,171	3,390	696	4,236	2,600	3,816	7,438	75.57%	94.91%	82.75%	7,810	8,333
TOTAL OPERATING EXPENDITURE	6,905	2,652	4,173	2,142	5,682	3,647	5,255	8,988	58.18%	71.02%	100.00%	9,497	10,173
NET OPERATING EXPENDITURE	6,905	2,652	4,173	2,142	5,682	3,647	5,255	8,988	58.18%	71.02%	100.00%	9,497	10,173
Year on Year Increase		-61.59%	57.34%	-19.24%	36.18%		-7.51%	58.18%				5.66%	7.12%
OPERATING SURPLUS/(DEFICIT)	-6,254	-2,652	-4,173	-2,142	-5,682	-3,647	-5,255	-8,988				-9,497	-10,173
NET OPERATING SURPLUS/ (DEFICIT)	-6,254	-2,652	-4,173	-2,142	-5,682	-3,647	-5,255	-8,988				-9,497	-10,173

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

INSTITUTIONAL STRATEGY, M&E AND RESEARCH: INTEGRATED DEVELOPMENT PLANNING											
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total
INCOME											
Other Sundry Income	5	4	0	0	0	0	0	0			
Sub-Total: Other Income	5	4	0	0	0	0	0	0			
TOTAL OPERATING INCOME	5	4	0	0	0	0	0	0			
Internal Recoveries	86	235	307	179	179	84	179	0	-100.00%	-100.00%	0.00%
NET OPERATING INCOME	91	239	307	179	179	84	179	0	-100.00%	-100.00%	0.00%
Year on Year Increase		162.59%	28.42%	-25.15%	-41.71%		0.00%	-100.00%			0.00%
EXPENDITURE											
Employee Related Costs - Salaries	2,761	3,057	3,429	3,684	3,684	2,691	3,664	4,241	15.11%	15.73%	62.32%
Employee Related Costs - Overtime	0	41	19	25	25	62	25	27			
Employee Related Costs - Social	405	475	534	604	604	409	604	673	11.46%	11.46%	9.89%
Sub-Total: Remuneration	3,166	3,573	3,982	4,313	4,313	3,161	4,293	4,941	14.56%	15.09%	72.62%
Depreciation - Existing Assets	0	131	139	170	170	113	170	139	-17.96%	-17.96%	2.05%
Sub-Total: Depreciation	0	131	139	170	170	113	170	139	-17.96%	-17.96%	2.05%
R&M - External Contractors	9	29	7	19	19	0	15	5	-75.64%	-69.96%	0.07%
R&M - Internal Maintenance Teams	2	10	0	0	0	0	0	0			
Sub-Total: Repairs and Maintenance	10	39	7	19	19	0	15	5	-75.64%	-69.96%	0.07%
Contracted Services - Existing Contracts	25	40	35	45	45	27	39	50	11.61%	29.72%	0.73%
Sub-Total: Contracted Services	25	40	35	45	45	27	39	50	11.61%	29.72%	0.73%
General Expenses	733	6,930	6,266	3,588	988	541	890	1,669	68.88%	87.48%	24.53%
TOTAL OPERATING EXPENDITURE	3,935	10,712	10,429	8,134	5,534	3,842	5,407	6,804	22.94%	25.84%	100.00%
Internal Charges	15	18	25	29	29	15	29	0	-100.00%	-100.00%	0.00%
NET OPERATING EXPENDITURE	3,949	10,730	10,454	8,163	5,563	3,857	5,436	6,804	22.30%	25.17%	100.00%
Year on Year Increase		171.69%	-2.57%	-23.92%	-46.78%		-2.29%	22.30%			7.62%
OPERATING SURPLUS/(DEFICIT)	-3,858	-10,491	-10,147	-7,984	-5,384	-3,772	-5,257	-6,804	-100.00%	-100.00%	0.00%
Total Transfers from Cash-Backed Reserve	0	0	0	108	108	72	108	0			
NET OPERATING SURPLUS/(DEFICIT)	-3,858	-10,491	-10,147	-7,877	-5,277	-3,701	-5,149	-6,804	-100.00%	-100.00%	-7,907

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

Institutional Strategy, M&E and Research: PROJECT MONITORING OFFICE

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Operating Grants & Subsidies - Other	713	879	1,037	1,500	1,500	1,200	1,483	0				0	0
Sub-Total: Operating Grants	713	879	1,037	1,500	1,500	1,200	1,483	0	-100.00%	-100.00%	#DIV/0!	0	0
TOTAL OPERATING INCOME	713	879	1,037	1,500	1,500	1,200	1,483	0	-100.00%	-100.00%	#DIV/0!	0	0
NET OPERATING INCOME	713	879	1,037	1,500	1,500	1,200	1,483	0	-100.00%	-100.00%	#DIV/0!	0	0
Year on Year Increase		23.21%	17.99%	70.70%	44.67%		-1.12%	-100.00%				#DIV/0!	#DIV/0!

EXPENDITURE

Employee Related Costs - Salaries	656	513	926	1,604	1,547	1,171	1,558	2,542	64.34%	63.17%	50.30%	2,771	3,026
Employee Related Costs - Social	24	42	109	43	43	151	43	369	749.40%	749.40%	7.29%	394	423
Sub-Total: Remuneration	679	556	1,035	1,667	1,610	1,361	1,602	2,932	82.14%	83.08%	58.01%	3,188	3,473
General Expenses	45	38	31	0	57	15	51	2,122	3627.38%	4038.15%	41.99%	2,228	2,377
TOTAL OPERATING EXPENDITURE	725	594	1,066	1,667	1,667	1,376	1,653	5,054	203.23%	205.79%	100.00%	5,416	5,851
NET OPERATING EXPENDITURE	725	594	1,066	1,667	1,667	1,376	1,653	5,054	203.23%	205.79%	100.00%	5,416	5,851
Year on Year Increase		-18.04%	79.46%	180.68%	56.40%		-0.84%	203.23%				7.17%	8.02%

OPERATING SURPLUS/(DEFICIT)

OPERATING SURPLUS/(DEFICIT)	-11	285	-29	-167	-167	-176	-170	-5,054				-5,416	-5,851
NET OPERATING SURPLUS/(DEFICIT)	-11	285	-29	-167	-167	-176	-170	-5,054				-5,416	-5,851

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

INSTITUTIONAL STRATEGY, M&E AND RESEARCH: RESEARCH AND DEVELOPMENT													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Other Sundry Income	2	0	0	0	0	0	0	0				0	0
Sub-Total: Other Income	2	0	0	0	0	0	0	0				0	0
TOTAL OPERATING INCOME	2	0	0	0	0	0	0	0				0	0
NET OPERATING INCOME	2	0	0	0	0	0	0	0				0	0
Year on Year Increase		-74.53%	-100.00%	0.00%	0.00%	0.00%	0.00%	0.00%				0.00%	0.00%

EXPENDITURE													
Employee Related Costs - Salaries	1,243	1,553	1,441	2,575	2,575	1,213	2,561	2,607	1.23%	1.77%	52.92%	2,841	3,103
Employee Related Costs - Social	142	131	126	450	450	97	450	479	6.47%	6.47%	9.72%	512	549
Employee Related Costs - Sal to Capital	0	0	0	-6	-6	0	-6	-7	8.50%	8.50%	-0.13%	-7	-7
Sub-Total: Remuneration	1,385	1,684	1,566	3,019	3,019	1,311	3,005	3,079	2.00%	2.46%	62.51%	3,347	3,644
Depreciation - Existing Assets	0	34	75	94	94	63	94	79	-16.34%	-16.34%	1.60%	81	72
Sub-Total: Depreciation	0	34	75	94	94	63	94	79	-16.34%	-16.34%	1.60%	81	72
R&M - External Contractors	0	1	1	12	12	10	10	17	36.72%	68.59%	0.34%	18	19
R&M - Internal Maintenance Teams	2	3	0	15	15	2	15	20	33.33%	33.33%	0.41%	22	24
Sub-Total: Repairs and Maintenance	2	4	1	27	27	12	25	37	34.86%	47.47%	0.75%	40	43
General Expenses	309	883	355	1,702	1,736	342	1,566	1,731	-0.30%	10.52%	35.14%	1,818	1,939
TOTAL OPERATING EXPENDITURE	1,696	2,605	1,997	4,842	4,876	1,728	4,690	4,926	1.01%	5.01%	100.00%	5,285	5,699
Internal Charges	15	18	25	29	29	15	29	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	1,711	2,623	2,021	4,871	4,905	1,743	4,719	4,926	0.41%	4.37%	100.00%	5,285	5,699
Year on Year Increase		53.32%	-22.94%	85.69%	142.67%		-3.79%	0.41%				7.29%	7.84%

OPERATING SURPLUS/(DEFICIT)	-1,709	-2,623	-2,021	-4,871	-4,905	-1,743	-4,719	-4,926				-5,285	-5,699
Total Transfers from Cash-Backed Reserve	0	0	0	60	60	40	60	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/ (DEFICIT)	-1,709	-2,623	-2,021	-4,811	-4,846	-1,703	-4,660	-4,926				-5,285	-5,699

DEPARTMENTAL BUDGETS

INTERNAL AUDIT													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Other Sundry Income	4	1	0	1	1	0	1	1	-9.09%	-9.09%	100.00%	1	1
Sub-Total: Other Income	4	1	0	1	1	0	1	1	-9.09%	-9.09%	100.00%	1	1
TOTAL OPERATING INCOME	4	1	0	1	1	0	1	1	-9.09%	-9.09%	100.00%	1	1
Internal Recoveries	7,867	0	5,392	7,727	7,727	4,815	7,727	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	7,870	1	5,392	7,728	7,728	4,815	7,728	1	-99.99%	-99.99%	100.00%	1	1
Year on Year Increase		-99.98%	428598.33%	614249.97%	43.31%		0.00%					6.50%	6.67%
EXPENDITURE													
Employee Related Costs - Salaries	9,559	11,869	13,669	16,890	16,890	11,150	16,800	18,849	11.60%	12.19%	57.49%	20,545	22,435
Employee Related Costs - Overtime	0	9	1	29	29	3	29	32				34	36
Employee Related Costs - Social	2,113	2,482	2,881	3,692	3,692	2,442	3,692	3,948	6.94%	6.94%	12.04%	4,225	4,529
Employee Related Costs - Sal to Capital	0	0	-20	-40	-40	0	-40	-43	8.50%	8.50%	-0.13%	-46	-50
Remuneration of Councillors	9	0	0	0	0	0	0	0				0	0
Sub-Total: Remuneration	11,681	14,360	16,532	20,571	20,571	13,595	20,481	22,785	10.76%	11.25%	69.50%	24,757	26,950
Depreciation - Existing Assets	0	113	204	7,344	7,344	4,896	7,344	252	-96.57%	-96.57%	0.77%	258	231
Sub-Total: Depreciation	0	113	204	7,344	7,344	4,896	7,344	252	-96.57%	-96.57%	0.77%	258	231
R&M - External Contractors	256	178	174	153	148	72	124	169	14.73%	36.48%	0.52%	180	192
R&M - Internal Maintenance Teams	15	84	43	80	93	28	93	78	-15.77%	-15.77%	0.24%	85	93
Sub-Total: Repairs and Maintenance	271	262	217	233	240	100	217	247	2.98%	14.16%	0.75%	265	285
Contracted Services - Existing Contracts	0	0	0	62	62	28	53	62	0.00%	16.23%	0.19%	63	66
Sub-Total: Contracted Services	0	0	0	62	62	28	53	62	0.00%	16.23%	0.19%	63	66
General Expenses	5,035	10,901	9,932	10,117	14,352	4,502	9,113	9,439	-34.23%	3.58%	28.79%	9,911	10,575
TOTAL OPERATING EXPENDITURE	16,987	25,635	26,885	38,326	42,569	23,121	37,208	32,785	-22.98%	-11.89%	100.00%	35,254	38,107
Internal Charges	181	176	224	220	220	135	220	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING EXPENDITURE	17,169	25,811	27,108	38,547	42,789	23,256	37,428	32,785	-23.38%	-12.41%	100.00%	35,254	38,107
Year on Year Increase		50.34%	5.03%	49.34%	57.85%		-12.53%					7.53%	8.09%
OPERATING SURPLUS/(DEFICIT)	-9,298	-25,810	-21,716	-30,819	-35,062	-18,441	-29,700	-32,784				-35,253	-38,106
Total Transfers from Cash-Backed Reserve	0	0	0	4,663	4,663	3,109	4,663	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-9,298	-25,810	-21,716	-26,156	-30,399	-15,333	-25,038	-32,784				-35,253	-38,106

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

POLITICAL OFFICE	F-03	F-02	F-01	F00	F00	F00	F00	F00	PROJECTED	F01	%	%	F02	F03
FINANCIAL PERIOD	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14	
R' Thousands														
INCOME														
Operating Grants & Subsidies - Other	137	4	1,401	0	599	583	592	0	-100.00%	-100.00%	0.00%	0	0	
Sub-Total: Operating Grants	137	4	1,401	0	599	583	592	0	-100.00%	-100.00%	0.00%	0	0	
Other Sundry Income	602	491	263	472	472	81	472	452	-4.24%	-4.24%	100.00%	481	514	
Sub-Total: Other Income	602	491	263	472	472	81	472	452	-4.24%	-4.24%	100.00%	481	514	
TOTAL OPERATING INCOME	739	495	1,664	472	1,071	664	1,064	452	-57.79%	-57.53%	100.00%	481	514	
Internal Recoveries	48,838	55,532	64,039	66,048	66,048	41,432	66,048	0	-100.00%	-100.00%	0.00%	0	0	
NET OPERATING INCOME	49,577	56,027	65,703	66,520	67,119	42,097	67,112	452	-99.33%	-99.33%	100.00%	481	514	
Year on Year Increase		13.01%	17.27%	18.73%	2.15%		-0.01%					6.50%	6.70%	

EXPENDITURE	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00
	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14	
Employee Related Costs - Salaries	19,479	21,765	27,343	40,207	40,474	21,801	40,253	41,857	3.42%	3.98%	25.92%	45,624	49,821	
Employee Related Costs - Overtime	0	756	984	1,138	1,138	476	1,138	1,235	8.50%	8.50%	0.76%	1,321	1,416	
Employee Related Costs - Social	1,914	2,469	2,697	6,178	6,137	2,230	6,137	3,943	-35.76%	-35.76%	2.44%	4,219	4,522	
Employee Related Costs - Sal to Capital	0	0	0	-250	-250	0	-250	-271	8.50%	8.50%	-0.17%	-290	-311	
Remuneration of Councillors	53,379	58,717	62,513	69,740	69,740	43,871	69,740	78,572	12.66%	12.66%	48.66%	84,072	90,126	
Sub-Total: Remuneration	74,772	83,706	93,537	117,014	117,240	68,379	117,019	125,335	6.90%	7.11%	77.62%	134,946	145,574	
Depreciation - Existing Assets	117	71,433	298	7,242	7,242	4,828	7,242	596	-91.77%	-91.77%	0.37%	611	547	
Sub-Total: Depreciation	117	71,433	298	7,242	7,242	4,828	7,242	596	-91.77%	-91.77%	0.37%	611	547	
R&M - External Contractors	86	653	449	228	363	83	181	41	-88.60%	-77.13%	0.03%	44	47	
R&M - Internal Maintenance Teams	0	0	0	15	15	0	15	20	33.33%	33.33%	0.01%	22	24	
Sub-Total: Repairs and Maintenance	86	653	449	243	378	83	196	61	-83.77%	-68.67%	0.04%	66	71	
Contracted Services - Existing Contracts	0	8	93	110	212	22	183	150	-29.30%	-17.82%	0.09%	152	160	
Sub-Total: Contracted Services	0	8	93	110	212	22	183	150	-29.30%	-17.82%	0.09%	152	160	
Grants & Subsidies Paid - Social/Educational	0	0	495	0	500	383	500	500				533	568	
Sub-Total: Grants and Subsidies	0	0	495	0	500	383	500	500				533	568	
General Expenses	22,754	30,332	23,232	48,993	55,040	30,806	47,824	34,824	-36.73%	-27.18%	21.57%	36,565	39,015	
TOTAL OPERATING EXPENDITURE	97,728	186,133	118,105	173,602	180,611	104,500	172,963	161,467	-10.60%	-6.65%	100.00%	172,872	185,935	
Internal Charges	56,534	63,356	74,092	75,718	75,718	47,060	75,718	0	-100.00%	-100.00%	0.00%	0	0	
NET OPERATING EXPENDITURE	154,263	249,489	192,197	249,320	256,330	151,560	248,682	161,467	-37.01%	-35.07%	100.00%	172,872	185,935	
Year on Year Increase		61.73%	-22.96%	-0.07%	33.37%		-2.98%					7.06%	7.56%	

OPERATING SURPLUS/(DEFICIT)	-104,685	-193,462	-126,494	-182,800	-189,211	-109,464	-181,570	-161,015				-172,391	-185,421
Total Transfers from Cash-Backed Reserve	0	0	0	4,598	4,598	3,065	4,598	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-104,685	-193,462	-126,494	-178,202	-184,613	-106,399	-176,972	-161,015				-172,391	-185,421

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Minor Income	8,818	11,313	12,071	11,679	11,679	8,141	10,932	14,182				15,104	16,116
Total: User Charges for Services	8,818	11,313	12,071	11,679	11,679	8,141	10,932	14,182				15,104	16,116
Rent of Facilities and Equipment - Other	2,260	2,302	-2	0	0	0	0	0				0	0
Sub-total: Rent of Facilities and Equipment	2,260	2,302	-2	0	0	0	0	0				0	0
Other Sundry Income	520	4,691	5,533	5,501	5,501	1,392	5,501	6,034	9.69%	9.69%	29.85%	6,426	6,857
Sub-Total: Other Income	520	4,691	5,533	5,501	5,501	1,392	5,501	6,034	9.69%	9.69%	29.85%	6,426	6,857
TOTAL OPERATING INCOME	11,598	16,307	17,602	17,180	17,180	9,533	16,433	20,216	17.67%	23.02%	100.00%	21,530	22,973
NET OPERATING INCOME	11,598	16,307	17,602	17,180	17,180	9,533	16,433	20,216	17.67%	23.02%	100.00%	21,530	22,973
Year on Year Increase		57.84%	-3.85%	-6.15%	-2.40%		-4.35%	17.67%				6.50%	6.70%

EXPENDITURE	14,923	16,874	19,107	22,504	22,441	14,191	22,314	24,593	9.59%	10.21%	35.70%	26,806	29,272
Employee Related Costs - Salaries	0	1,820	1,484	1,492	1,492	1,415	1,492	1,619				1,733	1,857
Employee Related Costs - Overtime	3,571	4,363	5,014	5,502	5,486	3,832	5,486	5,945	8.37%	8.37%	8.63%	6,361	6,819
Employee Related Costs - Social	18,494	23,056	25,605	29,498	29,419	19,439	29,292	32,156	9.30%	9.78%	46.68%	34,899	37,948
R&M - External Contractors	7,349	6,488	9,826	11,316	10,896	4,873	9,169	11,186	2.66%	22.00%	16.24%	11,911	12,681
R&M - Internal Maintenance Teams	1,211	845	1,559	3,985	3,985	701	3,985	4,520	13.43%	13.43%	6.56%	4,927	5,380
Sub-Total: Repairs and Maintenance	8,561	7,333	11,385	15,301	14,881	5,574	13,154	15,706	5.54%	19.40%	22.80%	16,837	18,061
Contracted Services - Existing Contracts	2,422	2,833	3,814	4,111	4,111	2,434	3,537	6,266	52.43%	77.17%	9.10%	6,360	6,678
Sub-Total: Contracted Services	2,422	2,833	3,814	4,111	4,111	2,434	3,537	6,266	52.43%	77.17%	9.10%	6,360	6,678
General Expenses	13,365	10,885	11,440	17,200	16,545	7,992	15,280	14,620	-11.63%	-4.31%	21.22%	15,352	16,380
TOTAL OPERATING EXPENDITURE	42,842	44,107	52,244	66,110	64,956	35,437	61,262	68,749	5.84%	12.22%	99.80%	73,448	79,067
Internal Charges	113	59	75	105	105	70	105	135	28.01%	28.01%	0.20%	157	183
NET OPERATING EXPENDITURE	42,954	44,167	52,319	66,215	65,061	35,507	61,368	68,884	5.88%	12.25%	100.00%	73,605	79,250
Year on Year Increase		2.82%	18.46%	49.92%	24.35%		-5.68%	5.88%				6.85%	7.67%

OPERATING SURPLUS/(DEFICIT)	-31,356	-25,860	-34,717	-49,035	-47,881	-25,974	-44,935	-48,667				-52,074	-56,277
NET OPERATING SURPLUS/ (DEFICIT)	-31,356	-25,860	-34,717	-49,035	-47,881	-25,974	-44,935	-48,667				-52,074	-56,277

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

PUBLIC TRANSPORT: LICENSING

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Other Fines	0	1,148	1,079	0	0	628	0	1,432	100.00%	0.00%	0.74%	1,525	1,627
Sub-Total: Fines	0	1,148	1,079	0	0	628	0	1,432	0.00%	0.00%	0.74%	1,525	1,627
Licenses & Permits	1,618	919	3,547	161	161	715	161	316	96.44%	96.44%	0.16%	337	359
Income from Agency Services	143,082	142,231	156,746	149,362	149,362	124,003	149,362	190,468	30.63%	30.63%	0.27%	202,848	216,440
Other Sundry Income	1,348	357	1,823	402	402	73	402	525	30.63%	30.63%	0.27%	559	596
Sub-Total: Other Income	1,348	357	1,823	402	402	73	402	525	30.63%	30.63%	0.27%	559	596
TOTAL OPERATING INCOME	146,048	144,654	163,195	149,925	149,925	125,418	149,925	192,741	28.56%	28.56%	100.00%	205,269	219,023
NET OPERATING INCOME	146,048	144,654	163,195	149,925	149,925	125,418	149,925	192,741	28.56%	28.56%	100.00%	205,269	219,023
Year on Year Increase		-0.95%	12.82%	3.64%	-8.13%		0.00%	28.56%				6.50%	6.70%

EXPENDITURE

Employee Related Costs - Salaries	72,094	81,353	95,827	110,854	109,576	71,373	108,930	120,867	10.30%	10.96%	68.71%	131,745	143,865
Employee Related Costs - Overtime	0	9,005	8,763	12,138	12,138	6,814	12,138	13,169	5.20%	5.20%	18.43%	14,091	15,106
Employee Related Costs - Social	19,132	23,264	26,890	30,921	30,822	20,343	30,822	32,425	9.13%	9.59%	1.18%	34,695	37,193
Sub-Total: Remuneration	91,226	113,622	131,480	153,912	152,535	98,530	151,890	166,461	-3.22%	21.62%	94.63%	180,530	196,163
R&M - External Contractors	4,307	2,973	2,247	2,024	2,143	1,057	1,705	2,074	-43.32%	-39.91%	0.23%	2,208	2,351
R&M - Internal Maintenance Teams	339	1,046	403	625	711	309	671	403	1.41%	4.25%	0.23%	439	480
Sub-Total: Repairs and Maintenance	4,646	4,018	2,650	2,649	2,854	1,366	2,376	2,477	-22.56%	-10.00%	0.65%	2,647	2,831
Contracted Services - Existing Contracts	0	76	817	1,542	1,477	721	1,270	1,143	-22.56%	-10.00%	0.65%	1,160	1,219
Sub-Total: Contracted Services	0	76	817	1,542	1,477	721	1,270	1,143	-22.56%	-10.00%	0.65%	1,160	1,219
General Expenses	5,599	6,490	5,587	5,064	5,304	3,175	4,624	5,098	3.87%	10.25%	2.90%	5,353	5,712
TOTAL OPERATING EXPENDITURE	101,471	124,207	140,534	163,167	162,170	103,792	160,161	175,179	8.02%	9.38%	99.59%	189,692	205,925
Internal Charges	3,529	4,533	4,571	5,371	5,371	2,908	5,371	721	-86.57%	-86.57%	0.41%	853	1,010
NET OPERATING EXPENDITURE	105,000	128,740	145,105	168,538	167,541	106,700	165,532	175,901	4.99%	6.26%	100.00%	190,544	206,935
Year on Year Increase		22.61%	12.71%	30.91%	15.46%		-1.20%	4.99%				8.33%	8.60%

OPERATING SURPLUS/(DEFICIT)	41,048	15,914	18,090	-18,613	-17,616	18,718	-15,607	16,840				14,725	12,088
NET OPERATING SURPLUS/(DEFICIT)	41,048	15,914	18,090	-18,613	-17,616	18,718	-15,607	16,840				14,725	12,088

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

RISK MANAGEMENT													
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
EXPENDITURE													
Employee Related Costs - Salaries	53	844	100	1,545	1,545	718	1,537	1,374	-11.05%	-10.57%	41.98%	1,498	1,636
Employee Related Costs - Social	0	4	0	168	168	4	168	88	-47.51%	-47.51%	2.69%	94	101
Sub-Total: Remuneration	54	848	100	1,713	1,713	721	1,704	1,462	-14.62%	-14.21%	44.67%	1,592	1,737
General Expenses	0	372	0	1,728	5,728	3	1,556	1,811	-68.38%	16.36%	55.33%	1,902	2,029
TOTAL OPERATING EXPENDITURE	54	1,219	100	3,441	7,441	724	3,261	3,273	-56.01%	0.38%	100.00%	3,494	3,766
NET OPERATING EXPENDITURE	54	1,219	100	3,441	7,441	724	3,261	3,273	-56.01%	0.38%	100.00%	3,494	3,766
Year on Year Increase		2178.38%	-91.77%	182.17%	7312.36%		-56.17%	-56.01%				6.73%	7.79%
OPERATING SURPLUS/(DEFICIT)	-54	-1,219	-100	-3,441	-7,441	-724	-3,261	-3,273				-3,494	-3,766
NET OPERATING SURPLUS/ (DEFICIT)	-54	-1,219	-100	-3,441	-7,441	-724	-3,261	-3,273				-3,494	-3,766

EKURHULENI METROPOLITAN MUNICIPALITY

DEPARTMENTAL BUDGETS

ROADS AND STORMWATER	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
R' Thousands													
INCOME													
Minor Income	864	823	824	1,168	1,168	557	1,093	906				965	1,030
Total: User Charges for Services	864	823	824	1,168	1,168	557	1,093	906				965	1,030
Rent of Facilities and Equipment - Other	193	193	193	197	197	99	248	212	7.85%	-14.18%	0.07%	230	249
Sub-total: Rent of Facilities and Equipment	193	193	193	197	197	99	248	212	7.85%	-14.18%	0.07%	230	249
Operating Grants & Subsidies - Other	112,854	0	1,885	2,008	123	1	122	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Operating Grants	112,854	0	1,885	2,008	123	1	122	0	-100.00%	-100.00%	0.00%	0	0
Capital Grants - Other	0	0	370	1,845	1,845	0	1,845	21,500	1065.52%	1065.52%	0.00%	26,500	26,500
Municipal Infrastructure Grant for Cities	0	118,659	155,349	141,000	141,000	111,392	141,000	170,406				263,214	300,967
Public Transport Infrastructure Grant	0	10,907	8,474	29,200	65,509	815	29,200	75,000				20,000	20,000
Community Care Centres	0	0	0	1,184	1,184	40	1,184	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Capital Grants	0	129,565	164,193	173,229	222,524	112,247	173,229	276,239				309,714	347,467
Essential Services	0	8,573	2,473	22,000	22,000	2,122	22,000	22,000				22,374	22,754
Other Sundry Income	8,467	125	616	206	206	22	206	151	-26.46%	-26.46%	0.05%	161	172
Sub-Total: Other Income	8,467	8,698	3,089	22,206	22,206	2,145	22,206	22,151	-0.25%	-0.25%	7.40%	22,535	22,926
TOTAL OPERATING INCOME	122,379	139,280	170,184	198,808	246,218	115,048	196,897	299,509	21.64%	52.11%	100.00%	333,444	371,672
Internal Recoveries	146,363	125,772	143,646	168,415	168,415	101,683	168,415	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	268,742	265,052	313,830	367,223	414,633	216,731	365,312	299,509	-27.77%	-18.01%	100.00%	333,444	371,672
Year on Year Increase		-1.37%	18.40%	38.55%	32.12%		-11.89%	-27.77%				11.33%	11.46%

EXPENDITURE

Employee Related Costs - Salaries	92,621	104,143	121,944	147,631	156,087	91,531	155,238	177,702	13.85%	14.47%	12.47%	193,695	211,515
Employee Related Costs - Overtime	0	2,902	3,969	3,885	3,885	3,271	3,885	4,216				4,511	4,835
Employee Related Costs - Social	21,182	24,440	28,430	34,386	33,415	21,227	33,415	36,590	9.50%	9.50%	2.57%	39,151	41,970
Employee Related Costs - Sal to Capital	0	0	-4,645	-19,688	-19,688	0	-19,688	-21,361	8.50%	8.50%	-1.50%	-22,856	-24,502
Employee Related Costs - Sal to R&M	0	0	0	0	0	0	0	-142,033	100.00%	100.00%	-9.97%	-154,816	-169,059
Sub-Total: Remuneration	113,803	131,485	149,700	166,215	173,699	116,029	172,851	55,113	-68.27%	-68.12%	3.87%	59,685	64,759
Depreciation - Existing Assets	161,700	798,570	962,923	820,169	820,169	546,779	820,169	927,902	13.14%	13.14%	65.13%	950,654	851,103
Sub-Total: Depreciation	161,700	798,570	962,923	820,169	820,169	546,779	820,169	927,902	13.14%	13.14%	65.13%	950,654	851,103
R&M - External Contractors	189,912	237,313	311,956	272,611	301,604	211,708	194,359	269,477	-10.65%	38.65%	18.92%	286,939	305,504
R&M - Internal Maintenance Teams	91,242	117,900	133,353	162,145	162,550	96,989	162,261	147,220	-9.43%	-9.27%	10.33%	160,470	175,233
Sub-Total: Repairs and Maintenance	281,154	355,213	445,309	434,755	464,154	308,697	356,620	416,697	-10.22%	16.85%	29.25%	447,409	480,737
Contracted Services - Existing Contracts	714	975	878	1,272	1,242	888	1,069	5,174	316.55%	384.15%	0.36%	5,252	5,515
Sub-Total: Contracted Services	714	975	878	1,272	1,242	888	1,069	5,174	316.55%	384.15%	0.36%	5,252	5,515
General Expenses	23,833	24,233	20,082	22,425	54,369	15,798	49,913	18,345	-66.26%	-63.25%	1.29%	19,263	20,553
TOTAL OPERATING EXPENDITURE	581,203	1,310,476	1,578,892	1,444,836	1,513,633	988,191	1,400,621	1,423,232	-5.97%	1.61%	99.90%	1,482,262	1,422,668
Internal Charges	114,373	108,245	100,990	136,301	136,301	74,487	136,301	1,365	-99.00%	-99.00%	0.10%	1,536	1,734
NET OPERATING EXPENDITURE	695,576	1,418,721	1,679,882	1,581,137	1,649,935	1,062,678	1,536,923	1,424,597	-13.66%	-7.31%	100.00%	1,483,798	1,424,402
Year on Year Increase		103.96%	18.41%	11.45%	-1.78%		-6.85%	-13.66%				4.16%	-4.00%
OPERATING SURPLUS/(DEFICIT)	-426,834	-1,153,669	-1,366,052	-1,213,915	-1,235,302	-845,947	-1,171,610	-1,125,088				-1,150,355	-1,052,730
Total Transfers to Cash-Backed Reserves	112,854	129,565	0	173,229	222,524	0	173,229	276,239				309,714	347,467
Total Transfers from Cash-Backed Reserves	0	0	0	520,751	520,751	347,167	520,751	567,213				486,182	405,152
NET OPERATING SURPLUS/(DEFICIT)	-539,688	-1,283,234	-1,366,052	-866,393	-937,075	-498,780	-824,088	-834,114				-973,886	-995,045

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

SRAC: ARTS AND CULTURE		DEPARTMENTAL BUDGETS												
FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F00	F00	F00	PROJECTED	F01	%	%	F02	F03
R' Thousands	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14	
INCOME														
Rent of Facilities and Equipment - Other	12	27	49	71	71	10	90	71	0.00%	-20.42%	51.83%	77	84	
Sub-total: Rent of Facilities and Equipment	12	27	49	71	71	10	90	71	0.00%	-20.42%	51.83%	77	84	
Operating Grants & Subsidies - Other	0	200	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	
Sub-Total: Operating Grants	0	200	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	
Other Sundry Income	20	142	161	66	66	63	66	66	0.00%	0.00%	48.17%	71	75	
Sub-Total: Other Income	20	142	161	66	66	63	66	66	0.00%	0.00%	48.17%	71	75	
TOTAL OPERATING INCOME	32	369	209	137	137	73	156	137	0.00%	-11.74%	100.00%	148	159	
NET OPERATING INCOME	32	369	209	137	137	73	156	137	0.00%	-11.74%	100.00%	148	159	
Year on Year Increase		1049.39%	-43.27%	-62.72%	-34.29%		13.30%	0.00%				7.36%	7.62%	

EXPENDITURE		DEPARTMENTAL BUDGETS												
FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F00	F00	F00	PROJECTED	F01	%	%	F02	F03
R' Thousands	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14	
Employee Related Costs - Salaries	8,727	9,299	10,445	11,222	11,018	7,498	10,956	12,274	11.40%	12.03%	70.95%	13,378	14,609	
Employee Related Costs - Overtime	0	713	610	736	736	388	736	799	6.14%	6.14%	16.18%	855	916	
Employee Related Costs - Social	1,786	2,090	2,333	2,678	2,637	1,683	2,637	2,798	6.14%	6.14%	16.18%	2,994	3,210	
Sub-Total: Remuneration	10,513	12,102	13,388	14,637	14,391	9,568	14,329	15,871	10.28%	10.76%	91.75%	17,227	18,735	
R&M - External Contractors	498	468	439	520	499	318	405	358	-28.33%	-11.63%	2.07%	381	406	
R&M - Internal Maintenance Teams	260	19	18	55	55	12	55	58	5.45%	5.45%	0.34%	63	69	
Sub-Total: Repairs and Maintenance	759	486	457	575	554	330	460	416	-24.98%	-9.59%	2.40%	444	475	
Contracted Services - Existing Contracts	39	24	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	
Sub-Total: Contracted Services	39	24	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	
Grants & Subsidies Paid - Social/Educational	46	48	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	
Sub-Total: Grants and Subsidies	46	48	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0	
General Expenses	5,790	6,731	4,606	947	933	383	853	840	-9.98%	-1.49%	4.86%	882	941	
TOTAL OPERATING EXPENDITURE	17,147	19,391	18,451	16,159	15,878	10,281	15,641	17,127	7.86%	9.50%	99.01%	18,554	20,151	
Internal Charges	267	534	824	1,703	1,703	498	1,703	172	-89.93%	-89.93%	0.99%	201	236	
NET OPERATING EXPENDITURE	17,414	19,926	19,275	17,862	17,582	10,779	17,345	17,298	-1.61%	-0.27%	100.00%	18,755	20,387	
Year on Year Increase		14.42%	-3.27%	-10.36%	-8.78%		-1.35%	-1.61%				8.42%	8.70%	

OPERATING SURPLUS/(DEFICIT)	-17,382	-19,557	-19,066	-17,725	-17,444	-10,706	-17,189	-17,161				-18,607	-20,228
NET OPERATING SURPLUS/(DEFICIT)	-17,382	-19,557	-19,066	-17,725	-17,444	-10,706	-17,189	-17,161				-18,607	-20,228

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

SRAC: LIBRARIES

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Minor Income	162	125	126	113	113	52	105	113				120	128
Total: User Charges for Services	162	125	126	113	113	52	105	113				120	128
Rent of Facilities and Equipment - Other	507	517	563	440	440	395	553	440	0.00%	-20.42%	16.49%	476	516
Sub-total: Rent of Facilities and Equipment	507	517	563	440	440	395	553	440	0.00%	-20.42%	16.49%	476	516
Other Fines	896	633	528	343	343	928	868	343	0.00%	-60.47%	12.87%	366	390
Sub-Total: Fines	896	633	528	343	343	928	868	343	0.00%	-60.47%	12.87%	366	390
Operating Grants & Subsidies - Other	2,562	3,710	1,620	1,720	2,220	528	2,195	900	-59.46%	0.00%	33.74%	997	997
Sub-Total: Operating Grants	2,562	3,710	1,620	1,720	2,220	528	2,195	900	-59.46%	0.00%	33.74%	997	997
Other Sundry Income	901	921	993	872	872	635	872	872	0.00%	0.00%	32.69%	929	991
Sub-Total: Other Income	901	921	993	872	872	635	872	872	0.00%	0.00%	32.69%	929	991
TOTAL OPERATING INCOME	5,028	5,905	3,830	3,487	3,988	2,538	4,594	2,667	-33.11%	-41.93%	100.00%	2,887	3,022
NET OPERATING INCOME	5,028	5,905	3,830	3,487	3,988	2,538	4,594	2,667	-33.11%	-41.93%	100.00%	2,887	3,022
Year on Year Increase		17.44%	-35.15%	-40.94%	4.13%		15.20%	-33.11%				8.22%	4.68%

EXPENDITURE

Employee Related Costs - Salaries	40,128	49,636	60,725	68,105	67,901	45,291	67,522	76,211	12.24%	12.87%	68.77%	83,070	90,712
Employee Related Costs - Overtime	0	890	3,384	3,470	3,470	3,571	3,470	3,764	9.28%	9.28%	18.25%	4,028	4,318
Employee Related Costs - Social	11,624	14,014	16,858	18,566	18,510	12,656	18,510	20,228	9.28%	9.28%	18.25%	21,644	23,203
Sub-Total: Remuneration	51,753	64,540	80,966	90,141	89,881	61,518	89,502	100,204	11.48%	11.96%	90.43%	108,742	118,233
R&M - External Contractors	1,974	2,350	2,542	2,280	2,421	1,373	2,057	1,981	-18.14%	-3.68%	1.79%	2,110	2,246
R&M - Internal Maintenance Teams	414	583	292	165	241	173	193	201	-16.67%	4.04%	0.18%	219	239
Sub-Total: Repairs and Maintenance	2,388	2,933	2,833	2,445	2,661	1,546	2,250	2,182	-18.01%	-3.02%	1.97%	2,328	2,485
Contracted Services - Existing Contracts	17	0	0	0	216	91	86	320	47.97%	270.96%	0.29%	325	341
Sub-Total: Contracted Services	17	0	0	0	216	91	86	320	47.97%	270.96%	0.29%	325	341
General Expenses	9,899	8,480	6,584	6,295	8,341	4,354	7,086	5,740	-31.18%	-18.99%	5.18%	6,027	6,431
Grants Expenditure	0	0	0	0	0	0	0	900	100.00%	100.00%	0.81%	997	997
TOTAL OPERATING EXPENDITURE	64,057	75,953	90,384	98,881	101,099	67,510	98,324	109,345	8.16%	10.53%	98.67%	118,419	128,487
Internal Charges	2,728	4,847	5,702	6,401	6,401	4,325	6,401	1,469	-77.05%	-77.05%	1.33%	1,719	2,016
NET OPERATING EXPENDITURE	66,784	80,800	96,085	105,282	107,500	71,835	105,325	110,814	3.08%	5.21%	100.00%	120,138	130,503
Year on Year Increase		20.99%	18.92%	30.30%	11.88%		-2.02%	3.08%				8.41%	8.63%
OPERATING SURPLUS/(DEFICIT)	-61,757	-74,895	-92,256	-101,794	-103,512	-69,297	-100,731	-108,147				-117,251	-127,481
NET OPERATING SURPLUS/(DEFICIT)	-61,757	-74,895	-92,256	-101,794	-103,512	-69,297	-100,731	-108,147				-117,251	-127,481

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY		DEPARTMENTAL BUDGETS												
SRAC: SPORT AND RECREATION		F-03	F-02	F-01	F00	F00	F00	F00	PROJECTED	F01	%	%	F02	F03
FINANCIAL PERIOD		2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14
R' Thousands														
INCOME														
Rent of Facilities and Equipment - Other		6,446	4,122	5,142	5,325	5,325	3,191	6,691	5,325	0.00%	-20.42%	6.80%	5,759	6,247
Sub-total: Rent of Facilities and Equipment		6,446	4,122	5,142	5,325	5,325	3,191	6,691	5,325	0.00%	-20.42%	6.80%	5,759	6,247
Licenses & Permits		16	4	0	0	0	0	0	0				0	0
Operating Grants & Subsidies - Other		22,948	570	605	0	0	0	0	0				0	0
Sub-Total: Operating Grants		22,948	570	605	0	0	0	0	0				0	0
Municipal Infrastructure Grant for Cities		0	53,021	37,946	20,000	20,000	17,146	20,000	66,400				50,500	90,400
Community Care Centres		0	0	2,322	9,300	9,300	83	9,300	6,500				7,000	7,000
Sub-Total: Capital Grants		0	53,021	40,268	29,300	29,300	17,228	29,300	72,900				57,500	97,400
Other Sundry Income		270	626	1,418	50	50	36	50	50	0.00%	0.00%	0.06%	53	57
Sub-Total: Other Income		270	626	1,418	50	50	36	50	50	0.00%	0.00%	0.06%	53	57
TOTAL OPERATING INCOME		29,680	58,343	47,432	34,675	34,675	20,456	36,041	78,275	125.74%	117.18%	100.00%	63,313	103,704
Internal Recoveries		1,523	1,169	2,356	1,517	1,517	876	1,517	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME		31,203	59,512	49,789	36,192	36,192	21,332	37,559	78,275	116.28%	108.41%	100.00%	63,313	103,704
Year on Year Increase			90.73%	-16.34%	-39.19%	-27.31%		3.78%	116.28%				-19.12%	63.80%

EXPENDITURE		F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00	F00
EXPENDITURE		ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14			
Employee Related Costs - Salaries		148,007	150,610	93,422	149,759	165,810	10.09%	10.72%	44.18%	180,733	197,360			
Employee Related Costs - Overtime		9,939	9,939	8,106	9,939	10,784				11,539	12,370			
Employee Related Costs - Social		37,837	37,427	24,213	37,427	40,470	8.13%	8.13%	10.78%	43,303	46,421			
Employee Related Costs - Sal to Capital		-3,871	-3,871	0	-3,871	-4,200	8.50%	8.50%	-1.12%	-4,494	-4,818			
Sub-Total: Remuneration		191,912	194,105	125,740	193,254	212,864	9.66%	10.15%	56.71%	231,081	251,333			
Depreciation - Existing Assets		26,752	26,752	17,835	26,752	103,698	287.63%	287.63%	27.63%	106,241	95,115			
Sub-Total: Depreciation		26,752	26,752	17,835	26,752	103,698	287.63%	287.63%	27.63%	106,241	95,115			
R&M - External Contractors		19,723	20,752	13,062	16,156	16,337	-21.28%	1.12%	4.35%	17,395	18,521			
R&M - Internal Maintenance Teams		1,366	1,467	770	1,401	1,710	16.59%	22.04%	0.46%	1,864	2,035			
Sub-Total: Repairs and Maintenance		21,089	22,219	13,833	17,557	18,047	-18.78%	2.79%	4.81%	19,259	20,556			
Contracted Services - Existing Contracts		0	274	104	236	238	-13.06%	1.04%	0.06%	242	254			
Sub-Total: Contracted Services		0	274	104	236	238	-13.06%	1.04%	0.06%	242	254			
General Expenses		9,732	12,447	6,941	11,785	30,862	147.94%	161.87%	8.22%	32,405	34,576			
TOTAL OPERATING EXPENDITURE		249,485	255,798	164,453	249,583	365,708	42.97%	46.53%	97.43%	389,227	401,834			
Internal Charges		100,392	100,392	55,272	100,392	9,639	-90.40%	-90.40%	2.57%	11,019	12,634			
NET OPERATING EXPENDITURE		349,877	356,190	219,724	349,976	375,347	5.38%	7.25%	100.00%	400,246	414,468			
Year on Year Increase			23.06%	-5.63%	-1.74%	5.38%				6.63%	3.55%			
OPERATING SURPLUS/(DEFICIT)		-244,652	-224,812	-313,661	-312,417	-297,072				-336,934	-310,764			
Total Transfers to Cash-Backed Reserves		22,755	55,103	0	29,300	72,900				57,500	97,400			
Total Transfers from Cash-Backed Reserves		0	0	16,986	16,986	11,324	-100.00%	-100.00%	0.00%	0	0			
NET OPERATING SURPLUS/(DEFICIT)		-267,408	-279,914	-327,661	-324,732	-369,972				-394,434	-408,164			

EKURHULENI METROPOLITAN MUNICIPALITY

DEPARTMENTAL BUDGETS

SRAC: SPECIAL PROJECTS	DEPARTMENTAL BUDGETS												
FINANCIAL PERIOD	F-03	F-02	F-01	F00	F00	F00	F00	F00	F01	F02	F03		
R' Thousands	2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	PROJECTED	2010/11	2011/12	B to B	P to B	%	
INCOME												Of Total	
Other Sundry Income	18	20	120	0	0	-17	0	0	0	0.00%	0.00%	100.00%	
Sub-Total: Other Income	18	20	120	0	0	-17	0	0	0	0.00%	0.00%	100.00%	
TOTAL OPERATING INCOME	18	20	120	0	0	-17	0	0	0	0.00%	0.00%	100.00%	
NET OPERATING INCOME	18	20	120	0	0	-17	0	0	0	0.00%	0.00%	100.00%	
Year on Year Increase		12.93%	504.11%	-99.50%	-99.92%		0.00%	0.00%				7.00%	
													6.54%

EXPENDITURE	975	4,278	8,719	14,158	12,795	8,361	13,309	11,830	11,830	-7.54%	-11.11%	75.55%	
Employee Related Costs - Salaries	0	56	10,696	9,689	9,322	253	9,689	0	0	-100.00%	-100.00%	0.00%	
Employee Related Costs - Overtime	116	559	804	1,291	1,291	571	1,291	1,213	1,298	-6.05%	-6.05%	7.74%	
Employee Related Costs - Social	1,091	4,893	20,218	25,138	23,408	9,185	24,288	13,043	14,192	-44.28%	-46.30%	83.29%	
Sub-Total: Remuneration	0	21	0	18,737	18,737	12,491	18,737	0	0	-100.00%	-100.00%	0.00%	
Depreciation - Existing Assets	0	21	0	18,737	18,737	12,491	18,737	0	0	-100.00%	-100.00%	0.00%	
Sub-Total: Depreciation	74	158	145	38	28	0	23	0	0	-100.00%	-100.00%	0.00%	
R&M - External Contractors	74	158	145	38	28	0	23	0	0	-100.00%	-100.00%	0.00%	
Sub-Total: Repairs and Maintenance	7,506	40,694	36,749	2,821	7,826	3,561	2,903	2,617	2,748	-66.57%	-9.88%	16.71%	
General Expenses	8,670	45,767	57,112	46,734	49,999	25,238	45,952	15,660	16,940	-68.68%	-65.92%	100.00%	
TOTAL OPERATING EXPENDITURE	0	0	0	50	50	0	50	0	0	-100.00%	-100.00%	0.00%	
Internal Charges	8,670	45,767	57,112	46,784	50,049	25,238	46,002	15,660	16,940	-88.71%	-65.96%	100.00%	
NET OPERATING EXPENDITURE		427.85%	24.79%	2.22%	-12.37%		-8.09%	-68.71%	8.18%				
Year on Year Increase													8.64%

OPERATING SURPLUS/(DEFICIT)	-8,653	-45,747	-56,992	-46,784	-50,049	-25,254	-46,002	-15,659	-16,940				
Total Transfers from Cash-Backed Reserve	0	0	0	11,897	11,897	7,931	11,897	0	0	-100.00%	-100.00%	0.00%	
NET OPERATING SURPLUS/(DEFICIT)	-8,653	-45,747	-56,992	-34,887	-38,153	-17,323	-34,105	-15,659	-16,940				
													-18,404
													-18,404

DEPARTMENTAL BUDGETS

FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
INCOME													
Interest Earned - Outstanding Debtors	46,575	51,600	43,630	41,558	41,558	24,321	34,133	39,712	-4.44%	16.35%	3.36%	45,669	52,519
Sub-total: Penalties and Interest on Deb	46,575	51,600	43,630	41,558	41,558	24,321	34,133	39,712	-4.44%	16.35%	3.36%	45,669	52,519
Solid Waste Income	404,660	463,108	564,339	643,243	643,243	396,455	601,625	721,582				842,086	982,714
Sub-total: Solid Waste Sales	404,660	463,108	564,339	643,243	643,243	396,455	601,625	721,582				842,086	982,714
Total: User Charges for Services	404,660	463,108	564,339	643,243	643,243	396,455	601,625	721,582				842,086	982,714
Operating Grants & Subsidies - Other	12,431	0	0	0	0	0	0	0				0	0
Equitable Share	0	0	0	0	0	326,803	326,803	365,164	100.00%	0.00%	30.89%	406,090	432,885
Sub-Total: Operating Grants	12,431	0	0	0	0	326,803	326,803	365,164	100.00%	0.00%	30.89%	406,090	432,885
Municipal Infrastructure Grant for Cities	0	74,782	16,260	18,000	18,000	23	18,000	51,496				40,400	61,432
Sub-Total: Capital Grants	0	74,782	16,260	18,000	18,000	23	18,000	51,496				40,400	61,432
Carbon Credits	0	345	0	14,200	14,200	0	14,200	4,000				4,260	4,545
Other Sundry Income	96	43	127	385	385	18	385	0	-100.00%	-100.00%	0.00%	0	0
Sub-Total: Other Income	96	388	127	14,585	14,585	18	14,585	4,000	-72.57%	-72.57%	0.34%	4,260	4,545
TOTAL OPERATING INCOME	463,764	589,877	624,357	717,386	1,044,189	747,620	995,146	1,181,954	13.19%	18.77%	100.00%	1,338,504	1,534,096
Internal Recoveries	60,699	47,415	58,876	49,953	49,953	40,211	49,953	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING INCOME	524,462	637,292	683,233	767,339	1,094,142	787,831	1,045,099	1,181,954	8.03%	13.09%	100.00%	1,338,504	1,534,096
Year on Year Increase		21.51%	7.21%	20.41%	60.14%	-4.48%	-4.48%	8.03%				13.25%	14.61%

EXPENDITURE	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Employee Related Costs - Salaries	131,107	181,497	157,930	183,768	227,133	21.16%	23.60%	23.10%	247,575	270,352
Employee Related Costs - Overtime	0	36,483	44,445	33,924	36,807				39,383	42,219
Employee Related Costs - Social	26,274	32,929	38,066	43,826	48,762	11.26%	11.26%	4.96%	52,176	55,933
Employee Related Costs - Sal to Capital	0	0	-425	-4,993	-5,418	8.50%	-0.55%	-0.55%	-5,797	-6,214
Sub-Total: Remuneration	157,381	209,665	240,016	254,965	307,514	18.04%	19.79%	31.25%	333,337	362,289
Bad Debts (Provision for Bad Debts)	28,705	54,573	49,854	63,896	67,049	4.93%	-13.61%	6.82%	77,089	89,140
Sub-Total: Bad Debt Provision	28,705	54,573	49,854	63,896	67,049	4.93%	-13.61%	6.82%	77,089	89,140
Depreciation - Existing Assets	12,600	21,997	27,118	28,684	17,028	-40.63%	-40.63%	1.73%	17,446	15,619
Sub-Total: Depreciation	12,600	21,997	27,118	28,684	17,028	-40.63%	-40.63%	1.73%	17,446	15,619
R&M - External Contractors	22,878	78,602	80,878	105,458	89,541	-9.19%	6.50%	9.11%	95,343	101,512
R&M - Internal Maintenance Teams	2,559	4,121	3,233	7,367	8,255	12.05%	12.05%	0.84%	8,998	9,826
Sub-Total: Repairs and Maintenance	25,437	82,723	84,111	112,825	97,796	-7.72%	6.94%	9.94%	104,341	111,338
Interest Expense - Current External Borr	21,679	27,001	26,096	0	40,192	100.00%	0.00%	4.09%	47,419	52,739
Sub-Total: Interest Expense	21,679	27,001	26,096	0	40,192	100.00%	0.00%	4.09%	47,419	52,739
Contracted Services - Existing Contracts	180,500	181,251	213,303	233,251	222,481	-3.70%	11.48%	22.62%	225,818	237,109
Sub-Total: Contracted Services	180,500	181,251	213,303	233,251	222,481	-3.70%	11.48%	22.62%	225,818	237,109
Grants & Subsidies Paid - Free Basic Ser	0	0	0	36,966	42,511				49,610	57,895
Sub-Total: Grants and Subsidies	0	0	0	36,966	42,511				49,610	57,895
General Expenses	40,476	78,564	74,903	89,032	77,933	-15.92%	-3.95%	7.61%	78,597	83,863
Sub-Total: Grants and Subsidies	40,476	78,564	74,903	89,032	77,933	-15.92%	-3.95%	7.61%	78,597	83,863
TOTAL OPERATING EXPENDITURE	466,779	655,774	715,401	851,972	869,195	2.02%	13.07%	88.39%	933,658	1,009,992
Internal Charges	75,112	63,293	81,516	75,733	114,197	50.79%	50.79%	11.61%	129,403	146,778
NET OPERATING EXPENDITURE	541,890	719,017	796,918	927,705	983,393	6.00%	16.45%	100.00%	1,063,060	1,156,770
Year on Year Increase		32.69%	10.83%	23.75%	16.41%	-8.97%	6.00%		8.10%	8.82%

OPERATING SURPLUS/(DEFICIT)	F00 ORG BUDGET	F00 ADJ BUDGET	F00 YEAR TO DATE	PROJECTED 2010/11	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
OPERATING SURPLUS/(DEFICIT)	-17,428	-81,725	-113,684	200,631	198,561				275,444	377,326
Total Transfers to Cash-Backed Reserves	12,431	74,782	0	18,000	51,496				40,400	61,432
Total Transfers from Cash-Backed Reser	0	0	0	18,212	0	-100.00%	-100.00%	0.00%	0	0
NET OPERATING SURPLUS/(DEFICIT)	-29,860	-156,507	-113,684	200,843	147,065				235,044	315,894

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

WATER AND SANITATION		F-03	F-02	F-01	F00	F00	F00	F00	F00	PROJECTED	F01	%	%	F02	F03	
FINANCIAL PERIOD		2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14		
R' Thousands																
INCOME																
Interest Earned - Outstanding Debtors		254,613	180,137	160,198	183,051	183,051	93,151	150,346	154,500	-15.60%	2.76%	3.52%	177,675	204,326		
Sub-total: Penalties and Interest on Debts		254,613	180,137	160,198	183,051	183,051	93,151	150,346	154,500	-15.60%	2.76%	3.52%	177,675	204,326		
Sanitation Income		505,761	458,599	454,099	655,084	838,547	564,188	838,247	997,937				1,164,591	1,359,076		
Less: Income foregone		0	0	0	173,308	173,308	117,511	173,193	199,172				232,434	271,250		
Sub-total: Net Sanitation Sales		505,761	458,599	454,099	481,776	665,238	446,677	665,054	798,765				932,157	1,087,826		
Water Sales		1,294,621	1,180,942	1,414,368	2,517,725	2,334,280	1,461,784	2,064,431	2,499,829				2,754,812	3,041,312		
Less: Income foregone		0	0	0	227,391	227,391	161,100	227,239	256,553				282,721	312,125		
Sub-total: Net Water Sales		1,294,621	1,180,942	1,414,368	2,290,334	2,106,890	1,300,684	1,837,192	2,243,276				2,472,090	2,729,188		
Total: User Charges for Services		1,800,383	1,639,541	1,868,466	2,772,110	2,772,128	1,747,361	2,502,246	3,042,041				3,404,248	3,817,014		
Disconnection Fees		-32	-30	8	5	5	7	13	5			0.00%	5	6		
Sub-Total: Fines		-32	-30	8	5	5	7	13	5	0.00%	-60.47%	0.00%	5	6		
Operating Grants & Subsidies - Other		29,630	10,414	14,789	0	2,471	0	0	0				0	0		
Equitable Share		0	0	0	0	645,976	645,976	645,976	721,802	100.00%	0.00%	16.44%	802,697	855,663		
Sub-Total: Operating Grants		29,630	10,414	14,789	0	648,447	645,976	645,976	771,802	100.00%	0.00%	17.57%	802,697	855,663		
Capital Grants - Other		0	0	9,119	961	0	0	961	0	#DIV/0!	-100.00%	0.00%	0	0		
Municipal Infrastructure Grant for Cities		0	17,053	7,519	68,750	68,750	4,988	68,750	421,525				558,776	495,588		
Community Care Centres		0	0	0	583	583	0	583	583	0.00%	0.00%	0.00%	0	0		
Sub-Total: Capital Grants		0	17,053	16,638	70,294	69,333	4,988	70,294	422,107				558,776	495,588		
Essential Services		0	654	134	2,121	2,121	559	2,121	1,200				1,220	1,241		
Other Sundry Income		446	68	31	25	25	46	25	16	-35.57%	-43.34%	0.03%	17	19		
Sub-Total: Other Income		446	721	165	2,147	2,147	605	2,147	1,216	-43.34%	-43.34%	0.03%	1,238	1,260		
TOTAL OPERATING INCOME		2,085,039	1,847,836	2,060,264	3,027,606	3,675,110	2,492,087	3,371,020	4,391,672	19.50%	30.28%	100.00%	4,944,638	5,373,857		
Internal Recoveries		25,212	210,712	229,562	257,039	257,039	153,591	257,039	0	-100.00%	-100.00%	0.00%	0	0		
NET OPERATING INCOME		2,110,251	2,058,549	2,289,826	3,284,645	3,932,149	2,645,678	3,628,059	4,391,672	11.69%	21.05%	100.00%	4,944,638	5,373,857		
Year on Year Increase			-2.45%	11.23%	59.56%	71.72%	-7.73%	-7.73%	11.69%				12.59%	8.68%		

DEPARTMENTAL BUDGETS

EKURHULENI METROPOLITAN MUNICIPALITY

WATER AND SANITATION		F-03	F-02	F-01	F00	F00	F00	F00	F00	F00	F01	PROJECTED	F01	%	%	F02	F03	
FINANCIAL PERIOD		2007/08	2008/09	2009/10	ORG BUDGET	ADJ BUDGET	YEAR TO DATE	2010/11	2011/12	B to B	P to B	Of Total	2012/13	2013/14				
R' Thousands																		
EXPENDITURE																		
Employee Related Costs - Salaries		127,806	137,386	156,608	181,521	183,513	115,857	182,442	212,926	16.03%	16.71%	232,090	253,442	5.91%				
Employee Related Costs - Overtime		0	19,284	22,989	18,577	18,577	15,565	18,577	20,157			21,568	23,120					
Employee Related Costs - Social		26,959	32,160	36,248	42,320	41,532	27,230	41,532	47,628	14.68%	14.68%	50,962	54,632	1.32%				
Employee Related Costs - Sal to Capital		0	0	-3,730	-4,572	-4,572	0	-4,572	-4,960	8.50%	8.50%	-5,307	-5,689	-0.14%				
Employee Related Costs - Sal to R&M		0	0	0	0	0	0	0	-2,18,175	100.00%	100.00%	-237,811	-259,689	-6.08%				
Sub-Total: Remuneration		154,765	188,830	212,115	237,847	239,051	158,653	237,980	275,556	-75.91%	-75.81%	61,501	65,815	1.60%				
Bad Debts (Provision for Bad Debts)		160,624	446,623	278,971	357,544	357,544	229,376	434,311	375,556	5.04%	-13.53%	431,796	499,296	10.43%				
Sub-Total: Bad Debt Provision		160,624	446,623	278,971	357,544	357,544	229,376	434,311	375,556	5.04%	-13.53%	431,796	499,296	10.43%				
Depreciation - Existing Assets		33,600	212,640	201,807	210,591	210,591	140,394	210,591	215,542	2.35%	2.35%	220,827	197,702	5.98%				
Sub-Total: Depreciation		33,600	212,640	201,807	210,591	210,591	140,394	210,591	215,542	2.35%	2.35%	220,827	197,702	5.98%				
R&M - External Contractors		96,757	142,491	102,199	87,056	87,123	57,244	70,616	114,068	30.93%	61.53%	121,460	129,318	3.17%				
R&M - Water Maintenance Levy		50,928	37,619	43,994	53,759	53,759	23,747	43,597	57,256			63,096	69,658					
R&M - Internal Maintenance Teams		2,816	167,420	185,044	205,422	205,644	134,191	205,574	222,809	8.35%	8.38%	242,861	265,205	6.18%				
Sub-Total: Repairs and Maintenance		150,501	347,529	331,237	346,237	346,526	215,182	319,786	394,133	13.74%	23.25%	427,417	464,181	10.94%				
Interest Expense - Current External Borrowings		0	0	0	0	0	0	0	39,202	100.00%	0.00%	46,252	51,441	1.09%				
Sub-Total: Interest Expense		0	0	0	0	0	0	0	39,202	100.00%	0.00%	46,252	51,441	1.09%				
Bulk Purchases - Water		976,312	1,069,703	1,128,745	1,435,954	1,435,954	907,656	1,435,954	1,572,840			1,733,270	1,913,530					
Bulk Purchases - Sewer purification		186,927	209,382	265,870	330,941	330,941	220,627	330,941	395,585			473,515	566,797					
Sub-Total: Bulk Purchases		1,163,239	1,279,086	1,394,615	1,766,895	1,766,820	1,128,284	1,766,895	1,968,425			2,206,785	2,480,328					
Contracted Services - Existing Contracts		37,745	59,386	49,326	57,151	57,151	29,039	49,171	85,199	49.08%	73.27%	86,477	90,801	2.37%				
Sub-Total: Contracted Services		37,745	59,386	49,326	57,151	57,151	29,039	49,171	85,199	49.08%	73.27%	86,477	90,801	2.37%				
Grants & Subsidies Paid - Social/Educational		8,462	4,849	0	0	0	0	0	0			0	0					
Grants & Subsidies Paid - Free Basic School Feeding		0	0	0	23,472	23,472	0	23,472	26,713			30,423	34,701					
Sub-Total: Grants and Subsidies		8,462	4,849	0	23,472	23,472	0	23,472	26,713			30,423	34,701	0.74%				
General Expenses		33,041	28,892	33,412	22,273	23,981	11,745	20,067	121,785	407.84%	506.88%	127,875	136,442	3.38%				
TOTAL OPERATING EXPENDITURE		1,741,977	2,567,835	2,501,482	3,022,011	3,060,331	1,912,672	3,062,274	3,334,132	8.95%	8.88%	3,639,353	4,020,708	92.55%				
Internal Charges		20,934	19,664	27,846	32,421	32,421	15,657	32,421	268,310	727.59%	727.59%	308,608	354,945	7.45%				
NET OPERATING EXPENDITURE		1,762,911	2,587,500	2,529,328	3,054,431	3,092,751	1,928,330	3,094,695	3,602,442	16.48%	16.41%	3,947,962	4,375,652	100.00%				
Year on Year Increase			46.77%	-2.25%	18.05%	22.28%		0.06%	16.48%					9.59%				
OPERATING SURPLUS/(DEFICIT)																		
Total Transfers to Cash-Backed Reserves		347,339	-528,951	-239,502	230,214	839,398	717,348	533,364	789,230			996,677	998,204					
Total Transfers from Cash-Backed Reserves		8,662	17,053	0	70,294	69,333	0	70,294	422,107			558,776	495,588					
NET OPERATING SURPLUS/(DEFICIT)		338,677	-546,004	-239,502	293,631	903,776	806,489	596,782	509,514			559,950	604,324					

CAPITAL BUDGET PER CCA PER WARD

Table 82: Capital Budget per CCA per Ward – 2011/12-2012/13

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Energy	Alberton Lighting	Alberton	37, 38, 94	USDG	600,000	USDG	500,000
Energy	Alberton Revenue enhancement	Alberton	37, 38, 94	USDG	1,000,000	USDG	1,000,000
Energy	Alberton Network enhancement	Alberton	37, 38, 94	Municipal Bonds	500,000	Municipal Bonds	1,250,000
Energy	Alberton Substations	Alberton	37, 38, 94	Municipal Bonds	-	Municipal Bonds	900,000
Environmental Resources Management - Parks & Cemeteries	Alberton Dam	Alberton	36	USDG	-	USDG	400,000
Environmental Resources Management - Parks & Cemeteries	Develop: Kromvlei Cemetery - phase 2	Alberton	38	USDG	2,000,000	USDG	1,000,000
Finance - Facilities Management	Alberton : Motorization of the lift system	Alberton	37	Revenue	300,000	Revenue	
Housing	Zwartkopjes Farm	Alberton	53	USDG	-	USDG	1,000,000
Internal Audit	Upgrade of Office building	Alberton	37	Municipal Bonds	25,000	Municipal Bonds	150,000
Public Transport	Du Plessis Taxi Rank	Alberton	37	Municipal Bonds	50,000	Municipal Bonds	
Roads and Stormwater	St Austell Stormwater Drainage	Alberton	37	Municipal Bonds	750,000	Municipal Bonds	
Roads and Stormwater	New Market Park Stormwater Drainage	Alberton	38	Municipal Bonds	1,000,000	Municipal Bonds	
Roads and Stormwater	Raceview Stormwater Drainage	Alberton	38	Municipal Bonds	750,000	Municipal Bonds	
Roads and Stormwater	Alberton sidewalks	Alberton	37,38,53	Municipal Bonds	600,000	Municipal Bonds	650,000
Waste Management	Renewal of Transfer Station in Alberton	Alberton	37	Municipal Bonds	9,800,000	Municipal Bonds	2,000,000
Water & Sanitation	Alberton: Re-line water supply Delphinium str	Alberton	38	Municipal Bonds	200,000	Municipal Bonds	
Water & Sanitation	Alberton: Replace gal water connections	Alberton	37,38,94	USDG	1,000,000	USDG	1,000,000
Water & Sanitation	Edenpark West & X 1 (858)Essential Services	Alberton	53,57	USDG	12,090,000	USDG	
Energy	Benoni Lighting	Benoni	24, 27, 28, 29, 30, 71, 73	USDG	600,000	USDG	500,000
Energy	Benoni Revenue enhancement	Benoni	24, 27, 28, 29, 30, 71, 73	USDG	1,000,000	USDG	1,000,000
Energy	Benoni Network enhancement	Benoni	24, 27, 28, 29, 30, 71, 73	Municipal Bonds	2,500,000	Municipal Bonds	2,500,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Energy	Benoni Substations	Benoni	24, 27, 28, 29, 30, 71, 73	Municipal Bonds	1,300,000	Municipal Bonds	900,000
Environmental Resources Management - Parks & Cemeteries	Develop Korsmans Bird Sanctuary Regional Park	Benoni	27	Municipal Bonds	500,000	USDG	1,000,000
Environmental Resources Management - Parks & Cemeteries	Develop: Bunny Park	Benoni	27	USDG	1,000,000	USDG	1,000,000
Finance - Facilities Management	Modernisation Replacement of Lifts in the BENONI CIVIC CENTRE	Benoni	29	Municipal Bonds	3,200,000	Municipal Bonds	
Health & Social Development	NEW CLINIC CHIEF A LUTHULI EXTENSION WARD 24 LEVEL 2	Benoni	24	USDG	-	USDG	3,000,000
Public Transport	Provide Dunsward station modal transfer facility	Benoni	29	Other National Grants	3,200,000	Other National Grants	
Roads and Stormwater	Construct Flamboyant st west,Goedeburg	Benoni	24	Municipal Bonds	1,000,000	Municipal Bonds	-
Roads and Stormwater	East Puffontein, Upgr of First Road	Benoni	24	USDG	1,000,000	USDG	5,000,000
Roads and Stormwater	Construct Section K86 (Single Carriageway)	Benoni	24	Municipal Bonds	2,000,000	Municipal Bonds	-
Roads and Stormwater	East: Construction of Stormwater Outfall Sandpan Areas	Benoni	27	USDG	1,000,000	USDG	10,000,000
Roads and Stormwater	East:Benoni,Const of S W Outfall Rynflid	Benoni	27	Municipal Bonds	1,000,000	USDG	4,000,000
Roads and Stormwater	Pretoria Road Upgrading	Benoni	27	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	Upgrade of O'Reilley Merry Street	Benoni	27	Municipal Bonds	1,000,000	USDG	3,000,000
Roads and Stormwater	Styx Road Improvements	Benoni	29	Municipal Bonds	500,000	Municipal Bonds	-
Roads and Stormwater	Khama Road Wattville Construction	Benoni	30	USDG	500,000	USDG	-
Roads and Stormwater	East: Wattville, Leachville and Kingsway Roads & Stormwater	Benoni	30	USDG	5,200,000	USDG	
Roads and Stormwater	Constr. Of Small Holding Roads	Benoni	24,25,27,31	Municipal Bonds	5,000,000	USDG	4,222,000
Roads and Stormwater	East, Construction of K86	Benoni	27,71	Municipal Bonds	1,000,000	Municipal Bonds	5,000,000
SRAC: Arts & Culture	OR Tambo Precinct and surrounding development (2010 projects as Mayoral decision)	Benoni	30	Municipal Bonds	20,000,000	Municipal Bonds	20,200,000
SRAC: Sport & Recreation	Rehabilitation of Wattville stadium	Benoni	30	USDG	2,500,000	USDG	3,000,000
Water & Sanitation	Ne District: Emergency Equipment At P/S	Benoni	23	Revenue	800,000	Revenue	300,000
Water & Sanitation	Chief Albert Luthuli 6 bulk/link contributions	Benoni	24	USDG	3,100,900	USDG	41,090,000
Water & Sanitation	Benoni: Extension of Rynfield w&s network	Benoni	27	USDG	6,000,000	USDG	12,000,000
Water & Sanitation	Apex land (R/1151R Ptns 46 & 163 1000) E/Serv	Benoni	30	USDG	200,000	USDG	2,650,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/12	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Water & Sanitation	Wattville erf 3130 Essential services	Benoni	30	USDG	1,000,000	USDG	10,400,000
Water & Sanitation	BENONI: APEX NEW OUTFALL SEWER	Benoni	73	USDG		USDG	200,000
Water & Sanitation	Benoni East: Extend Sewers	Benoni	23,24,27	USDG	200,000	USDG	100,000
Water & Sanitation	Benoni North: Extend Sewers	Benoni	23,24,27	USDG	200,000	USDG	1,800,000
Water & Sanitation	Benoni North: Extend Water	Benoni	23,24,27	USDG		USDG	700,000
Water & Sanitation	Upgrading of Benoni S/P	Benoni	24,27	USDG	12,000,000	USDG	23,000,000
Water & Sanitation	Benoni: Relining of Lakeside Mall	Benoni	28, 73	Municipal Bonds	7,000,000	Municipal Bonds	500,000
Water & Sanitation	Phasing out of Dunswart pumpst C/F	Benoni	28,29	USDG	19,000,000	USDG	1,500,000
Water & Sanitation	Benoni South: Upgrade Sewers	Benoni	28,29,30,73	USDG	100,000	USDG	200,000
Water & Sanitation	Benoni South: Water Upgrades	Benoni	28,29,30,73	USDG	200,000	USDG	200,000
Water & Sanitation	Benoni East: Augment water	Benoni	28,73	USDG	200,000	USDG	100,000
Energy	Boksburg Lighting	Boksburg	22, 23, 32, 33, 34, 92	USDG	600,000	USDG	500,000
Energy	Boksburg Revenue enhancement	Boksburg	22, 23, 32, 33, 34, 92	USDG	1,000,000	USDG	1,000,000
Energy	Boksburg Network enhancement	Boksburg	22, 23, 32, 33, 34, 92	Municipal Bonds	2,500,000	Municipal Bonds	2,500,000
Energy	Boksburg Substations	Boksburg	22, 23, 32, 33, 34, 92	Municipal Bonds	500,000	Municipal Bonds	900,000
Environmental Resources Management	Construction of Environmental Development Corporate Offices	Boksburg	28	Municipal Bonds	1,000,000	Municipal Bonds	3,500,000
Environmental Resources Management	Rehabilitation of the Boksburg Lake	Boksburg	32	Municipal Bonds	1,500,000	Municipal Bonds	802,000
Environmental Resources Management	Rehabilitation: Degraded Wetlands/ Catchment	Boksburg	8,10,12,13	USDG	1,500,000	USDG	1,000,000
Environmental Resources Management - Parks & Cemeteries	Bokkie Park	Boksburg	32	USDG	500,000	USDG	1,000,000
Health & Social Development	New Reiger Park X5 Clinic	Boksburg	42	USDG	1,965,000	USDG	12,500,000
Housing	Rose Acres	Boksburg	21	USDG	-	USDG	400,000
Housing	Rehabilitated Land Angelo	Boksburg	33	USDG	-	USDG	700,000
Housing	Ulana Settlements (Balmoral Ext 4)	Boksburg	33	USDG	-	USDG	10,000,000
Housing	Balmoral Block	Boksburg	33	USDG	-	USDG	250,000
Housing	Rondebuilt Ptn 10 &17	Boksburg	43	USDG	-	USDG	300,000
Housing	Driefontein Ptn 339	Boksburg	93	USDG	-	USDG	200,000
Public Transport	Ramaphosa Taxi Rank	Boksburg	42	Municipal Bonds	1,500,000	Municipal Bonds	5,000,000
Roads and Stormwater	Ravenswood Rd Construction	Boksburg	22	USDG	-	USDG	200,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Roads and Stormwater	Silt & rubbish trap: Boksburg lake	Boksburg	32	Municipal Bonds	2,500,000	Municipal Bonds	1,500,000
Roads and Stormwater	South H/berg rd Const bridge R/park Rama	Boksburg	34	Municipal Bonds	-	USDG	1,420,000
Roads and Stormwater	Witfield SW System	Boksburg	92	Municipal Bonds	5,500,000	Municipal Bonds	5,500,000
Roads and Stormwater	Sidewalks General (Boksburg CCC)	Boksburg	22,32,33,34,42	Municipal Bonds	500,000	Municipal Bonds	550,000
SRAC: Arts & Culture	Chris Hani Museum	Boksburg	43	USDG	3,000,000	USDG	1,000,000
SRAC: Sport & Recreation	Rehabilitation of the Boksburg stadium	Boksburg	43	USDG		USDG	3,000,000
Water & Sanitation	Construct new water supply (Atlas Rd)	Boksburg	22	USDG	1,000,000	USDG	2,000,000
Water & Sanitation	Boksburg depot: Additions to standby quarters	Boksburg	32	USDG	200,000	USDG	200,000
Water & Sanitation	Upgrade training venue at Boksburg water depot	Boksburg	32	USDG	200,000	USDG	500,000
Water & Sanitation	Leeupoort bulk/link contributions	Boksburg	31,32,34,42	Municipal Bonds	17,642,500	USDG	53,500,000
Water & Sanitation	Leeupoort (Joe Slovo) essential services	Boksburg	31,32,34,42	USDG	2,697,500	USDG	43,545,000
Water & Sanitation	Lillianfont Outfall sewer (H281) count	Boksburg	33,93	USDG	2,000,000	USDG	500,000
Water & Sanitation	Reiger Park: Decommission sewer p/station	Boksburg	34,32	USDG	1,500,000	USDG	200,000
Water & Sanitation	Boksburg: Network Upgrade	Boksburg	Multi Wards	USDG	200,000	USDG	500,000
Energy	Brakpan Lighting	Brakpan	31, 74, 97	USDG	600,000	USDG	500,000
Energy	Brakpan Revenue enhancement	Brakpan	31, 74, 97	USDG	1,000,000	USDG	1,000,000
Energy	Brakpan Network enhancement	Brakpan	31, 74, 97	Municipal Bonds	2,500,000	Municipal Bonds	2,500,000
Energy	Brakpan Substations	Brakpan	31, 74, 97	Municipal Bonds	1,500,000	Municipal Bonds	900,000
Environmental Resources Management	Rehabilitation of the Brakpan Dam	Brakpan	73	Municipal Bonds	1,500,000	Municipal Bonds	800,000
Public Transport	Brakpan Station Taxi Rank	Brakpan	74	Municipal Bonds	50,000	Municipal Bonds	
Roads and Stormwater	Kingsway Leachville: Roads & SW	Brakpan	31	USDG	5,002,000	USDG	
Roads and Stormwater	East: Leachville Roads & Stormwater	Brakpan	31	USDG	3,000,000	USDG	6,000,000
Roads and Stormwater	East:Brakpan, Const of Fairhurson Road	Brakpan	74	Municipal Bonds	500,000	USDG	3,000,000
Roads and Stormwater	Sonneveld Stormwater Upgrading	Brakpan	74	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	Rehabilitate Dam Spillways	Brakpan	75	Municipal Bonds	500,000	Municipal Bonds	500,000
SRAC: Libraries	Construction:New Library: Brakpan	Brakpan	97	USDG		USDG	500,000
Waste Management	Cell and storm water - Rooikraal	Brakpan	31	USDG	19,296,000	USDG	5,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/12	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Waste Management	Development Weltevreden Waste Site	Brakpan	73	USDG	7,000,000	USDG	500,000
Water & Sanitation	Construct new r&p;pumpst: Dalpark X13	Brakpan	31	USDG	2,000,000	USDG	2,000,000
Water & Sanitation	Modderfontein 76 IR Ptn 7 E/rial SVC C F	Brakpan	71	USDG	16,850,000	USDG	-
Water & Sanitation	Brakpan: Upgrade feeder Rand Collieries	Brakpan	74	Municipal Bonds	1,500,000	Municipal Bonds	1,200,000
Water & Sanitation	Brakpan: Construct new r&p: Middelweg Rand Col	Brakpan	74	USDG	2,000,000	USDG	9,000,000
Water & Sanitation	Brakpan: New and upgrading supply pipework	Brakpan	74	USDG	2,000,000	USDG	1,000,000
Water & Sanitation	Ring Conn. Water Network in Brakpan CBD	Brakpan	75	USDG	500,000	USDG	1,000,000
Water & Sanitation	Brakpan: Upgrade water network in CBD area	Brakpan	97	USDG	1,000,000	USDG	3,000,000
Economic Development	Shared industrial Production Facilities in Tembisa & Thokoza	Corporate	5	Other Provincial Grants	3,850,000	Other Provincial Grants	
Economic Development	Industrial Parks & Community Agric Projects	Corporate	5, 45, 50	Municipal Bonds	5,500,000	Municipal Bonds	7,500,000
Economic Development	Upgrade to Economic Infrastructure	Corporate	All wards	Municipal Bonds	12,000,000	Municipal Bonds	11,000,000
Economic Development: Tourism	Tourism Route Development	Corporate	16, 17, 18, 19,56,57	Municipal Bonds	4,000,000	Municipal Bonds	4,000,000
Emer & Dis Management: Disaster Management	Refurbishment of DMC Premises / facilities	Corporate	8,16,38, 59,75,82	Municipal Bonds	300,000	Municipal Bonds	300,000
Emer & Dis Management: Emergency Services	Emergency Vehicle Navigation and Dispatching System	Corporate	All wards	Revenue	300,000	Revenue	300,000
EMPD	Upgrade all Repeater Sites Phase 1	Corporate	6, 17, 20, 21, 27, 32, 36, 41, 45, 71, 74, 75, 84, 88, 92, 94, 100	Municipal Bonds	500,000	Municipal Bonds	1,000,000
EMPD	Two way Radio Communication Equipment	Corporate	All wards	Municipal Bonds	5,738,200	Municipal Bonds	3,570,000
EMPD	Refurb of All Metro Fire Stations/House	Corporate	All wards	Municipal Bonds	1,450,000	Municipal Bonds	2,000,000
EMPD	Refurbishment All EMPD facilities	Corporate	All wards	Municipal Bonds	1,700,000	Municipal Bonds	2,000,000
EMPD	Installation and upgrading of Security Systems in EMM	Corporate	All wards	Municipal Bonds	5,000,000	Municipal Bonds	5,000,000
Energy	Corporate Lighting	Corporate	All wards	USDG	2,000,000	USDG	2,000,000
Energy	Corporate Revenue enhancement	Corporate	All wards	USDG	5,200,000	USDG	8,000,000
Energy	Corporate Energy efficiency	Corporate	All wards	Other National Grants	27,000,000	Other National Grants	-
Energy	Corporate Network enhancement	Corporate	All wards	USDG	9,000,000	USDG	9,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Energy	Corporate Vehicles	Corporate	All wards	Revenue	12,800,000	Revenue	13,000,000
Energy	Corporate Specialized equipment	Corporate	All wards	Revenue	2,500,000	Revenue	2,500,000
Energy	Corporate ICT equipment	Corporate	All wards	Revenue	1,000,000	Revenue	1,200,000
Energy	Corporate Office furniture	Corporate	All wards	Revenue	1,000,000	Revenue	1,067,000
Energy	Corporate other equipment	Corporate	All wards	Revenue	100,000	Revenue	100,969
Energy	Corporate Substations MIG	Corporate	All wards	USDG	24,742,700	USDG	40,158,000
Energy	Corporate Substations	Corporate	All wards	USDG	50,000,000	USDG	40,938,000
Energy	Corporate Electrification INEP	Corporate	All wards	INEP	100,000,000	INEP	30,000,000
Energy	Corporate Electrification	Corporate	All wards	USDG	59,311,490	USDG	65,915,791
Energy	Corporate Operational requirement	Corporate	Operational Equipment	Revenue	3,000,000	Revenue	3,875,000
Environmental Resources Management - Parks & Cemeteries	Develop: Cemeteries - Berms	Corporate	13,17,19,20,27	USDG	500,000	USDG	750,000
Environmental Resources Management - Parks & Cemeteries	Fencing ; Metro Parks Facilities: Phase 3	Corporate	15, 19, 20, 36, 38, 57	USDG		USDG	1,500,000
Environmental Resources Management - Parks & Cemeteries	Alarms: Metro Parks Facilities	Corporate	2, 17, 37, 40, 53, 60	Revenue	480,000	Revenue	120,000
Environmental Resources Management - Parks & Cemeteries	Development of Town Entrances	Corporate	36, 40, 51, 52, 60, 61, 82	USDG	500,000	USDG	1,000,000
Environmental Resources Management - Parks & Cemeteries	Develop: Cemeteries Muslim Section	Corporate	57, 64	USDG		USDG	1,000,000
Environmental Resources Management - Parks & Cemeteries	Playground Equipment	Corporate	All wards	Municipal Bonds	500,000	Revenue	1,000,000
Finance	Paving Open Spaces K/park & Alberton Stores	Corporate	37, 16	Revenue	530,000	Revenue	-
Finance	Renovate Paypoints	Corporate	All wards	Municipal Bonds	3,000,000	Municipal Bonds	3,000,000
Finance	Business Process Re-Engineering	Corporate	All wards	Municipal Bonds	15,000,000	Municipal Bonds	10,000,000
Finance	Revenue Enhancement Projects	Corporate	All wards	Municipal Bonds	130,000,000	Municipal Bonds	150,000,000
Finance	Implementation of Waste to Energy projects	Corporate	All wards	Municipal Bonds	10,000,000	Municipal Bonds	25,000,000
Finance	Procurement of Equipment to effect cut-offs	Corporate	All wards	Revenue	6,000,000	Revenue	3,000,000
Finance - Fleet Management	Buildings fleet MINGNT & MECH ENG	Corporate	All wards	Municipal Bonds	3,000,000	Municipal Bonds	3,000,000
Health & Social Development	Carports & Garages Clinics North	Corporate	1,2,3,4,5,6,7,8, 9,10,11,12,13,1 4,15,16,17,18,1 9,20,23,24,25,2 7,28,29	Revenue	250,000	USDG	200,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Health & Social Development	Improve Access Disabled at Clinics (North)	Corporate	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,23,24,25,27,28,29	Revenue	50,000	USDG	150,000
Health & Social Development	Security Upgrade Facilities (North)	Corporate	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,23,24,25,27,28,29	Revenue	250,000	USDG	300,000
Health & Social Development	Guard House Ablution Facilities North	Corporate	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,23,24,25,27,28,29	Revenue	200,000	USDG	300,000
Health & Social Development	Air Conditioners Clinics North	Corporate	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,23,24,25,27,28,29	Revenue	800,000	Revenue	500,000
Health & Social Development	Security Upgrade Facilities (South)	Corporate	34,39,40,54,58,64,44	Revenue	250,000	USDG	300,000
Health & Social Development	Guard House Ablution Facilities South	Corporate	34,40,62	Revenue	100,000	USDG	300,000
Health & Social Development	Carports & Garages Clinics South	Corporate	43,35,31,40	Revenue	250,000	USDG	200,000
Health & Social Development	Air Conditioners Clinics South	Corporate	62,40,93	Revenue	800,000	Revenue	500,000
Health & Social Development	Improve Access Disabled at Clinics (South)	Corporate	63,62,44	Revenue	50,000	USDG	150,000
Health & Social Development	Carports & Garages Clinics East	Corporate	72,75,76,77,78,79,80,81,31,7,3,74,82,83,85,88,84,86,87,68,69,70,71,26,65,66,67	Revenue	250,000	USDG	200,000
Health & Social Development	Improve Access Disabled at Clinics (East)	Corporate	72,75,76,77,78,79,80,81,31,7,3,74,82,83,85,88,84,86,87,68,69,70,71,26,65,66,67	Revenue	50,000	USDG	150,000
Health & Social Development	Security Upgrade Facilities (East)	Corporate	72,75,76,77,78,79,80,81,31,7,3,74,82,83,85,88,84,86,87,68,69,70,71,26,65,66,67	Revenue	250,000	USDG	300,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Health & Social Development	Guard House Ablution Facilities East	Corporate	72,75,76,77,78,79,80,81,31,7,3,74,82,83,85,88,84,86,87,68,69,70,71,26,65,66,67	Revenue	100,000	USDG	300,000
Health & Social Development	Air Conditioners Clinics East	Corporate	72,75,76,77,78,79,80,81,31,7,3,74,82,83,85,88,84,86,87,68,69,70,71,26,65,66,67	Revenue	800,000	Revenue	500,000
Health & Social Development	Care Centres (Social Development)	Corporate	82,87,77,59,9,6	Other Provincial Grants	18,000,000	Other Provincial Grants	39,000,000
Health & Social Development	Building - Youth Friendly Services	Corporate	All wards	USDG	3,000,000	USDG	1,000,000
Housing	Refurbishment of Rental Property	Corporate	57,53,37,36,39,20,79,21,32,34,32,33,29,28,75,73,88,84,76	Municipal Bonds	6,000,000	Municipal Bonds	8,000,000
ICT	Acquisition of Electronic document Management system	Corporate	All wards	Municipal Bonds	5,000,000	Municipal Bonds	10,000,000
ICT	Enterprise Architecture/ Business process management	Corporate	All wards	Municipal Bonds	20,000,000	Municipal Bonds	10,000,000
ICT	Development of IP Telephony and VOIP	Corporate	All wards	Municipal Bonds	680,000	Municipal Bonds	700,000
ICT	Fibre Backbone	Corporate	All wards	Municipal Bonds	39,440,000	Municipal Bonds	40,000,000
ICT	Infrastructure Hardware Servers	Corporate	All wards	Municipal Bonds	5,000,000	Municipal Bonds	2,500,000
ICT	IT Networks	Corporate	All wards	Municipal Bonds	3,800,000	Municipal Bonds	6,300,000
ICT	Second Phase Storage Area Network	Corporate	All wards	Municipal Bonds	2,500,000	Municipal Bonds	2,500,000
ICT	Service Provider Core Infrastructure	Corporate	All wards	Municipal Bonds	11,295,412	Municipal Bonds	11,300,000
ICT	Business Intelligence	Corporate	All wards	Municipal Bonds	-	Municipal Bonds	5,000,000
Public Transport	Integrated Rapid Public Transport Network(IRPTN)	Corporate	All wards	Other National Grants	71,800,000	Other National Grants	20,000,000
Public Transport - Licensing	Upgrading of all weighbridges in EMM	Corporate	All wards	Municipal Bonds	1,660,000	Municipal Bonds	1,660,000
Roads and Stormwater	Turnkey Roads (South)	Corporate	1-14	Municipal Bonds	5,500,000	USDG	14,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/13	Budget 2012/13
Roads and Stormwater	Turnkey Roads (East)	Corporate	1-14	Municipal Bonds	4,500,000	USDG	12,500,000
Roads and Stormwater	Turnkey Roads (North)	Corporate	1-14	USDG	5,500,000	USDG	15,000,000
Roads and Stormwater	Turnkey Stormwater (South)	Corporate	1-14	Municipal Bonds	1,000,000	Municipal Bonds	4,500,000
Roads and Stormwater	Turnkey Stormwater (East)	Corporate	1-14	Municipal Bonds	4,900,000	USDG	11,700,000
Roads and Stormwater	Turnkey Stormwater (North)	Corporate	1-14	Municipal Bonds	500,000	Municipal Bonds	4,500,000
Roads and Stormwater	Township Develop.Ext Services ex Contributions (North)	Corporate	1-25	Developer's contributions	14,500,000	Developer's contributions	15,500,000
Roads and Stormwater	Stormwater improvements (Minor) (North)	Corporate	1-25	Developer's contributions	2,000,000	Developer's contributions	2,000,000
Roads and Stormwater	Traffic Signals Upgrading (North)	Corporate	1-25	Municipal Bonds	500,000	Municipal Bonds	200,000
Roads and Stormwater	Pedestrian Management Impl. (North)	Corporate	1-25	Municipal Bonds	1,000,000	Municipal Bonds	1,000,000
Roads and Stormwater	Impl Traffic Signal Management System	Corporate	21,31-64	Municipal Bonds	1,000,000	USDG	1,000,000
Roads and Stormwater	South, Replacement of Traffic Signals with LED Heads	Corporate	21,31-64	Municipal Bonds	700,000	Municipal Bonds	1,000,000
Roads and Stormwater	Traffic Signal SARTSM Compliance	Corporate	21,31-64	Municipal Bonds	750,000	Municipal Bonds	1,300,000
Roads and Stormwater	Traffic Signals Southern Region	Corporate	21,31-64	Municipal Bonds	700,000	Municipal Bonds	1,500,000
Roads and Stormwater	South Traffic Signal Co ordination	Corporate	21,31-64	Municipal Bonds	700,000	USDG	800,000
Roads and Stormwater	Minor Works for Roads and Stormwater	Corporate	21,31-64	Municipal Bonds	600,000	Municipal Bonds	650,000
Roads and Stormwater	South:Sidewalks and Rd Reserve	Corporate	21,31-64	Municipal Bonds	300,000	Municipal Bonds	500,000
Roads and Stormwater	Traffic Calming South	Corporate	21,31-64	Municipal Bonds	1,000,000	Municipal Bonds	1,100,000
Roads and Stormwater	Sidewalks General	Corporate	21,31-64	Municipal Bonds	500,000	Municipal Bonds	650,000
Roads and Stormwater	Minor Extensions to Stormwater Germiston	Corporate	21,34-64	Municipal Bonds	600,000	USDG	700,000
Roads and Stormwater	East: Daveyton, Etwatwa, Slovo Park and Welgedacht Roads & Stormwater	Corporate	26,65-68,71	USDG	15,000,000	USDG	
Roads and Stormwater	Rehabilitate Roads in Eastern Region	Corporate	26,65-68,71	Municipal Bonds	1,000,000	Municipal Bonds	6,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Roads and Stormwater	Tertiary roads in the Eastern Region	Corporate	26,65-68,71	Municipal Bonds	1,000,000	Municipal Bonds	5,000,000
Roads and Stormwater	Contribution Township Development	Corporate	26-31, 65-88	Developer's contributions	1,000,000	Developer's contributions	1,000,000
Roads and Stormwater	East: Kwatsaduzza Roads & Stormwater	Corporate	31,77,78,79,81	USDG	15,000,000	USDG	
Roads and Stormwater	East: Implement Traffic Signals	Corporate	31,77,78,79,81-88	Municipal Bonds	500,000	Municipal Bonds	1,000,000
Roads and Stormwater	East, Replacement of Traffic Signals with LED Heads	Corporate	78,77,80,79,81, 83,82,85,84,87, 86,88,31,	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	East:Eastern Reg. Impl New Traffic Sign	Corporate	78,77,80,79,81, 83,82,85,84,87, 86,88,31,	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	Traffic Calming in the Eastern Region	Corporate	78,77,80,79,81, 83,82,85,84,87, 86,88,31,	Municipal Bonds	500,000	Municipal Bonds	800,000
Roads and Stormwater	East: Eastern Region, Upgr of Rds Depots	Corporate	78,77,80,79,81, 83,82,85,84,87, 86,88,31,	USDG	500,000	USDG	500,000
Roads and Stormwater	East:Eastern Reg,Upgr of Pav & Sidewalks	Corporate	78,77,80,79,81, 83,82,85,84,87, 86,88,31,	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	Traffic Signal SARTM Compliance: East	Corporate	78,77,80,79,81, 83,82,85,84,87, 86,88,31,	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	Minor Road Improvements: East	Corporate	78,77,80,79,81, 83,82,85,84,87, 86,88,31,	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	Township Develop:Ext Services ex Contributions	Corporate	9,20,21,31-38, 40-64	Developer's contributions	500,000	Developer's contributions	500,000
SRAC: Arts & Culture	Upgrade: Art Centres	Corporate	49,36,87,9, 30, 43	USDG	300,000	USDG	
SRAC: Arts & Culture	Upgrade: Construction of Memorial Sites	Corporate	All wards	USDG	1,800,000	USDG	1,000,000
SRAC: Libraries	Upgrade of Libraries	Corporate	6	Other Provincial Grants	500,000	Other Provincial Grants	
SRAC: Sport & Recreation	Rehabilitation of Swimming Pools	Corporate	28,29,38,43 71,73,88	USDG	7,500,000	USDG	6,500,000
Waste Management	Installation of the underground recycling bin system	Corporate	21,33,35	USDG	5,800,000	USDG	5,500,000
Waste Management	Facilities, Upgrade and construction of facilities	Corporate	34,33,42,38,37, 53,36,35,44,64, 46,47,45	USDG	3,000,000	USDG	3,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Waste Management	Upgrading of public offloading areas/recycling facilities	Corporate	67,72,75,76, 21,35,36,39,4 2,40,41,23,24 27,28,29,73, 74,44,47,46, 22,33,34,32	USDG	3,000,000	USDG	3,000,000
Waste Management	Development of the public offloading facilities/recycling	Corporate	7,59,77,69,84	USDG	3,000,000	USDG	4,000,000
Waste Management	Supply of recycling bins	Corporate	8, 17, 32, 35, 37, 73, 75, 89	Revenue	1,200,000	Revenue	1,500,000
Waste Management	Installation Gas Flares & Wells	Corporate	97,99,76,36	Municipal Bonds	5,000,000	Municipal Bonds	-
Water & Sanitation	Kempton Park: Augment Water	Corporate	24,25,100	USDG	300,000	USDG	500,000
Water & Sanitation	Installation of water meters in various towns	Corporate	Multi Wards	USDG	3,710,000	USDG	11,300,000
Water & Sanitation	Emergency services to inf. settlements	Corporate	Multi Wards	USDG	3,000,000	USDG	2,000,000
Water & Sanitation	Install comb meters Industrial areas	Corporate	Multi Wards	USDG	10,000,000	USDG	10,000,000
Water & Sanitation	Installation of water meters	Corporate	Multi Wards	USDG	5,000,000	USDG	6,000,000
Water & Sanitation	Replace isolating valves	Corporate	Multi Wards	USDG		USDG	500,000
Water & Sanitation	Automatic Meter Reading Projects AMR)	Corporate	Multi Wards	USDG	2,000,000	USDG	5,000,000
Water & Sanitation	Water and sewer refunds	Corporate	Multi Wards	USDG	1,500,000	USDG	2,000,000
Water & Sanitation	Water Demand Management Projects	Corporate	Multi Wards	USDG	8,023,000	USDG	7,500,000
Customer Relations Management	Daveyton Building Upgrade	Daveyton	70	Revenue	2,000,000	Revenue	-
EMPD	Construct of Precinct Station Etwatwa	Daveyton	68	USDG	7,800,000	USDG	
Energy	Daveyton Lighting	Daveyton	68, 69, 70, 96	USDG	1,500,000	USDG	900,000
Energy	Daveyton Network enhancement	Daveyton	68, 69, 70, 96	Municipal Bonds	500,000	Municipal Bonds	1,100,000
Energy	Daveyton Substations	Daveyton	68, 69, 70, 96	Municipal Bonds	-	Municipal Bonds	900,000
Health & Social Development	EXT & UPGRADE DAVEYTON EXT. CLINIC (Chris Hani / ZENZELE)Clinic	Daveyton	68	USDG	800,000	USDG	500,000
Public Transport	Daveyton Station Taxi Rank (C/F)	Daveyton	70	Municipal Bonds	12,000,000	Municipal Bonds	
Public Transport	Upgrade Daveyton CBD Taxi Rank	Daveyton	70	Municipal Bonds	9,100,000	Municipal Bonds	8,000,000
Roads and Stormwater	East:Chris Hani,Constir of Stormwater Sys	Daveyton	68	USDG	500,000	USDG	
Roads and Stormwater	East: Kheswa Stormwater Daveyton	Daveyton	69	USDG	1,000,000	USDG	6,000,000
Roads and Stormwater	East, Implementation of HOV lane between Daveyton and Benoni CBD	Daveyton	24,71	Municipal Bonds	500,000	USDG	3,000,000
Roads and Stormwater	Construct Daveyton CBD/N12 Interchange	Daveyton	71,73	Municipal Bonds	15,000,000	USDG	1,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Water & Sanitation	Daveyton: Rehabilitate 450dia steel pipe	Daveyton	68	USDG	3,500,000	USDG	200,000
Water & Sanitation	Relocate midblock water Daveyton (W55) C/F	Daveyton	68,69,70,71,96	USDG	5,000,000	USDG	5,000,000
Water & Sanitation	Daveyton: Network Upgrade	Daveyton	Multi Wards	USDG	200,000	USDG	500,000
Customer Relations Management	Duduza Building Upgrade	Duduza	98	Revenue	1,629,975	Revenue	-
Emer & Dis Management: Emergency Services	Const Fire Station/House Duduza	Duduza	87	USDG	10,000,000	USDG	15,000,000
Energy	Duduza Lighting	Duduza	87, 98	USDG	1,500,000	USDG	900,000
Public Transport	Bluegumview Taxi Rank	Duduza	86	Municipal Bonds	50,000	Municipal Bonds	1,500,000
SRAC: Arts & Culture	Construction & Development of Duduza Reconciliation Park	Duduza	87	USDG	1,200,000	USDG	2,000,000
SRAC: Sport & Recreation	Rehabilitation of Duduza stadium	Duduza	84	USDG	3,000,000	USDG	3,000,000
SRAC: Sport & Recreation	Construction of a new swimming pool in Duduza	Duduza	87	USDG		USDG	6,000,000
Water & Sanitation	Duduza Ext 4	Duduza	79	Municipal Bonds	-	Municipal Bonds	500,000
Water & Sanitation	Tsakane: Upgrade Xhosa water p station	Duduza	84	USDG	3,000,000	USDG	9,000,000
Water & Sanitation	Tsakane: New sewer p station Tsakane x 6 and 10	Duduza	86	USDG	2,000,000	USDG	8,000,000
Water & Sanitation	Tsakane: Provide water Tsakane x 6 and 10	Duduza	86	USDG	2,000,000	USDG	1,200,000
Water & Sanitation	Tsakane: Network Upgrade	Duduza	86	USDG	200,000	USDG	500,000
Water & Sanitation	Nigel: New Nigel SDA depot building	Duduza	87	USDG	400,000	USDG	1,000,000
Water & Sanitation	Nigel: Tsakane Duduza Water	Duduza	87, 88,98	USDG		USDG	100,000
Emer & Dis Management: Support	Refurbishment Community Safety HQ	Edenvale	20	Revenue	231,800	Municipal Bonds	
Energy	Edenvale Lighting	Edenvale	10, 11, 12, 18, 19, 20	USDG	600,000	USDG	500,000
Energy	Edenvale Revenue enhancement	Edenvale	10, 11, 12, 18, 19, 20	USDG	1,000,000	USDG	1,000,000
Energy	Edenvale Network enhancement	Edenvale	10, 11, 12, 18, 19, 20	Municipal Bonds	2,500,000	Municipal Bonds	2,500,000
Energy	Edenvale Substations	Edenvale	10, 11, 12, 18, 19, 20	Municipal Bonds	1,400,000	Municipal Bonds	900,000
Health & Social Development	New Phomolong (ITHERELENG)Clinic (North) Level 2	Edenvale	12	USDG	1,000,000	USDG	-
Health & Social Development	EXT & UPGRADE EDENVALE CLINIC	Edenvale	19	USDG	700,000	USDG	2,000,000
Housing	Klipfontein various portions	Edenvale	12	USDG	-	USDG	300,000
Roads and Stormwater	Buurendal SW Upgrade: Edenvale	Edenvale	18	Municipal Bonds	400,000	USDG	753,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Roads and Stormwater	Harmelia Dam System Implementation	Edenvale	18	Municipal Bonds	5,000,000	Municipal Bonds	5,000,000
Roads and Stormwater	Isandovale,Erosion Protection Impl (North)	Edenvale	18	Municipal Bonds	1,800,000	Municipal Bonds	
Roads and Stormwater	Bedfordview Stormwater Protection	Edenvale	20	USDG	1,500,000	USDG	5,700,000
Roads and Stormwater	Bedfordview, Geometric Rd Improvement	Edenvale	20	USDG	5,000,000	USDG	1,000,000
Roads and Stormwater	Eastleigh Spruit Channel	Edenvale	18,19	USDG	5,000,000	USDG	7,000,000
Roads and Stormwater	Geometric Road Improvements (North)	Edenvale	19,20	Developer's contributions	1,000,000	Developer's contributions	1,000,000
Water & Sanitation	Phomolong: Augment supply pipeline to Phomolong and Commercica	Edenvale	12	USDG	1,000,000	USDG	5,000,000
Water & Sanitation	Edenvale: Iliondale Outfall sewer	Edenvale	18	Municipal Bonds	12,000,000	Municipal Bonds	500,000
Water & Sanitation	Phomolong relocate mid-blocks	Edenvale	12, 13	USDG	500,000	USDG	1,500,000
Water & Sanitation	Bedford View bulk water upgrade	Edenvale	20, 36	USDG	2,000,000	USDG	2,000,000
Water & Sanitation	Bedfordview: Upgrade bulk s & water r.	Edenvale	20,36	Municipal Bonds	200,000	Municipal Bonds	-
Customer Relations Management	Etwatwa New Building (NDPG)	Etwatwa	66	Revenue	1,800,000	Revenue	
Energy	Etwatwa Lighting	Etwatwa	26, 65, 66	USDG	1,000,000	USDG	900,000
Energy	Etwatwa Network enhancement	Etwatwa	26, 65, 66	Municipal Bonds	500,000	Municipal Bonds	500,000
Environmental Resources Management	Development and Upgrading Community Environmental Education Centres	Etwatwa	67	Revenue	801,000	Municipal Bonds	1,000,000
Environmental Resources Management - Parks & Cemeteries	Develop: Blesbokspruit for tourism	Etwatwa	67	Municipal Bonds	600,000	USDG	1,500,000
Health & Social Development	Extension & Upgrade BARCELONA CLINIC	Etwatwa	26	USDG	800,000	USDG	8,000,000
Health & Social Development	EXT & UPGRADE EMAPHUPENI CLINIC	Etwatwa	65	USDG	8,500,000	USDG	250,000
Health & Social Development	EXT & UPGRADE JOY CLINIC	Etwatwa	67	USDG	1,200,000	USDG	7,658,000
Roads and Stormwater	East: Etwatwa Stormwater	Etwatwa	66,67	USDG	3,000,000	USDG	6,000,000
Water & Sanitation	Etwatwa X 34 Essential service special project	Etwatwa	26	Municipal Bonds	6,650,000	Municipal Bonds	
Water & Sanitation	Etwatwa Ext 36 Toilet Structures	Etwatwa	65	USDG	-	USDG	5,062,100
Water & Sanitation	Etwatwa Ext 35 Essential Services	Etwatwa	67	USDG	10,300,000	USDG	
Water & Sanitation	Water and Sewer Retic. Weigedacht	Etwatwa	67	USDG	5,500,000	USDG	5,000,000
Water & Sanitation	Daveyton: Booster Pump Knoppiesfontein Res	Etwatwa	65,66	USDG	1,500,000	USDG	1,000,000
Water & Sanitation	Upgrade Water Network C/F Etwatwa X19	Etwatwa	65,66	USDG	1,127,000	USDG	1,000,000
City Manager	Office Furniture	Furniture	Operational Equipment	Revenue	100,000	Revenue	100,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
City Planning	Office Furniture	Furniture	Operational Equipment	Revenue	300,000	Revenue	300,000
Communication	Office Furniture	Furniture	Operational Equipment	Revenue	70,000	Revenue	50,000
Corporate Legal	Furniture for the Banquet hall @the Chamber Germ.	Furniture	Operational Equipment	Revenue	400,000	Revenue	500,000
Corporate Legal	Springs Filing System	Furniture	Operational Equipment	Revenue	150,000	Revenue	150,000
Customer Relations Management	Office Furniture	Furniture	Operational Equipment	Revenue	350,000	Revenue	350,000
Economic Development	Office Furniture	Furniture	Operational Equipment	Revenue	30,000	Revenue	20,000
Economic Development: Fresh Produce Market	Office Furniture	Furniture	Operational Equipment	Revenue	10,000	Revenue	8,000
Emer & Dis Management: Disaster Management	Office Furniture: (DMC)	Furniture	Operational Equipment	Revenue	100,000	Revenue	100,000
Emer & Dis Management: Emergency Services	Office Furniture (EMS)	Furniture	Operational Equipment	Revenue	300,000	Revenue	250,000
EMPD	Office Furniture (EMPD)	Furniture	Operational Equipment	Revenue	40,000	Revenue	100,000
Environmental Resources Management	Office Furniture	Furniture	Operational Equipment	Revenue	140,000	Revenue	120,000
Environmental Resources Management	Office Furniture	Furniture	Operational Equipment	Revenue	200,000	Revenue	75,000
Environmental Resources Management - Parks & Cemeteries	Office furniture	Furniture	Operational Equipment	Revenue	250,000	Revenue	300,000
Finance	Office Furniture (CFO)	Furniture	Operational Equipment	Revenue	735,000	Revenue	740,000
Finance - Fleet Management	Furniture for new Fleet building	Furniture	Operational Equipment	Revenue	500,000	Revenue	500,000
Health & Social Development	Office Furniture	Furniture	Operational Equipment	Revenue	140,000	Revenue	200,000
Health & Social Development	Office Furniture (Family Health)	Furniture	Operational Equipment	Revenue	2,500,000	Revenue	1,500,000
Housing	Office Furniture	Furniture	Operational Equipment	Revenue	100,000	Revenue	-
Human Resources	Office Furniture	Furniture	Operational Equipment	Revenue	100,000	Revenue	200,000
ICT	Office Furniture	Furniture	Operational Equipment	Revenue	340,000	Revenue	340,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/13	Budget 2012/13
Institutional Strategy, M&E and Research: R&D	Office Furniture	Furniture	Operational Equipment	Revenue	20,000	Revenue	20,000
Internal Audit	Office Furniture	Furniture	Operational Equipment	Revenue	30,000	Revenue	30,000
Political Office	Office Furniture	Furniture	Operational Equipment	Revenue	712,700	Revenue	381,550
Public Transport - Licensing	Office Furniture (Licensing)	Furniture	Operational Equipment	Revenue	40,000	Revenue	40,000
SRAC: Arts & Culture	Furniture & Equipment: Arts & Culture	Furniture	Operational Equipment	Revenue	31,000	Revenue	3,000,000
SRAC: Libraries	Office Furniture	Furniture	Operational Equipment	Revenue	50,000	Revenue	500,000
SRAC: Libraries	Libraries Furniture	Furniture	Operational Equipment	Revenue		Revenue	5,800,000
SRAC: Sport & Recreation	Furniture: Community and Sport centres	Furniture	Operational Equipment	Revenue	500,000	Revenue	500,000
Waste Management	Office Furniture	Furniture	Operational Equipment	Revenue	800,000	Revenue	600,000
Water & Sanitation	Office Furniture	Furniture	Operational Equipment	Revenue	350,000	Revenue	350,000
Corporate Legal	Ward councillors accomodation	Germiston	36	Revenue	2,000,000	Municipal Bonds	3,000,000
Council General	Upgrade of EGSC Building	Germiston	36	Municipal Bonds	1,000,000	Municipal Bonds	
Council General	Germiston Precinct Building	Germiston	36	Municipal Bonds	60,000,000	Municipal Bonds	93,545,000
EMPD	Establishment of Precinct Station Germiston	Germiston	36	USDG		USDG	8,000,000
Energy	Germiston Lighting	Germiston	21, 35, 36, 39, 41, 42, 93	USDG	600,000	USDG	500,000
Energy	Germiston Revenue enhancement	Germiston	21, 35, 36, 39, 41, 42, 93	USDG	1,000,000	USDG	1,000,000
Energy	Germiston Network enhancement	Germiston	21, 35, 36, 39, 41, 42, 93	USDG	6,000,000	USDG	5,000,000
Energy	Germiston Substations	Germiston	21, 35, 36, 39, 41, 42, 93	Municipal Bonds	5,500,000	Municipal Bonds	4,000,000
Environmental Resources Management - Parks & Cemeteries	Germiston Lake	Germiston	36	USDG	250,000	USDG	2,000,000
Environmental Resources Management - Parks & Cemeteries	Rehabilitation of Weideman Dams	Germiston	39	USDG	-	USDG	1,000,000
Environmental Resources Management - Parks & Cemeteries	Develop: Conservation areas Southern Region Rondebult	Germiston	41	Municipal Bonds	1,000,000	Municipal Bonds	

New Department		Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Environmental Resources Management - Parks & Cemeteries	Develop: Conservation areas Southern Region Meyersdal Koppies	Germiston	94	Municipal Bonds	-	Municipal Bonds	500,000	
Finance	CPO/Germiston Stores	Germiston	41	Municipal Bonds	8,000,000	Municipal Bonds	11,000,000	
Finance - Facilities Management	Modernisation Replacement of Lifts at Germiston City Hall	Germiston	36	Municipal Bonds	1,600,000	Municipal Bonds		
Housing	Knights Station	Germiston	21	USDG	-	USDG	100,000	
Housing	ERPM Village	Germiston	33	USDG	-	USDG	300,000	
Housing	Simmer & Jack	Germiston	36	USDG	-	USDG	200,000	
Housing	Driehoek (Germiston Ext 4)	Germiston	36	USDG	-	USDG	100,000	
Public Transport	Upgrading of Germiston Bus Depot	Germiston	21	Municipal Bonds	500,000	Municipal Bonds		
Public Transport	Upgrading Germiston Station Taxi Rank	Germiston	35	Municipal Bonds	450,000	Municipal Bonds	2,000,000	
Public Transport	Rondebult Taxi Rank	Germiston	41	Municipal Bonds	50,000	Municipal Bonds		
Roads and Stormwater	Kraff Barbara Road Intersection Upgrade	Germiston	21	Municipal Bonds	1,500,000	USDG	200,000	
Roads and Stormwater	SW Upgrade Nasmith Rd, Driehoek	Germiston	36	Municipal Bonds	200,000	Municipal Bonds	1,000,000	
Roads and Stormwater	De-silting Elsburg dam	Germiston	39	Municipal Bonds	1,000,000	Municipal Bonds	1,500,000	
Roads and Stormwater	Reconstruct Davidson Road	Germiston	39	Municipal Bonds	500,000	USDG	8,000,000	
Roads and Stormwater	Roads & Stormwater Rondebult/Buhlepark	Germiston	41	USDG	600,000	USDG	2,000,000	
Roads and Stormwater	SW Upgrade Klippoortje	Germiston	41	USDG	1,000,000	USDG	1,000,000	
Roads and Stormwater	Reconstruction of Niemann Road	Germiston	41	Municipal Bonds	750,000	USDG	3,500,000	
Roads and Stormwater	Sidewalks General (Germiston CCC)	Germiston	21,35,36,39,41	Municipal Bonds	500,000	Municipal Bonds	550,000	
SRAC: Arts & Culture	Development of the Cultural Precinct in Germiston	Germiston	36	USDG	14,000,000	USDG	-	
SRAC: Arts & Culture	Chris Hani Memorial	Germiston	43	Municipal Bonds	4,000,000	USDG	-	
Water & Sanitation	Dukathole (Germiston Ext 8)	Germiston	35	Municipal Bonds		Municipal Bonds	160,000	
Water & Sanitation	Germiston depot: Additions to standby quarters	Germiston	36	USDG	500,000	USDG	500,000	
Water & Sanitation	Germiston: Supply To Russel Rd Reservoir	Germiston	36	USDG	500,000	USDG	2,000,000	
Water & Sanitation	Germiston: Elimination of Klippoortjies pump s	Germiston	41	USDG	8,000,000	USDG	8,000,000	
Water & Sanitation	Germiston: Replace water pipes CBD	Germiston	35,36	USDG	2,000,000	USDG		

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/12	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Water & Sanitation	Germiston: Upgrade and replace Dekema outfall sewer	Germiston	36,39,41	USDG	8,000,000	USDG	11,000,000
Water & Sanitation	Augmentation of Rondebult Water Supply	Germiston	40,41	Municipal Bonds	200,000	Municipal Bonds	
Water & Sanitation	Germiston: Elsiburg outfall sewer (H385) (P 2&3) C/F	Germiston	42,39	USDG	6,000,000	USDG	
City Manager	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	125,000	Revenue	100,000
City Planning	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	1,000,000	Revenue	1,200,000
Communication	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	64,000	Revenue	100,000
Corporate Legal	Departmental ICT Equipment	ICT Equipment	Operational Equipment	Revenue	450,000	Revenue	450,000
Customer Relations Management	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	1,182,900	Revenue	500,000
Economic Development	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	40,000	Revenue	30,000
Economic Development: Fresh Produce Market	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	35,000	Revenue	40,000
Emer & Dis Management: Disaster Management	ICT Equipment (DMC)	ICT Equipment	Operational Equipment	Revenue	300,000	Revenue	300,000
Emer & Dis Management: Emergency Services	ICT Equipment (EMS)	ICT Equipment	Operational Equipment	Revenue	500,000	Revenue	300,000
EMPD	ICT Equipment (EMPD)	ICT Equipment	Operational Equipment	Revenue	500,000	Revenue	600,000
Environmental Resources Management	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	100,000	Revenue	100,000
Environmental Resources Management	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	189,900	Revenue	160,000
Environmental Resources Management - Parks & Cemeteries	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	350,000	Revenue	350,000
Finance	Ad Hoc Allocation	ICT Equipment	Operational Equipment	Revenue	1,000,000	Revenue	1,000,000
Finance	ICT Equipment (CFO)	ICT Equipment	Operational Equipment	Revenue	2,160,000	Revenue	2,165,000
Finance	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	2,000,000	Revenue	-
Finance - Fleet Management	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	480,000	Revenue	480,000
Health & Social Development	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	150,000	Revenue	300,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Health & Social Development	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	4,500,000	Revenue	2,000,000
Human Resources	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	150,000	Revenue	200,000
ICT	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	944,588	Revenue	950,000
Institutional Strategy, M&E and Research: R&D	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	30,000	Revenue	30,000
Internal Audit	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	30,000	Revenue	150,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	50,000	Revenue	50,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	64,500	Revenue	64,500
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	40,000	Revenue	40,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	40,000	Revenue	40,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	40,000	Revenue	40,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	30,000	Revenue	30,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	180,000	Revenue	50,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	10,000	Revenue	10,000
Political Office	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	20,000	Revenue	10,000
Public Transport - Licensing	ICT Equipment (LIC)	ICT Equipment	Operational Equipment	Revenue	500,000	Revenue	500,000
Roads and Stormwater	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	1,500,000	Revenue	
SRAC: Libraries	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	100,000	Revenue	300,000
SRAC: Libraries	Libraries ICT Equipment	ICT Equipment	Operational Equipment	Revenue		Revenue	1,000,000
Waste Management	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	800,000	Revenue	800,000
Water & Sanitation	ICT Equipment	ICT Equipment	Operational Equipment	Revenue	800,000	Revenue	800,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Energy	Katlehong Lighting	Katlehong	40, 48, 49, 50, 51, 52, 55, 58, 59, 60, 61, 62, 63, 101	USDG	1,000,000	USDG	900,000
Customer Relations Management	Katlehong Building Upgrade	Katlehong	52	Revenue	1,421,381	Revenue	
Environmental Resources Management	Rehabilitation of the Natalspruit Catchment	Katlehong	62,61,63,60, 46,48,47,44, 49,40	USDG	1,500,000	USDG	1,000,000
Environmental Resources Management - Parks & Cemeteries	Community Park Roodekop	Katlehong	40	USDG		USDG	1,500,000
Health & Social Development	New Dukatole Clinic	Katlehong	35	USDG	2,000,000	USDG	8,050,000
Health & Social Development	Upgrade Motسامai Clinic	Katlehong	50	USDG	100,000	USDG	2,000,000
Health & Social Development	New Tamaho Clinic	Katlehong	51	USDG	2,000,000	USDG	7,050,000
Health & Social Development	NEW CLINIC KATLEHONG NORTH Level 2	Katlehong	52	USDG	110,000	USDG	-
Health & Social Development	Pharmaceutical Requirements Clinics	Katlehong	55	Revenue	1,990,000	Revenue	
Public Transport - Licensing	Establish MVR/DLTC Katlehong	Katlehong	55	USDG		USDG	6,000,000
Roads and Stormwater	Tertiary Rds South Dept Construction	Katlehong	40,41,47,51, 54,58-63	Municipal Bonds	5,500,000	Municipal Bonds	6,000,000
Roads and Stormwater	Rehabilitation of roads	Katlehong	40,41,47- 51,54,58-63	USDG	7,500,000	USDG	10,000,000
Roads and Stormwater	SW Masterplan in Katlehong	Katlehong	40,41,47- 51,54,58-63	USDG	9,500,000	USDG	
Roads and Stormwater	SW Masterplan Implement in Katlehong	Katlehong	40,41,47- 51,54,58-63	USDG	5,200,000	USDG	7,000,000
Roads and Stormwater	Roads on Dolomite	Katlehong	40,41,47- 51,54,58-63	Municipal Bonds	7,000,000	USDG	8,000,000
Roads and Stormwater	Tertiary Roads in Katlehong MIG	Katlehong	40,41,47- 51,54,58-63	USDG	14,602,000	USDG	5,000,000
Roads and Stormwater	Sidewalks General (Katlehong CCC)	Katlehong	40,48,49, 50,51,55	Municipal Bonds	500,000	Municipal Bonds	550,000
SRAC: Arts & Culture	Construction of a Zonkizizwe Multi-purpose center	Katlehong	61	USDG		USDG	3,000,000
SRAC: Sport & Recreation	Rehabilitation of Katlehong Swimming Pool into Skate Ring	Katlehong	40	USDG	2,500,000	USDG	2,500,000
Water & Sanitation	Alberton: Install new OF Huntersfield	Katlehong	40	USDG	1,000,000	USDG	5,000,000
Water & Sanitation	Katlehong: Network Upgrade	Katlehong	48, 55	USDG	200,000	USDG	500,000
Emer & Dis Management: Emergency Services	Const Fire Station/House Zonkezizwe	Katlehong 2	62	USDG	10,000,000	USDG	15,000,000
EMPD	Const Precinct Stations Zonkezizwe	Katlehong 2	101	USDG	11,800,000	USDG	
Environmental Resources Management - Parks & Cemeteries	Construct Metro Parks Depots	Katlehong 2	57,60,77,82,89	Municipal Bonds	800,000	Municipal Bonds	750,000

New Department		Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Environmental Resources Management - Parks & Cemeteries	Develop: Community Park: Zonkizizwe		Katlehong 2	61,62	USDG	1,500,000	USDG	1,500,000
Health & Social Development	New TSietsi Clinic Phomolong South		Katlehong 2	49	USDG		USDG	450,000
Health & Social Development	Tamboekiesfontein Infrastructure		Katlehong 2	62	Municipal Bonds	3,500,000	Municipal Bonds	
Public Transport	Provide Palm Ridge Taxi Rank		Katlehong 2	61	Municipal Bonds	50,000	Municipal Bonds	
Roads and Stormwater	Install SW in Palm Ridge		Katlehong 2	61	USDG	2,000,000	USDG	
Roads and Stormwater	Sidewalks General (2Katlehong CCC)		Katlehong 2	59,60,61,62,63	Municipal Bonds	500,000	Municipal Bonds	550,000
Water & Sanitation	Palm Ridge Phases 5 & 6 Bulk & Essential Services		Katlehong 2	61	USDG	93,746,100	USDG	31,197,900
Water & Sanitation	Palm Ridge Phases 5 & 6 Essential Services		Katlehong 2	61	Municipal Bonds	59,035,400	USDG	40,355,000
Water & Sanitation	Zonkizizwe Proper Ext 1 & 2 Sanitation System		Katlehong 2	61	Municipal Bonds	3,300,000	Municipal Bonds	
Emer & Dis Management: Disaster Management	Establishment DMC Regional Office		Kempton Park	17	Revenue	1,500,000	Revenue	-
EMPD	Establishment of Equestrian Unit		Kempton Park	25	Municipal Bonds	50,000	Municipal Bonds	400,000
Energy	Kempton Park Lighting		Kempton Park	13, 15, 16, 17, 25, 89, 91, 100	USDG	600,000	USDG	500,000
Energy	Kempton Park Revenue enhancement		Kempton Park	13, 15, 16, 17, 25, 89, 91, 100	USDG	1,000,000	USDG	1,000,000
Energy	Kempton Park Network enhancement		Kempton Park	13, 15, 16, 17, 25, 89, 91, 100	USDG	3,500,000	USDG	3,500,000
Energy	Kempton Park Substations		Kempton Park	13, 15, 16, 17, 25, 89, 91, 100	Municipal Bonds	2,000,000	Municipal Bonds	2,000,000
Health & Social Development	EXT & UPGRADE KEMPTON PARK CLINIC		Kempton Park	16	USDG	200,000	USDG	100,000
Health & Social Development	EXT & UPGRADE SPARTAN		Kempton Park	17	USDG		USDG	850,000
Housing	Umgababa Rural		Kempton Park	25	USDG	-	USDG	550,000
Housing	Mayfield Ext 12 (Ptn 34 Puff 26 IR)		Kempton Park	25	USDG	-	USDG	700,000
Roads and Stormwater	Quinine Rd Stormwater System		Kempton Park	15	Developer's contributions	2,000,000	Developer's contributions	2,000,000
Roads and Stormwater	Soutpansberg Drive Intersect Upgrading		Kempton Park	16	Municipal Bonds	300,000	Municipal Bonds	
Roads and Stormwater	Bergrivier Drive: Reconstruction & widening		Kempton Park	17	Municipal Bonds	-	USDG	250,000
Roads and Stormwater	Kempton Park Depot		Kempton Park	17	Municipal Bonds	5,500,000	Municipal Bonds	1,500,000
Roads and Stormwater	Elandsfontein, SW Implementation (North)		Kempton Park	17	USDG	500,000	USDG	2,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Roads and Stormwater	Gladiator Stormwater System Implement	Kempton Park	17	Developer's contributions	400,000	Developer's contributions	2,000,000
Roads and Stormwater	Croydon Bulk SW System	Kempton Park	17	Municipal Bonds	3,500,000	Municipal Bonds	500,000
Roads and Stormwater	Rhodesfield Road System	Kempton Park	17	Municipal Bonds	-	Municipal Bonds	500,000
Roads and Stormwater	Impala Park Stormwater System Northrop Rd etc	Kempton Park	23	Municipal Bonds	200,000	Municipal Bonds	1,800,000
Roads and Stormwater	Atlasville Spruit flood management	Kempton Park	23	Municipal Bonds	5,500,000	Municipal Bonds	5,500,000
Roads and Stormwater	Tunney Rds: Brollo & Brickfields rds	Kempton Park	92	Municipal Bonds	200,000	Municipal Bonds	300,000
Roads and Stormwater	Pomona Roads (Constantia etc)	Kempton Park	100	Developer's contributions	-	Developer's contributions	500,000
Roads and Stormwater	Pomona Stormwater System	Kempton Park	100	Developer's contributions	100,000	Developer's contributions	2,000,000
Roads and Stormwater	Upgrading of Agric Holding Roads (North)	Kempton Park	100	Municipal Bonds	500,000	Municipal Bonds	500,000
Roads and Stormwater	Albertina Sisulu (R21) Express Way System Implementation	Kempton Park	100	Municipal Bonds	3,050,000	Municipal Bonds	1,500,000
Roads and Stormwater	Traffic Calming (North)	Kempton Park	1-25	Municipal Bonds	300,000	Municipal Bonds	300,000
Roads and Stormwater	Rehabilitation of Roads (North)	Kempton Park	13,15,16,17,22,23,24	Municipal Bonds	250,000	Municipal Bonds	250,000
Roads and Stormwater	Swartsspruit Rehabilitation: Kempton Park	Kempton Park	16,17	Municipal Bonds	5,500,000	USDG	5,500,000
Waste Management	Renewal of NSDA Transfer Stations	Kempton Park	13	Municipal Bonds	1,000,000	USDG	3,000,000
Waste Management	Develop New Waste Site	Kempton Park	25	USDG	1,000,000	USDG	7,000,000
Water & Sanitation	Kempton Park: Upgrade depot building	Kempton Park	17	Municipal Bonds	2,500,000	Municipal Bonds	2,000,000
Water & Sanitation	Pomona: Upgrade water A.H. Atlas rd	Kempton Park	23	USDG	1,000,000	USDG	1,500,000
Water & Sanitation	Etwatwa Ext 37 Essential services	Kempton Park	25	Municipal Bonds	11,135,000	Municipal Bonds	
Water & Sanitation	Kempton Park / Bapsfontein: Geesteveid Water	Kempton Park	25	USDG		USDG	600,000
Water & Sanitation	Kempton Park / Bapsfontein: Geesteveid Water	Kempton Park	25	Other National Grants	582,545	Other National Grants	
Water & Sanitation	Kempton Park / Bapsfontein: Geesteveid Water	Kempton Park	25	Municipal Bonds	100,000	Municipal Bonds	
Water & Sanitation	ERWAT: Upgrade Hartbeesfontein WCW	Kempton Park	100	USDG	11,000,000	USDG	7,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Water & Sanitation	Pomona: Bulk supply Albertina Sisulu Corridor	Kempton Park	100	Municipal Bonds	8,300,000	USDG	21,000,000
Water & Sanitation	Pomona: New Eastern OF sewer	Kempton Park	100	Municipal Bonds	8,300,000	USDG	20,000,000
Water & Sanitation	Witfontein: P/station East OF sewer	Kempton Park	100	USDG	99,800	USDG	100,000
Water & Sanitation	Kempton Park: Network Upgrade	Kempton Park	24,25,100	USDG	200,000	USDG	500,000
Emer & Dis Management: Emergency Services	Const Fire Station/House Kwa-Thema	Kwa-Thema	77	USDG	1,000,000	USDG	5,000,000
EMPD	Training Academy Kwa-Thema	Kwa-Thema	77	Municipal Bonds	500,000	Municipal Bonds	500,000
Energy	Kwa-Thema Lighting	Kwa-Thema	77, 78, 79, 80, 81	USDG	2,000,000	USDG	900,000
Energy	Kwa-Thema Revenue enhancement	Kwa-Thema	77, 78, 79, 80, 81	USDG	1,000,000	USDG	1,000,000
Energy	Kwa-Thema Network enhancement	Kwa-Thema	77, 78, 79, 80, 81	Municipal Bonds	1,500,000	Municipal Bonds	3,500,000
Energy	Kwa-Thema Substations	Kwa-Thema	77, 78, 79, 80, 81	Municipal Bonds	1,500,000	Municipal Bonds	900,000
Health & Social Development	Extension & upgrade CLINIC WHITE CITY	Kwa-Thema	79	USDG	3,000,000	USDG	3,100,000
Housing	Rietfontein Kwa Thema	Kwa-Thema	74,78	USDG	-	USDG	300,000
Roads and Stormwater	East:Kwa-Thema, Implement of Stwater Sys	Kwa-Thema	77	USDG	500,000	USDG	-
Roads and Stormwater	East Duduza,Plan Link Rd K136 & Rd 1894	Kwa-Thema	81	USDG	500,000	USDG	-
SRAC: Libraries	Construction: New Library Langaville	Kwa-Thema	81	USDG	-	USDG	-
SRAC: Sport & Recreation	Upgrading of the Kwa-thema stadium	Kwa-Thema	78	USDG	-	USDG	3,000,000
Waste Management	Erection of palisade fence at Rietfontein	Kwa-Thema	76	USDG	8,000,000	USDG	-
Waste Management	Cell Development - Rietfontein	Kwa-Thema	76	USDG	400,000	USDG	8,000,000
Water & Sanitation	Kwa Thema Ext 3 essential services(Kwa-Thema	77	Municipal Bonds	11,615,000	USDG	-
Water & Sanitation	Vlakfontein Portion 36 Essential services	Kwa-Thema	79	USDG	32,530,000	USDG	-
Water & Sanitation	Vlakfontein P'tn 35 Essential Services	Kwa-Thema	79	Municipal Bonds	-	Municipal Bonds	350,000
Water & Sanitation	Langaville: Upgrade water and sewer network	Kwa-Thema	81	USDG	1,500,000	USDG	2,000,000
Water & Sanitation	Nigel: Upgrade/Eliminate Rockville pumpst	Kwa-Thema	81	USDG	200,000	USDG	5,000,000
Water & Sanitation	Upgrade services Riverside, Mashimimi	Kwa-Thema	74, 78, 79	USDG	25,710,000	USDG	-
Water & Sanitation	Springs: Kwa-Thema: Upgrade Water Network	Kwa-Thema	77,78,79,80	USDG	1,000,000	USDG	8,000,000
Water & Sanitation	Springs: Kwa-Thema Augment Water	Kwa-Thema	77-80	USDG	500,000	USDG	800,000
Water & Sanitation	Isolate Midblock water Kwa-Thema	Kwa-Thema	78,80	USDG	2,000,000	USDG	2,000,000
Water & Sanitation	Kwa-Thema: Upgrading of waternetwork C/F	Kwa-Thema	78,80	USDG	1,000,000	USDG	100,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Customer Relations Management	Nigel Building Upgrade	Nigel	88	Revenue	1,000,000	Revenue	
Energy	Nigel Lighting	Nigel	88	USDG	600,000	USDG	500,000
Energy	Nigel Revenue enhancement	Nigel	88	USDG	1,000,000	USDG	1,000,000
Energy	Nigel Network enhancement	Nigel	88	USDG	2,500,000	USDG	2,000,000
Energy	Nigel Substations	Nigel	88	Municipal Bonds	1,500,000	Municipal Bonds	900,000
Environmental Resources Management - Parks & Cemeteries	Develop: Viakfontein Cemetery	Nigel	88	USDG	1,000,000	USDG	1,000,000
Health & Social Development	NEW ALRA PARK CLINIC	Nigel	88	USDG	800,000	USDG	5,000,000
Housing	Spaarwater (Including Masethaba View Ext 4)	Nigel	87	USDG	-	USDG	300,000
Housing	Cool Breeze	Nigel	87	USDG	-	USDG	200,000
Public Transport	Sharon Park Taxi Rank	Nigel	88	Municipal Bonds	50,000	Municipal Bonds	
Waste Management	Static Compactor - Nigel Transfer station	Nigel	88	USDG	1,000,000	USDG	-
Waste Management	Rehabilitation of the Nigel Site	Nigel	88	USDG	-	USDG	400,000
Water & Sanitation	Nigel: Water tower Visagie Park	Nigel	88	USDG	2,000,000	USDG	4,500,000
Water & Sanitation	Nigel Dunnotor Augment Water	Nigel	24,25,100	USDG		USDG	200,000
City Manager	Other Equipment	Other Equipment	Operational Equipment	Revenue	25,000	Revenue	20,000
City Planning	Other Equipment	Other Equipment	Operational Equipment	Revenue	50,000	Revenue	50,000
Communication	Other Equipment	Other Equipment	Operational Equipment	Revenue	30,000	Revenue	110,000
Corporate Legal	Replace various air conditioners	Other Equipment	Operational Equipment	Revenue	50,000	Revenue	100,000
Corporate Legal	Departmental Office Equipment	Other Equipment	Operational Equipment	Revenue	50,000	Revenue	65,000
Economic Development	Other Equipment	Other Equipment	Operational Equipment	Revenue	40,000	Revenue	20,000
Economic Development: Tourism	Other Equipment(Tourism)	Other Equipment	Operational Equipment	Revenue	40,000	Revenue	20,000
Emer & Dis Management: Disaster Management	Other Equipment (DMC)	Other Equipment	Operational Equipment	Revenue	100,000	Revenue	393,800
Emer & Dis Management: Emergency Services	Other Equipment (EMS)	Other Equipment	Operational Equipment	Revenue	545,900	Revenue	600,000
EMPD	Other Equipment (EMPD)	Other Equipment	Operational Equipment	Revenue	495,900	Revenue	200,000
Environmental Resources Management	Other Equipment	Other Equipment	Operational Equipment	Revenue	100,000	Revenue	100,000

New Department		Project Name		CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Environmental Resources Management	Other Equipment	Other Equipment	Operational Equipment	Revenue	200,000	Revenue	75,000		
Environmental Resources Management	Vehicles	Other Equipment	Operational Equipment	Revenue	-	Revenue	350,000		
Environmental Resources Management - Parks & Cemeteries	Other Equipment	Other Equipment	Operational Equipment	Revenue	50,000	Revenue	50,000		
Finance - Fleet Management	Other Equipment	Other Equipment	Operational Equipment	Revenue	500,000	Revenue	500,000		
Health & Social Development	Ambient Air Quality Monitoring Stations	Other Equipment	Operational Equipment	Revenue	311,100	Municipal Bonds	500,000		
Health & Social Development	Other Equipment	Other Equipment	Operational Equipment	Revenue	1,500,000	Revenue	1,000,000		
Human Resources	Other Equipment	Other Equipment	Operational Equipment	Revenue	50,000	Revenue	50,000		
Internal Audit	Other Equipment	Other Equipment	Operational Equipment	Revenue	12,000	Revenue	15,000		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	3,300	Revenue	3,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	7,300	Revenue	7,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	19,300	Revenue	19,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	19,300	Revenue	19,300		
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	10,000	Revenue	10,000		

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/12	Budget 2011/12	Source of Finance 2012/13	Budget 2012/13
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	10,000	Revenue	10,000
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	10,000	Revenue	10,000
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	46,800	Revenue	46,800
Political Office	Other Equipment	Other Equipment	Operational Equipment	Revenue	20,000	Revenue	10,000
Public Transport - Licensing	Other Equipment (LIC)	Other Equipment	Operational Equipment	Revenue	500,000	Revenue	350,000
SRAC: Libraries	Other Equipment	Other Equipment	Operational Equipment	Revenue	100,000	Revenue	-
Water & Sanitation	Office Equipment	Other Equipment	Operational Equipment	Revenue	500,000	Revenue	500,000
City Planning	Specialized Equipment	Specialized Equipment	Operational Equipment	Revenue	450,000	Revenue	50,000
Corporate Legal	Hi-volume photocopiers (Agendas)	Specialized Equipment	Operational Equipment	Revenue	800,000	Revenue	950,000
Economic Development: Fresh Produce Market	Specialized Equipment	Specialized Equipment	Operational Equipment	Revenue	65,000	Revenue	600,000
Emer & Dis Management: Disaster Management	Specialized Equipment (DMC)	Specialized Equipment	Operational Equipment	Revenue	100,000	Revenue	100,000
Emer & Dis Management: Emergency Services	Specialized Equipment (ES)	Specialized Equipment	Operational Equipment	Revenue	1,700,000	Revenue	2,400,000
EMPD	Specialized Equipment (EMPD)	Specialized Equipment	Operational Equipment	Revenue	2,500,000	Revenue	2,500,000
Environmental Resources Management - Parks & Cemeteries	Purchase Specialized Equipment	Specialized Equipment	Operational Equipment	Revenue	2,000,000	Revenue	4,000,000
Finance - Fleet Management	Workshop Equipment	Specialized Equipment	Operational Equipment	Revenue	1,020,000	Revenue	1,020,000
Health & Social Development	Other Equipment	Specialized Equipment	Operational Equipment	Revenue	150,000	Revenue	100,000
Health & Social Development	GENERATORS AT CLINICS	Specialized Equipment	Operational Equipment	Revenue	3,000,000	Revenue	2,200,000
Health & Social Development	Specialized Equipment	Specialized Equipment	Operational Equipment	Revenue	1,700,000	Revenue	700,000
Public Transport - Licensing	Specialized Equipment (Licensing)	Specialized Equipment	Operational Equipment	Revenue	1,500,000	Revenue	1,000,000
Roads and Stormwater	Specialised Equipments	Specialized Equipment	Operational Equipment	Revenue	1,500,000	Revenue	Revenue
SRAC: Libraries	Specialized Equipment	Specialized Equipment	Operational Equipment	Revenue	1,000,000	Revenue	3,100,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Waste Management	Supply of Bulk Containers	Specialized Equipment	8, 17, 32, 35, 37, 73, 75, 89	Revenue	5,000,000	Revenue	5,000,000
Water & Sanitation	Specialized Equipment	Specialized Equipment	Operational Equipment	Revenue	500,000	Revenue	500,000
Emer & Dis Management: Support	Specialized Vehicles (ES)	Specialized Vehicles	Operational Equipment	Municipal Bonds	14,500,000	Municipal Bonds	21,000,000
EMPD	Specialized Vehicles (EMPD)	Specialized Vehicles	Operational Equipment	Revenue	1,000,000	Municipal Bonds	1,000,000
Health & Social Development	Specialised vehicles	Specialized Vehicles	Operational Equipment	Municipal Bonds	3,300,000	Municipal Bonds	5,000,000
Public Transport	Replace Municipal buses	Specialized Vehicles	Operational Equipment	Revenue	1,000,000	Municipal Bonds	2,000,000
Waste Management	Specialised Vehicles	Specialized Vehicles	Operational Equipment	Municipal Bonds	61,168,000	Municipal Bonds	74,300,000
Water & Sanitation	Specialised vehicles	Specialized Vehicles	Operational Equipment	Revenue	3,600,000	Municipal Bonds	3,350,000
Economic Development: Fresh Produce Market	Fencing Wholesale Centre	Springs	75	Municipal Bonds	200,000	Revenue	
Economic Development: Fresh Produce Market	CCTVsystem	Springs	75	Revenue	250,000	Revenue	
Economic Development: Fresh Produce Market	New Wholesale Centre	Springs	75	Municipal Bonds	7,000,000	Municipal Bonds	
Energy	Springs Lighting	Springs	67, 72, 75, 76	USDG	600,000	USDG	500,000
Energy	Springs Revenue enhancement	Springs	67, 72, 75, 76	USDG	1,000,000	USDG	1,000,000
Energy	Springs Network enhancement	Springs	67, 72, 75, 76	USDG	2,500,000	USDG	2,500,000
Energy	Springs Substations	Springs	67, 72, 75, 76	Municipal Bonds	1,000,000	Municipal Bonds	900,000
Environmental Resources Management	Payneville Ext 3 rehabilitation	Springs	72	USDG	6,000,000	USDG	
Environmental Resources Management - Parks & Cemeteries	Develop: President Regional Park	Springs	75	USDG	500,000	USDG	1,000,000
Finance - Facilities Management	Replace lifts in the springs civic centre	Springs	75	Municipal Bonds	1,450,000	Municipal Bonds	
Health & Social Development	NEW FIRST AVE CLINIC LEVEL 2	Springs	75	USDG	14,000,000	USDG	1,000,000
Housing	Daggafontein	Springs	76	USDG	-	USDG	110,000
Housing	Daggafontein Station	Springs	76	USDG	-	USDG	400,000
Public Transport - Licensing	Refurbish All Metro Licensing Premises	Springs	17, 19, 20, 28, 32, 39, 75, 88, 94, 97	Municipal Bonds	1,000,000	Municipal Bonds	1,200,000
Roads and Stormwater	East: Construction of Roads & Stormwater Payneville & Slovo Park	Springs	72	USDG	1,000,000	USDG	4,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Roads and Stormwater	East: Kwa-Thema Stormwater	Springs	77,78	USDG	3,000,000	USDG	6,000,000
Roads and Stormwater	East: Upgrade Joe Mzamane Road Kwa- Thema	Springs	77,78,80	USDG	600,000	USDG	1,500,000
Water & Sanitation	Payneville Ext 3 Essential Services CF	Springs	72	USDG		USDG	5,916,000
Water & Sanitation	Springs: Augment Water	Springs	75	USDG	400,000	USDG	400,000
Water & Sanitation	Brakpan: Replace outfall sewer Casseldale	Springs	76	USDG	1,000,000	USDG	100,000
Water & Sanitation	South Eastern Outfall Sewer - Springs	Springs	76	USDG	3,000,000	USDG	6,200,000
Water & Sanitation	Springs: Casseldale Upgrade P/S	Springs	76	USDG	100,000	USDG	50,000
Water & Sanitation	Upgrade water main (C/F) Selcourt	Springs	76	Municipal Bonds	4,000,000	Municipal Bonds	
Water & Sanitation	Payneville Ext 1(1000) Essential Services	Springs	72,75	USDG	23,415,000	USDG	
Customer Relations Management	Tembisa Building Upgrade	Tembisa	6	Revenue	14,393,489	Revenue	
Economic Development	Tembisa Township Hub	Tembisa	5	Other Provincial Grants	1,000,000	Other Provincial Grants	
Energy	Tembisa Lighting	Tembisa	5, 6, 8, 9, 14, 90	USDG	1,000,000	USDG	900,000
Energy	Tembisa Revenue enhancement	Tembisa	5, 6, 8, 9, 14, 90	USDG	1,000,000	USDG	1,000,000
Energy	Tembisa Network enhancement	Tembisa	5, 6, 8, 9, 14, 90	Municipal Bonds	1,000,000	Municipal Bonds	1,250,000
Energy	Tembisa Substations	Tembisa	5, 6, 8, 9, 14, 90	Municipal Bonds	1,000,000	Municipal Bonds	900,000
Environmental Resources Management - Parks & Cemeteries	Develop: Multi Purpose Park Motsua	Tembisa	9	USDG	8,500,000	USDG	
Health & Social Development	EXTENSION & UPGRADE THCC FOR PHAPHAMA	Tembisa	6	USDG	14,600,000	USDG	8,050,000
Health & Social Development	Upgrade Esangweni Clinic	Tembisa	10	USDG	700,000	USDG	2,000,000
Health & Social Development	EXT & UPGRADE Etafeni Clinic	Tembisa	14	USDG	10,000	USDG	-
Health & Social Development	Implementation Poultry Project	Tembisa	62	Municipal Bonds	3,000,000	Municipal Bonds	1,700,000
Health & Social Development	New Clinic Esselen Park Tembisa	Tembisa	8 or 90 or 91	USDG	-	USDG	500,000
Housing	Tembisa Urban Renewal Framework Projects	Tembisa	Multi Wards	Other National Grants	20,000,000	Other National Grants	15,000,000
Roads and Stormwater	Esangweni Pedestrian facilities/bridge	Tembisa	10	USDG	400,000	USDG	3,000,000
Roads and Stormwater	Tembisa Depot Upgrading	Tembisa	14	Municipal Bonds	1,500,000	USDG	4,000,000
Roads and Stormwater	Tembisa Natural Watercourses upgrading	Tembisa	1-14	Municipal Bonds	500,000	USDG	2,000,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Roads and Stormwater	Greater Tembisa Roads and SW MIG	Tembisa	1-14	USDG	41,202,000	USDG	45,219,000
Waste Management	Rehabilitation Tembisa Waste Site	Tembisa	14	USDG	-	USDG	500,000
Water & Sanitation	Ecaleni Erf 1 Essential services	Tembisa	5	USDG	300,000	USDG	16,660,000
Water & Sanitation	Madelakufa Essential services	Tembisa	8	USDG		USDG	250,000
Water & Sanitation	Tembisa: Replace water pipe Isekelo	Tembisa	8	USDG	2,000,000	USDG	1,500,000
Water & Sanitation	Tembisa: Building new & upg Depots (N Region)	Tembisa	9	Municipal Bonds	7,600,000	Municipal Bonds	-
Water & Sanitation	Tembisa: New water pressure tower (MIG)	Tembisa	14	USDG	2,000,000	USDG	3,000,000
Water & Sanitation	Tembisa: Relining of r feed for Tembisa res	Tembisa	14	USDG	200,000	USDG	
Water & Sanitation	Tembisa: Replace w/p Zephania str	Tembisa	14	USDG	1,000,000	USDG	500,000
Water & Sanitation	Tembisa: Western OF sewer	Tembisa	10, 90	USDG	200,000	USDG	3,000,000
Water & Sanitation	Replace main water - Isekelo Tembisa	Tembisa	6,8	USDG	2,000,000	USDG	1,000,000
Water & Sanitation	Tembisa relocate mid-blocks	Tembisa	9,10,14,90	USDG	1,000,000	USDG	4,000,000
Customer Relations Management	Tembisa 2/ Winnie Mandela New Building	Tembisa 2	2	Revenue	16,000,000	Municipal Bonds	8,000,000
Energy	Tembisa 2 Lighting	Tembisa 2	1, 2, 3, 4, 7	USDG	1,000,000	USDG	900,000
Energy	Tembisa 2 Revenue enhancement	Tembisa 2	1, 2, 3, 4, 7	USDG	1,000,000	USDG	1,000,000
Energy	Tembisa 2 Network enhancement	Tembisa 2	1, 2, 3, 4, 7	USDG	1,500,000	USDG	1,250,000
Energy	Tembisa 2 Substations	Tembisa 2	1, 2, 3, 4, 7	Municipal Bonds	2,900,000	Municipal Bonds	900,000
Environmental Resources Management - Parks & Cemeteries	Develop: Multi Purpose Park: Winnie Mandela	Tembisa 2	3	USDG	1,000,000	USDG	3,000,000
Health & Social Development	Upgrade Erin Clinic	Tembisa 2	3	USDG	300,000	USDG	2,000,000
Health & Social Development	New Tswelopele Winnie Mandela Clinic	Tembisa 2	44	USDG	-	USDG	1,100,000
Housing	Olifantsfontein/Cullinan	Tembisa 2	89	USDG	-	USDG	400,000
Roads and Stormwater	Kaal Spruit rehabilitation	Tembisa 2	1	USDG	100,000	USDG	500,000
SRAC: Libraries	Construction:New Library: Winnie Mandela	Tembisa 2	3	Other Provincial Grants	6,000,000	Other Provincial Grants	-
SRAC: Libraries	Reconstruction of Olifantsfontein Library	Tembisa 2	89	USDG	5,000,000	USDG	-
Water & Sanitation	Old Mutual Land Essential Services	Tembisa 2	89	USDG	5,400,000	USDG	8,600,000
Water & Sanitation	Olifants: Upgrade reservoir	Tembisa 2	89	USDG	1,000,000	USDG	2,500,000
Water & Sanitation	Clayville: New reservoir	Tembisa 2	89	USDG		USDG	350,000
Energy	Thokoza Lighting	Thokoza	53, 54, 56, 57	USDG	1,000,000	USDG	900,000
Energy	Thokoza Revenue enhancement	Thokoza	53, 54, 56, 57	USDG	1,000,000	USDG	1,000,000
Energy	Thokoza Network enhancement	Thokoza	53, 54, 56, 57	USDG	1,500,000	USDG	2,500,000
Energy	Thokoza Substations	Thokoza	53, 54, 56, 57	Municipal Bonds	600,000	Municipal Bonds	900,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Health & Social Development	EXT & UPGRADE PHOLA PARK CLINIC	Thokoza	57	USDG		USDG	850,000
Public Transport	Provide Thokoza Entrance Taxi Rank	Thokoza	52	Municipal Bonds	50,000	Municipal Bonds	
Public Transport	Phuthaditjaba Taxi Rank (Tokozza)	Thokoza	58	Municipal Bonds	500,000	Municipal Bonds	1,500,000
Roads and Stormwater	South:JG Strydom Road, Construct Road	Thokoza	53	Municipal Bonds		Municipal Bonds	100,000
Roads and Stormwater	Stormwater Upgrading Thintwa	Thokoza	56	USDG	1,000,000	USDG	2,000,000
Roads and Stormwater	Phola Park Roads and SW	Thokoza	58	USDG		USDG	500,000
Roads and Stormwater	South: Katlehong & Thokoza, Lining of Canal between Katlehong and Thokoza	Thokoza	50,52,54	USDG		USDG	1,100,000
Roads and Stormwater	South:R59 Thokoza Link:Upg of Thokoza AC	Thokoza	52,53,54	USDG	500,000	USDG	200,000
Roads and Stormwater	Stomwater M/Plan Tokozza	Thokoza	52,54,56,57,58	Municipal Bonds	1,500,000	Municipal Bonds	2,000,000
Roads and Stormwater	Tertiary Roads in Thokoza- Phase 3	Thokoza	52,54,56,57,58	USDG	7,000,000	USDG	1,250,000
Roads and Stormwater	Thokoza Stormwater Drainage Masterplan Implementation	Thokoza	52,54,56,57,58	USDG	3,500,000	USDG	
Roads and Stormwater	Sidewalks General (Thokoza CCC)	Thokoza	52,54,56,57,58	Municipal Bonds	500,000	Municipal Bonds	550,000
SRAC: Sport & Recreation	Construction of a new swimming pool in Eden Park	Thokoza	53	USDG		USDG	4,000,000
Water & Sanitation	Replace midblock s lines in Thokoza C/F	Thokoza	50,52,54,56,57	USDG	4,100,000	USDG	500,000
Emer & Dis Management: Emergency Services	Const Fire Station/House Tsakane	Tsakane	82	USDG	9,000,000	USDG	
Energy	Tsakane Lighting	Tsakane	82, 83, 84, 85, 86, 99	USDG	3,000,000	USDG	900,000
Energy	Tsakane Network enhancement	Tsakane	82, 83, 84, 85, 86, 99	USDG	1,500,000	USDG	1,320,000
Energy	Tsakane Substations	Tsakane	82, 83, 84, 85, 86, 99	Municipal Bonds	500,000	Municipal Bonds	900,000
Health & Social Development	MEDICAL WASTE STORAGE FACILITIES	Tsakane	82	USDG	500,000	USDG	5,700,400
Health & Social Development	New Clinic Ward 83 (Tsakane)	Tsakane	83	USDG	1,800,000	USDG	-
Public Transport	C.K. Taxi Rank (Tsakane)	Tsakane	85	Municipal Bonds	50,000	Municipal Bonds	
SRAC: Libraries	Construction of New Library: Tsakane	Tsakane	85	Other Provincial Grants		Other Provincial Grants	7,000,000
SRAC: Sport & Recreation	Construction of a Softball Field & Golf driving range in Tsakane	Tsakane	82	USDG	2,600,000	USDG	3,000,000
Water & Sanitation	Tsakane Ext 22 Essential Services	Tsakane	99	USDG		USDG	15,000,000
Water & Sanitation	Nigeli: Tsakane: Zulu Water P/S	Tsakane	82,83,85	USDG	200,000	USDG	1,800,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
City Planning	Vehicles	Vehicles	Operational Equipment	Revenue	-	Revenue	200,000
Communication	Vehicles	Vehicles	Operational Equipment	Revenue	200,000	Revenue	
Emer & Dis Management: Disaster Management	Vehicles (DMC)	Vehicles	Operational Equipment	Revenue	130,000	Revenue	130,000
Emer & Dis Management: Emergency Services	Vehicles (ES)	Vehicles	Operational Equipment	Revenue	2,000,000	Revenue	2,400,000
EMPD	Vehicles (EMPD)	Vehicles	Operational Equipment	Revenue	11,000,000	Revenue	9,000,000
Environmental Resources Management - Parks & Cemeteries	Vehicles	Vehicles	Operational Equipment	Revenue	5,620,000	Revenue	18,480,000
Finance	Vehicles	Vehicles	Operational Equipment	Revenue	600,000	Revenue	500,000
Finance - Fleet Management	Vehicles	Vehicles	Operational Equipment	Revenue	1,000,000	Revenue	1,000,000
Health & Social Development	Vector Control vehicles	Vehicles	Operational Equipment	Revenue	200,000	Revenue	-
Health & Social Development	Vehicles NEW	Vehicles	Operational Equipment	Revenue	1,307,400	Revenue	2,400,000
Health & Social Development	Vehicles REPLACEMENT	Vehicles	Operational Equipment	Revenue	6,000,000	Revenue	2,000,000
Housing	Vehicles	Vehicles	Operational Equipment	Revenue	700,000	Revenue	-
Human Resources	Vehicle	Vehicles	Operational Equipment	Revenue	150,000	Revenue	-
Internal Audit	Vehicles	Vehicles	Operational Equipment	Revenue	140,000	Revenue	140,000
Political Office	Vehicles	Vehicles	Operational Equipment	Revenue	3,000,000	Revenue	-
Public Transport - Licensing	Vehicles (Licensing)	Vehicles	Operational Equipment	Revenue	1,000,000	Revenue	1,000,000
Roads and Stormwater	Vehicles	Vehicles	Operational Equipment	Revenue	5,000,000	Revenue	
Waste Management	Solid Waste Fleet Refurbishment	Vehicles	Operational Equipment	Revenue	1,000,000	Revenue	1,000,000
Water & Sanitation	Water Services Vehicles	Vehicles	Operational Equipment	Revenue	3,750,000	Revenue	2,100,000
Customer Relations Management	Vosloorus Building Upgrade	Vosloorus	95	Revenue	3,040,805	Municipal Bonds	6,000,000
Energy	Vosloorus Lighting	Vosloorus	43, 44, 45, 46, 47, 64, 95	USDG	1,000,000	USDG	900,000

New Department	Project Name	CCA	Ward in which project is located - New	Source of Finance 2011/2012	Budget 2011/12	Source of Finance 2012/2013	Budget 2012/13
Energy	Vosloorus Revenue enhancement	Vosloorus	43, 44, 45, 46, 47, 64, 95	USDG	500,000	USDG	550,000
Energy	Vosloorus Network enhancement	Vosloorus	43, 44, 45, 46, 47, 64, 95	USDG	500,000	USDG	500,000
Environmental Resources Management - Parks & Cemeteries	Multipurpose Park Villa Liza	Vosloorus	45	USDG		USDG	1,000,000
Environmental Resources Management - Parks & Cemeteries	Develop: Nyoni Park	Vosloorus	47	USDG	1,500,000	USDG	1,500,000
Environmental Resources Management - Parks & Cemeteries	Development: Mahliathi Park	Vosloorus	53,58,59	USDG	250,000	USDG	-
Health & Social Development	EXT& UPGRADE TSWELOPELE CLINIC	Vosloorus	44	USDG		USDG	800,000
Health & Social Development	New VOSLOORUS Poly Clinic Level 2	Vosloorus	47	USDG	110,000	USDG	
Housing	Rietspruit 152IR & Rietfontein 153 IR (Vosloorus Ext 21 & Zamaland)	Vosloorus	61	USDG	-	USDG	1,300,000
Public Transport	Provide Windmill Park Taxi Rank	Vosloorus	43	Municipal Bonds	50,000	Municipal Bonds	
Public Transport	Vosloorus x 28 Taxi Rank	Vosloorus	47	Municipal Bonds	50,000	Municipal Bonds	
Roads and Stormwater	Doubling Barry Marais Rd	Vosloorus	43	Municipal Bonds	250,000	Municipal Bonds	1,000,000
Roads and Stormwater	Tertiary Roads in Vosloorus- Phase 3	Vosloorus	43,44, 45,46,47,64	USDG	2,500,000	USDG	10,000,000
Roads and Stormwater	Sidewalks General (Vosloorus CCC)	Vosloorus	43,44,45, 46,47,64	Municipal Bonds	500,000	Municipal Bonds	550,000
Roads and Stormwater	SW in Vosloorus	Vosloorus	43-47,64	Municipal Bonds	2,100,000	Municipal Bonds	2,300,000
SRAC: Arts & Culture	Construction of a Multi-purpose center in Vosloorus	Vosloorus	45	USDG		USDG	9,000,000
SRAC: Libraries	Construction:New Library: Vosloorus	Vosloorus	63	USDG	12,000,000	USDG	-
Waste Management	Cell development - Platkop	Vosloorus	64	USDG	-	USDG	500,000
Water & Sanitation	Bulk supply for new water supply (Dawn Park)	Vosloorus	43	USDG	2,000,000	USDG	500,000
Water & Sanitation	Replace and repair O/S Dawn Park	Vosloorus	43	USDG	2,500,000	USDG	
Water & Sanitation	Upgrade Outfall Sewers in Vosloorus C/F	Vosloorus	44	Municipal Bonds	10,000,000	Municipal Bonds	7,000,000
Water & Sanitation	Upgrade and repair Depot Bldg Vosloorus	Vosloorus	95	USDG	200,000	USDG	1,000,000
Water & Sanitation	Vosloorus: Extend the water net Mapleton	Vosloorus	43,45	USDG	200,200	USDG	
Water & Sanitation	Vosloorus: Upgrade and provide catholic protection to steel pipes	Vosloorus	43,45,95	USDG	500,000	USDG	900,000
Water & Sanitation	Vosloorus: Replace water main supply	Vosloorus	44,45,46,47,95	USDG	10,500,000	USDG	6,800,000
Water & Sanitation	Relocate midblock water Vosloorus (MIG)	Vosloorus	44,46,47,95	USDG	400,000	USDG	3,000,000
					2,374,785,485		2,299,855,410

ANNUAL BUDGETS AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS – MUNICIPAL ENTITIES AND OTHER EXTERNAL MECHANISMS

The M etro has three municipal entities, namely:

Brakpan Bus Company

Provision of a Bus Service to the community of Brakpan.

East Rand Water Care Company (ERWAT)

Wastewater Purification for the entire Ekurhuleni Metro and portions of the City of Johannesburg.

Ekurhuleni Development Company (EDC), including the EDC Management Company, the Germiston Pharoe Park Co, the Paroe Park Phase II Co and the Lethabong Housing Institute.

Social Housing (Rental) in Germiston.

In addition, the EMM holds a 20% share in the Rand Airport but has no control over the company and as such the company is accounted for as a long term investment and not an entity.

This section provides the Annual Business Plans, Budgets and SDBIP's of the entities:

The following Annexures are applicable:

- Annexure F – Annual Business Plan, EDC;
- Annexure G – Annual Business Plan, ERWAT; and
- Annexure H – Annual Business Plan, BBC.

Brakpan Bus Company (BBC) – Operating Budget
Table 83: Brakpan Bus Company (BBC) - Operating Budget 2011-2013/14

BRAKPAN BUS COMPANY												
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Minor Income (Bus Services Rendered)	4,097,132	6,342,320	5,858,194	7,875,780	4,586,059	7,875,780	9,143,663	16.10%	16.10%	38.08%	10,058,029	11,063,832
Total: User Charges for Services	4,097,132	6,342,320	5,858,194	7,875,780	4,586,059	7,875,780	9,143,663	16.10%	16.10%	38.08%	10,058,029	11,063,832
Rent of Facilities and Equipment - Other (Bus Hire)	0	0	0	2,207,324	1,044,526	2,207,324	2,428,056	10.11%	10.11%	10.11%	2,670,862	2,937,948
Sub-total: Rent of Facilities and Equipment	0	0	0	2,207,324	1,044,526	2,207,324	2,428,056	10.11%	10.11%	10.11%	2,670,862	2,937,948
Interest Earned - Bank Balances / (Interest on overd	58,841	558,588	452,731	455,867	293,042	455,867	440,454	-3.38%	-3.36%	1.83%	484,500	532,950
Sub-Total: Interest Earned	58,841	558,588	452,731	455,867	293,042	455,867	440,454	-3.38%	-3.36%	1.83%	484,500	532,950
Operating Grants & Subsidies -(Bus Subsidy)	6,530,803	10,269,321	9,166,484	11,687,125	6,226,736	11,187,125	12,000,000	49.97%	49.97%	49.97%	13,200,000	14,520,000
Sub-Total: Operating Grants	6,530,803	10,269,321	9,166,484	11,687,125	6,226,736	11,187,125	12,000,000	49.97%	49.97%	49.97%	13,200,000	14,520,000
Other Sundry Income	1,578,175	2,509,192	1,845,200	0	0	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Other Income	1,578,175	2,509,192	1,845,200	0	0	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING INCOME	12,264,951	19,679,421	17,322,609	22,226,096	12,150,363	21,726,096	24,012,174	8.04%	10.52%	100.00%	26,413,391	29,054,730
NET OPERATING INCOME	12,264,951	19,679,421	17,322,609	22,226,096	12,150,363	21,726,096	24,012,174	8.04%	10.52%	100.00%	26,413,391	29,054,730
Year on Year Increase		60.45%	-11.98%	28.31%		-2.25%	8.04%				10.00%	10.00%
EXPENDITURE												
Employee Related Costs - Salaries & Wages	4,626,802	6,117,331	6,551,977	8,019,174	4,579,929	7,155,279	8,612,782	7.40%	20.37%	35.96%	9,485,060	10,433,566
Employee Related Costs - Social Contributions							245,674			1.03%	270,241	297,266
Remuneration of Directors				125,707	39,962	125,707	450,000	257.98%	257.98%	1.88%	495,000	544,500
Sub-Total: Remuneration	4,626,802	6,117,331	6,551,977	8,144,881	4,619,891	7,280,986	9,308,456	14.29%	27.85%	38.87%	10,250,301	11,275,332
Bad Debts (Provision for Bad Debts) - current trends	5,237	20,377	13,958	7,500	0	11,000	8,250	10.00%	-25.00%	0.03%	9,075	9,983
Sub-Total: Bad Debt Provision	5,237	20,377	13,958	7,500	0	11,000	8,250	10.00%	-25.00%	0.03%	9,075	9,983
Depreciation - Existing Assets	264,352	268,396	149,884	3,628,106	2,245,048	3,628,106	3,360,937	-7.36%	-7.36%	14.03%	3,697,031	4,066,734
Sub-Total: Depreciation	264,352	268,396	149,884	3,628,106	2,245,048	3,628,106	3,360,937	-7.36%	-7.36%	14.03%	3,697,031	4,066,734
Repairs and Maintenance - External Contractors	26,723	31,893	61,074	0	946,996	0	2,037,369			8.51%	2,241,106	2,465,217
Sub-Total: Repairs and Maintenance	26,723	31,893	61,074	0	946,996	0	2,037,369			8.51%	2,241,106	2,465,217
Interest Expense - Current External Borrowings	0	0	0	789,264	0	789,264	1,578,528	100.00%	100.00%	6.59%	1,736,381	1,910,019
Sub-Total: Interest Expense	0	0	0	789,264	0	789,264	1,578,528	100.00%	100.00%	6.59%	1,736,381	1,910,019
General Expenses	6,945,457	9,501,782	7,162,927	9,444,166	4,491,507	9,118,152	7,656,740	-18.93%	-16.03%	31.97%	8,253,561	8,896,501
Loss on Sale of Assets	1,844	8,855										
TOTAL OPERATING EXPENDITURE	11,870,415	15,948,634	13,939,820	22,013,917	12,303,442	20,827,508	23,950,280	8.80%	14.99%	100.00%	26,187,455	28,623,785
NET OPERATING EXPENDITURE	11,870,415	15,948,634	13,939,820	22,013,917	12,303,442	20,827,508	23,950,280	8.80%	14.99%	100.00%	26,187,455	28,623,785
Year on Year Increase		34.36%	-12.60%	57.92%		-5.39%	8.80%				9.34%	9.30%
OPERATING SURPLUS/(DEFICIT)												
Taxation	394,536	3,730,787	3,382,789	212,179	-153,079	898,588	61,893				225,936	430,945
	144,306	870,020	945,439	42,517	250,719	250,719	17,330				63,262	120,664

Ekurhuleni Development Company (EDC) Consolidated – Operating Budget
 Table 86: Ekurhuleni Development Company (EDC) Consolidated - Operating Budget 2011/12 – 2013/14

EKURHULENI DEVELOPMENT COMPANY CONSOLIDATED												
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Interest Earned - Outstanding Debtors	0	0	0	168,000	133,937	193,528	195,000	16.07%	0.76%	0.40%	198,000	202,000
Sub-total: Penalties and Interest on Debtors	0	0	0	168,000	133,937	193,528	195,000	16.07%	0.76%	0.40%	198,000	202,000
Rent of Facilities and Equipment - Other	15,100,956	16,762,604	18,382,810	19,912,504	13,263,435	19,936,284	21,971,434	10.34%	10.21%	45.19%	24,168,579	26,585,436
Sub-total: Rent of Facilities and Equipment	15,100,956	16,762,604	18,382,810	19,912,504	13,263,435	19,936,284	21,971,434	10.34%	10.21%	45.19%	24,168,579	26,585,436
Interest Earned - Bank Balances / (Interest on overdrafts)	1,664,866	1,730,352	994,310	171,000	176,859	191,332	231,000	35.09%	20.73%	0.48%	234,000	234,000
Sub-Total: Interest Earned	1,664,866	1,730,352	994,310	171,000	176,859	191,332	231,000	35.09%	20.73%	0.48%	234,000	234,000
Operating Grants & Subsidies - Other	582,936	90,589	0	6,502,000	2,586,141	6,502,000	6,500,000	-0.03%	13.37%	13.37%	6,500,000	0
Sub-Total: Operating Grants	582,936	90,589	0	6,502,000	2,586,141	6,502,000	6,500,000	-0.03%	13.37%	13.37%	6,500,000	0
Other Sundry Income	6,613,033	9,177,948	10,384,720	15,694,000	15,570,284	15,570,284	19,717,338	25.64%	26.63%	40.56%	21,056,321	22,431,394
Sub-Total: Other Income	6,613,033	9,177,948	10,384,720	15,694,000	15,570,284	15,570,284	19,717,338	25.64%	26.63%	40.56%	21,056,321	22,431,394
TOTAL OPERATING INCOME	23,961,791	27,761,493	29,761,840	42,447,504	23,821,611	42,393,428	48,614,772	14.53%	14.68%	100.00%	52,156,900	49,452,830
Year on Year Increase		15.86%	7.21%	42.62%	-13.3%	-0.13%	14.53%				7.29%	-5.18%
EXPENDITURE												
Employee Related Costs - Salaries & Wages	3,327,073	3,967,240	4,483,955	6,451,350	4,060,433	6,451,000	8,216,845	27.37%	27.37%	20.35%	8,792,024	9,407,466
Remuneration of Directors	208,000	407,331	744,668	385,000	304,000	385,000	400,000	3.90%	3.90%	0.99%	450,000	485,000
Sub-Total: Remuneration	3,535,073	4,374,571	5,228,623	6,836,350	4,364,433	6,836,000	8,616,845	26.04%	26.05%	21.34%	9,242,024	9,892,466
Bad Debts (Provision for Bad Debts) - current trends	2,826,151	892,006	57,184	989,056	659,368	989,056	1,098,571	11.07%	11.07%	2.72%	1,208,448	1,329,252
Sub-Total: Bad Debt Provision	2,826,151	892,006	57,184	989,056	659,368	989,056	1,098,571	11.07%	11.07%	2.72%	1,208,448	1,329,252
Collection Costs	0	90,394	2,528	390,000	119,077	360,000	426,500	9.36%	18.47%	1.06%	447,975	458,000
Depreciation - Existing Assets	1,038,761	1,086,660	1,046,226	1,169,413	714,456	1,169,412	1,197,763	2.42%	2.42%	2.97%	1,230,098	1,232,413
Sub-Total: Depreciation	1,038,761	1,086,660	1,046,226	1,169,413	714,456	1,169,412	1,197,763	2.42%	2.42%	2.97%	1,230,098	1,232,413
Repairs and Maintenance - External Contractors	1,512,754	1,146,349	1,657,235	5,102,000	0	3,173,000	1,500,000	-70.60%	-52.73%	3.71%	3,000,000	3,000,000
Sub-Total: Repairs and Maintenance	1,512,754	1,146,349	1,657,235	5,102,000	0	3,173,000	1,500,000	-70.60%	-52.73%	3.71%	3,000,000	3,000,000
Interest Expense - Current External Borrowings	3,709,561	3,393,624	3,093,624	2,810,500	2,053,800	3,613,152	2,713,455	-3.45%	-24.90%	6.72%	2,645,868	2,589,154
Sub-Total: Interest Expense	3,709,561	3,393,624	3,093,624	2,810,500	2,053,800	3,613,152	2,713,455	-3.45%	-24.90%	6.72%	2,645,868	2,589,154
Bulk Purchases - Water	0	0	0	211,000	113,698	210,996	232,596	10.23%	10.24%	0.58%	233,596	234,596
Sub-Total: Bulk Purchases	0	0	0	211,000	113,698	210,996	232,596	10.23%	10.24%	0.58%	233,596	234,596
Contracted Services - Existing Contracts	0	0	0	2,307,000	1,330,083	2,489,216	1,770,000	-23.28%	-28.89%	4.38%	1,775,000	1,780,000
Sub-Total: Contracted Services	0	0	0	2,307,000	1,330,083	2,489,216	1,770,000	-23.28%	-28.89%	4.38%	1,775,000	1,780,000
General Expenses	14,712,839	17,826,196	22,343,550	20,178,452	12,332,497	18,606,248	22,824,641	13.11%	22.67%	56.52%	23,201,676	25,302,711
Loss on Sale of Assets	0	4,115	15,145	0	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURE	27,335,139	28,813,915	33,444,043	39,993,771	21,687,412	37,447,080	40,380,370	0.97%	7.83%	100.00%	42,984,684	45,818,592
Year on Year Increase		5.41%	16.07%	19.58%	-6.37%	-6.37%	0.97%				7.83%	6.45%
OPERATING SURPLUS/(DEFICIT)	-3,373,348	-1,052,422	-3,682,203	2,453,733	2,134,199	4,946,348	8,234,402				9,172,216	3,634,239
Taxation	0	-21,189	9,110	0	0	0	0	0	0	0	0	0
NET OPERATING SURPLUS/(DEFICIT)	-3,373,348	-1,031,233	-3,691,313	2,453,733	2,134,199	4,946,348	8,234,402				9,172,216	3,634,239

Ekurhuleni Development Company (EDC) Management Company – Operating Budget
 Table 87: Ekurhuleni Development Company (EDC) Management Company - Operating Budget 2011/12 – 2013/14

EDC MANAGEMENT COMPANY												
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Interest Earned - Bank Balances / (Interest on overd)	40,217	5,595	5,258	8,000	2,032	3,900	8,000	0.00%	105.13%	0.07%	6,000	6,000
Sub-Total: Interest Earned	40,217	5,595	5,258	8,000	2,032	3,900	8,000	0.00%	105.13%	0.07%	6,000	6,000
Operating Grants & Subsidies - Other	160,872	90,589	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Operating Grants	160,872	90,589	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Other Sundry Income	5,558,656	6,768,679	8,140,264	9,691,000	5,652,764	9,691,000	11,004,040	13.55%	13.55%	99.93%	11,829,343	12,657,397
Sub-Total: Other Income	5,558,656	6,768,679	8,140,264	9,691,000	5,652,764	9,691,000	11,004,040	13.55%	13.55%	99.93%	11,829,343	12,657,397
TOTAL OPERATING INCOME	5,759,745	6,864,863	8,145,522	9,699,000	5,654,796	9,694,900	11,012,040	13.54%	13.59%	100.00%	11,835,343	12,663,397
NET OPERATING INCOME	5,759,745	6,864,863	8,145,522	9,699,000	5,654,796	9,694,900	11,012,040	13.54%	13.59%	100.00%	11,835,343	12,663,397
Year on Year Increase		19.19%	18.66%	19.07%	-0.04%		13.54%				7.48%	7.00%
EXPENDITURE												
Employee Related Costs - Salaries & Wages	3,327,073	3,967,240	4,483,955	6,451,350	4,060,433	6,451,000	8,216,845	27.37%	27.37%	74.62%	8,792,024	9,407,466
Remuneration of Directors	192,000	407,331	744,668	385,000	304,000	385,000	400,000	3.90%	3.90%	3.63%	450,000	485,000
Sub-Total: Remuneration	3,519,073	4,374,571	5,228,623	6,836,350	4,364,433	6,836,000	8,616,845	26.04%	26.05%	78.25%	9,242,024	9,892,466
Bad Debts (Provision for Bad Debts) - current trends	0	0	7,594	0	0	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Bad Debt Provision	0	0	7,594	0	0	0	0	0.00%	0.00%	0.00%	0	0
Collection Costs	0	90,394	2,528	0	0	0	0	0.00%	0.00%	0.00%	0	0
Depreciation - Existing Assets	111,460	99,316	55,734	183,000	54,383	183,000	183,000	0.00%	0.00%	1.66%	185,000	185,000
Sub-Total: Depreciation	111,460	99,316	55,734	183,000	54,383	183,000	183,000	0.00%	0.00%	1.66%	185,000	185,000
Repairs and Maintenance - External Contractors	26,921	28,772	46,459	0	0	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Repairs and Maintenance	26,921	28,772	46,459	0	0	0	0	0.00%	0.00%	0.00%	0	0
Interest Expense - Current External Borrowings	0	0	237	0	113	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Interest Expense	0	0	237	0	113	0	0	0.00%	0.00%	0.00%	0	0
Bulk Purchases - Water	0	0	0	45,000	26,115	45,000	50,000	11.11%	11.11%	0.45%	51,000	52,000
Sub-Total: Bulk Purchases	0	0	0	45,000	26,115	45,000	50,000	11.11%	11.11%	0.45%	51,000	52,000
Contracted Services - Existing Contracts	0	0	0	196,000	28,554	196,000	120,000	-38.78%	-38.78%	1.09%	125,000	130,000
Sub-Total: Contracted Services	0	0	0	196,000	28,554	196,000	120,000	-38.78%	-38.78%	1.09%	125,000	130,000
General Expenses	2,102,325	2,199,890	2,777,662	2,415,000	1,247,845	2,415,000	2,041,459	-15.47%	-15.47%	18.54%	2,160,772	2,362,000
Loss on Sale of Assets	0	4,115	15,145	0	0	0	0	0.00%	0.00%	0.00%	0	0
TOTAL OPERATING EXPENDITURE	5,759,779	6,797,058	8,133,982	9,675,350	5,721,443	9,675,000	11,011,304	13.81%	13.81%	100.00%	11,763,796	12,621,466
NET OPERATING EXPENDITURE	5,759,779	6,797,058	8,133,982	9,675,350	5,721,443	9,675,000	11,011,304	13.81%	13.81%	100.00%	11,763,796	12,621,466
Year on Year Increase		18.01%	19.67%	18.95%		0.00%	13.81%				6.83%	7.29%
OPERATING SURPLUS/(DEFICIT)	-34	67,805	11,540	23,650	-66,647	19,900	736				71,547	41,931
Taxation		-21,189	9,110									
NET OPERATING SURPLUS/(DEFICIT)	-34	88,994	2,430	23,650	-66,647	19,900	736				71,547	41,931

Pharoe Park – Operating Budget
Table 88: Pharoe Park - Operating Budget 2011/12 – 2013/14

PHAROE PARK												
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Interest Earned - Outstanding Debtors				72,000	60,658	91,272	95,000	31.94%	4.08%	0.58%	98,000	102,000
Sub-total: Penalties and Interest on Debtors	0	0	0	72,000	60,658	91,272	95,000	31.94%	4.08%	0.58%	98,000	102,000
Rent of Facilities and Equipment - Other	6,583,700	7,394,120	8,141,868	8,794,608	5,849,934	8,795,000	9,716,022	10.48%	10.47%	58.98%	10,687,625	11,756,387
Sub-total: Rent of Facilities and Equipment	6,583,700	7,394,120	8,141,868	8,794,608	5,849,934	8,795,000	9,716,022	10.48%	10.47%	58.98%	10,687,625	11,756,387
Interest Earned - Bank Balances / (Interest on overdrafts)	996,882	1,408,044	886,194	105,000	114,031	76,528	110,000	4.76%	43.74%	0.67%	115,000	115,000
Sub-Total: Interest Earned	996,882	1,408,044	886,194	105,000	114,031	76,528	110,000	4.76%	43.74%	0.67%	115,000	115,000
Operating Grants & Subsidies - Other	388,344			2,373,000	2,157,141	2,373,000	2,371,000	-0.08%		14.39%	2,371,000	0
Sub-Total: Operating Grants	388,344		0	2,373,000	2,157,141	2,373,000	2,371,000	-0.08%		14.39%	2,371,000	0
Other Sundry Income	449,837	997,418	957,420	1,571,000	870,591	1,448,488	4,180,232	166.09%	188.59%	25.38%	4,434,708	4,731,130
Sub-Total: Other Income	449,837	997,418	957,420	1,571,000	870,591	1,448,488	4,180,232	166.09%	188.59%	25.38%	4,434,708	4,731,130
TOTAL OPERATING INCOME	8,418,763	9,795,582	9,985,482	12,915,608	9,052,355	12,784,288	16,472,254	27.54%	28.85%	100.00%	17,706,333	16,704,517
NET OPERATING INCOME	8,418,763	9,795,582	9,985,482	12,915,608	9,052,355	12,784,288	16,472,254	27.54%	28.85%	100.00%	17,706,333	16,704,517
Year on Year Increase		16.40%	1.90%	29.34%		-1.02%	27.54%				7.49%	-5.66%
EXPENDITURE												
Bad Debts (Provision for Bad Debts) - current trends	113,858	419,444	-23,926	439,056	292,704	439,056	485,800	10.65%	10.65%	3.73%	534,400	587,800
Sub-Total: Bad Debt Provision	113,858	419,444	-23,926	439,056	292,704	439,056	485,800	10.65%	10.65%	3.73%	534,400	587,800
Collection Costs				390,000	119,077	360,000	409,500	5.00%	13.75%	3.14%	429,975	440,000
Depreciation - Existing Assets	345,889	405,932	409,080	405,000	272,720	405,000	433,350	7.00%	7.00%	3.33%	463,685	466,000
Sub-Total: Depreciation	345,889	405,932	409,080	405,000	272,720	405,000	433,350	7.00%	7.00%	3.33%	463,685	466,000
Repairs and Maintenance - External Contractors	1,004,446	449,768	700,495	1,673,000	0	1,673,000	0	0.00%		0.00%	1,500,000	1,500,000
Sub-Total: Repairs and Maintenance	1,004,446	449,768	700,495	1,673,000	0	1,673,000	0	0.00%		0.00%	1,500,000	1,500,000
Interest Expense - Current External Borrowings	1,282,999	1,136,607	999,381	956,500	660,114	952,000	888,655	-7.09%	-6.65%	6.82%	858,891	840,000
Sub-Total: Interest Expense	1,282,999	1,136,607	999,381	956,500	660,114	952,000	888,655	-7.09%	-6.65%	6.82%	858,891	840,000
General Expenses	5,402,063	6,632,766	7,880,247	8,247,652	4,940,316	8,207,652	10,811,725	31.73%	31.73%	82.98%	10,042,748	10,801,254
TOTAL OPERATING EXPENDITURE	8,149,255	9,044,517	9,965,277	12,111,208	6,284,931	12,036,708	13,029,030	7.58%	8.24%	100.00%	13,829,699	14,635,054
NET OPERATING EXPENDITURE	8,149,255	9,044,517	9,965,277	12,111,208	6,284,931	12,036,708	13,029,030	7.58%	8.24%	100.00%	13,829,699	14,635,054
Year on Year Increase		10.99%	10.18%	21.53%		-0.62%	7.58%				6.15%	5.82%
OPERATING SURPLUS/(DEFICIT)												
OPERATING SURPLUS/(DEFICIT)	269,508	755,065	20,205	804,400	2,767,424	747,580	3,443,224				3,876,634	2,069,463
NET OPERATING SURPLUS/(DEFICIT)	269,508	755,065	20,205	804,400	2,767,424	747,580	3,443,224				3,876,634	2,069,463

Pharoe Park Phase 2 – Operating Budget
 Table 89: Pharoe Park Phase 2 - Operating Budget

PHAROE PARK PHASE 2												
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Interest Earned - Outstanding Debtors				96,000	73,279	102,256	100,000	4.17%	-2.21%	0.52%	100,000	100,000
Sub-total: Penalties and Interest on Debtors	0	0	0	96,000	73,279	102,256	100,000	4.17%	-2.21%	0.52%	100,000	100,000
Rent of Facilities and Equipment - Other	8,517,256	9,368,484	10,240,942	11,117,896	7,413,501	11,141,284	12,255,412	10.23%	10.00%	64.27%	13,480,954	14,829,049
Sub-total: Rent of Facilities and Equipment	8,517,256	9,368,484	10,240,942	11,117,896	7,413,501	11,141,284	12,255,412	10.23%	10.00%	64.27%	13,480,954	14,829,049
Interest Earned - Bank Balances / (Interest on overd)	399,151	224,001	89,262	45,000	53,264	97,032	100,000	122.22%	3.06%	0.52%	100,000	100,000
Sub-Total: Interest Earned	399,151	224,001	89,262	45,000	53,264	97,032	100,000	122.22%	3.06%	0.52%	100,000	100,000
Operating Grants & Subsidies - Other	33,720		0	4,129,000	429,000	4,129,000	4,129,000	0.00%		21.65%	4,129,000	
Sub-Total: Operating Grants	33,720	0	0	4,129,000	429,000	4,129,000	4,129,000	0.00%		21.65%	4,129,000	0
Other Sundry Income	604,540	1,411,851	1,287,036	1,832,000	1,137,884	1,830,796	2,483,066	35.54%	35.63%	13.02%	2,712,270	2,962,867
Sub-Total: Other Income	604,540	1,411,851	1,287,036	1,832,000	1,137,884	1,830,796	2,483,066	35.54%	35.63%	13.02%	2,712,270	2,962,867
TOTAL OPERATING INCOME	9,554,667	11,004,336	11,617,240	17,219,896	9,106,928	17,300,368	19,067,478	10.73%	10.21%	100.00%	20,522,224	17,991,916
Year on Year Increase		15.17%	5.57%	48.23%		0.47%	10.73%			100.00%	20,522,224	17,991,916
											7.63%	-12.33%
EXPENDITURE												
Bad Debts (Provision for Bad Debts) - current trends	265,338	472,562	73,516	550,000	366,664	550,000	612,771	11.41%	11.41%	4.27%	674,048	741,452
Sub-Total: Bad Debt Provision	265,338	472,562	73,516	550,000	366,664	550,000	612,771	11.41%	11.41%	4.27%	674,048	741,452
Depreciation - Existing Assets	581,412	581,412	581,412	581,413	387,353	581,412	581,413	0.00%	0.00%	4.05%	581,413	581,413
Sub-Total: Depreciation	581,412	581,412	581,412	581,413	387,353	581,412	581,413	0.00%	0.00%	4.05%	581,413	581,413
Repairs and Maintenance - External Contractors	481,387	667,809	910,281	3,429,000	0	1,500,000	1,500,000	-56.26%	0.00%	10.46%	1,500,000	1,500,000
Sub-Total: Repairs and Maintenance	481,387	667,809	910,281	3,429,000	0	1,500,000	1,500,000	-56.26%	0.00%	10.46%	1,500,000	1,500,000
Interest Expense - Current External Borrowings	2,426,562	2,257,017	2,093,934	1,854,000	1,393,573	2,661,152	1,824,800	-1.57%	-31.43%	12.72%	1,786,977	1,749,154
Sub-Total: Interest Expense	2,426,562	2,257,017	2,093,934	1,854,000	1,393,573	2,661,152	1,824,800	-1.57%	-31.43%	12.72%	1,786,977	1,749,154
General Expenses	5,550,460	6,830,946	8,522,096	9,227,300	5,954,828	7,883,596	9,821,457	6.44%	24.58%	68.49%	10,848,156	11,989,457
TOTAL OPERATING EXPENDITURE	9,305,159	10,809,746	12,181,239	15,641,713	8,102,418	13,176,160	14,340,441	-8.32%	8.84%	100.00%	15,390,594	16,561,476
Year on Year Increase		16.17%	12.69%	28.41%		-15.76%	-8.32%			100.00%	15,390,594	16,561,476
											7.32%	7.61%
OPERATING SURPLUS/(DEFICIT)	249,508	194,590	-563,999	1,578,183	1,004,510	4,124,208	4,727,037				5,131,630	1,430,440
NET OPERATING SURPLUS/(DEFICIT)	249,508	194,590	-563,999	1,578,183	1,004,510	4,124,208	4,727,037				5,131,630	1,430,440

Lethabong Housing Institute (LHI) – Operating Budget
 Table 90: Lethabong Housing Institute (LHI) - Operating Budget 2011 – 2013/14

LETHABONG HOUSING INSTITUTE												
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Interest Earned - Bank Balances / (Interest on overd	228,616	92,712	13,596	13,000	7,532	13,872	13,000	0.00%	-6.29%	0.63%	13,000	13,000
Sub-Total: Interest Earned	228,616	92,712	13,596	13,000	7,532	13,872	13,000	0.00%	-6.29%	0.63%	13,000	13,000
Other Sundry Income	0	0	0	2,600,000	0	2,600,000	2,050,000	-21.15%	-21.15%	99.37%	2,080,000	2,080,000
Sub-Total: Other Income	0	0	0	2,600,000	0	2,600,000	2,050,000	-21.15%	-21.15%	99.37%	2,080,000	2,080,000
TOTAL OPERATING INCOME	228,616	92,712	13,596	2,613,000	7,532	2,613,872	2,063,000	-21.05%	-21.07%	100.00%	2,093,000	2,093,000
NET OPERATING INCOME	228,616	92,712	13,596	2,613,000	7,532	2,613,872	2,063,000	-21.05%	-21.07%	100.00%	2,093,000	2,093,000
Year on Year Increase		-59.45%	-85.34%	19118.89%		0.03%	-21.05%				1.45%	0.00%
EXPENDITURE												
Remuneration of Directors	16,000	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Remuneration	16,000	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Bad Debts (Provision for Bad Debts) - current trends	2,446,955	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Sub-Total: Bad Debt Provision	2,446,955	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Collection Costs	0	0	0	0	0	0	0	0.00%	0.00%	0.00%	0	0
Bulk Purchases - Water	0	0	0	166,000	87,583	165,996	182,596	10.00%	10.00%	9.13%	182,596	182,596
Sub-Total: Bulk Purchases	0	0	0	166,000	87,583	165,996	182,596	10.00%	10.00%	9.13%	182,596	182,596
Contracted Services - Existing Contracts	0	0	0	2,111,000	1,301,529	2,293,216	1,650,000	-21.84%	-28.05%	82.52%	1,650,000	1,650,000
Sub-Total: Contracted Services	0	0	0	2,111,000	1,301,529	2,293,216	1,650,000	-21.84%	-28.05%	82.52%	1,650,000	1,650,000
General Expenses	1,657,991	2,162,594	3,163,545	288,500	189,508	100,000	150,000	-48.01%	50.00%	7.50%	150,000	150,000
TOTAL OPERATING EXPENDITURE	4,120,946	2,162,594	3,163,545	2,565,500	1,578,620	2,559,212	1,999,596	-22.06%	-21.87%	100.00%	2,000,596	2,000,596
NET OPERATING EXPENDITURE	4,120,946	2,162,594	3,163,545	2,565,500	1,578,620	2,559,212	1,999,596	-22.06%	-21.87%	100.00%	2,000,596	2,000,596
Year on Year Increase		-47.52%	46.28%	-18.90%		-0.25%	-22.06%				0.05%	0.00%
OPERATING SURPLUS/(DEFICIT)	-3,892,330	-2,069,882	-3,149,949	47,500	-1,571,088	54,660	63,404				92,404	92,404
NET OPERATING SURPLUS/(DEFICIT)	-3,892,330	-2,069,882	-3,149,949	47,500	-1,571,088	54,660	63,404				92,404	92,404

East Rand Water Care Company (ERWAT) – Operating Budget
Table 91: East Rand Water Care Company (ERWAT) - Operating Budget 2011/12 – 2013/14

EAST RAND WATER CARE COMPANY												
FINANCIAL PERIOD	F-03 2007/08	F-02 2008/09	F-01 2009/10	F00 ADJ BUDGET	F00 YEAR TO DATE	F00 PROJECTED	F01 2011/12	% B to B	% P to B	% Of Total	F02 2012/13	F03 2013/14
Sanitation Income	190,693,644	213,601,717	264,943,032	341,595,002	227,922,452	341,595,002	408,676,376	19.64%	19.64%	78.61%	494,316,645	546,637,473
Sub-total: Net Sanitation Sales	190,693,644	213,601,717	264,943,032	341,595,002	227,922,452	341,595,002	408,676,376	19.64%	19.64%	78.61%	494,316,645	546,637,473
Total: User Charges for Services	190,693,644	213,601,717	264,943,032	341,595,002	227,922,452	341,595,002	408,676,376	19.64%	19.64%	78.61%	494,316,645	546,637,473
Rent of Facilities and Equipment - Other	0	0	199,690	163,627	0	69,628	164,318	0.42%	0.03%	0.03%	166,623	178,210
Sub-total: Rent of Facilities and Equipment	0	0	199,690	163,627	0	69,628	164,318	0.42%	0.03%	0.03%	166,623	178,210
Interest Earned - Bank Balances / (Interest on overd)	2,901,192	539,863	628,140	13,000	0	30,000	40,000	207.69%	33.33%	0.01%	50,000	55,000
Interest Earned - Current Investment Portfolio	3,049,262	5,267,593	2,815,756	1,500,000	-268,659	960,000	980,000	2.08%	2.08%	0.19%	990,000	1,000,000
Interest Earned - New External Investments	0	0	0	100,000	0	30,000	40,000	0.01%	0.01%	0.01%	50,000	55,000
Sub-Total: Interest Earned	5,950,454	5,807,456	3,443,896	1,613,000	-268,659	1,020,000	1,060,000	-34.28%	3.92%	0.20%	1,090,000	1,110,000
Operating Grants & Subsidies - Other	11,590,030	7,658,429	15,977,926	214,000	1,229,383	256,800	50,282,480	23396.49%	19480.40%	9.67%	310,728	326,264
Sub-Total: Operating Grants	11,590,030	7,658,429	15,977,926	214,000	1,229,383	256,800	50,282,480	23396.49%	19480.40%	9.67%	310,728	326,264
Other Sundry Income	53,584,079	50,146,572	51,798,844	55,681,170	27,496,621	45,295,998	59,692,046	7.20%	31.78%	11.48%	57,693,280	60,368,574
Sub-Total: Other Income	53,584,079	50,146,572	51,798,844	55,681,170	27,496,621	45,295,998	59,692,046	7.20%	31.78%	11.48%	57,693,280	60,368,574
TOTAL OPERATING INCOME	261,818,207	277,214,174	336,363,388	399,266,799	256,379,597	388,237,428	519,875,220	30.21%	33.91%	100.00%	553,577,276	608,620,521
NET OPERATING INCOME	261,818,207	277,214,174	336,363,388	399,266,799	256,379,597	388,237,428	519,875,220	30.21%	33.91%	100.00%	553,577,276	608,620,521
Year on Year Increase		5.88%	21.34%	18.70%		-2.76%	30.21%				6.48%	9.94%
EXPENDITURE												
Employee Related Costs - Salaries & Wages	82,979,319	96,033,679	111,216,423	93,249,102	79,674,465	90,809,357	102,775,954	10.22%	13.18%	21.87%	114,444,350	123,153,563
Employee Related Costs - Overtime	4,684,000	910,666	7,289,832	8,096,860	7,232,155	7,232,155	7,702,310	13.20%	10.29%	6.30%	8,382,204	9,043,746
Employee Related Costs - Social Contributions	28,470,245	25,876,374	29,187,244	26,134,125	26,825,132	26,825,132	29,584,502	13.20%	10.29%	6.30%	33,412,307	34,674,546
Remuneration of Directors	37,326,889	36,472,622	29,288,314	503,000	375,499	703,080	752,296	49.56%	7.00%	0.16%	789,910	829,406
Sub-Total: Remuneration	82,979,319	96,033,679	111,216,423	127,983,088	80,049,964	125,569,724	140,815,062	10.03%	12.14%	29.97%	157,028,772	167,701,261
Bad Debts (Provision for Bad Debts) - current trends	4,684,000	910,666	7,289,832	1,106,000	0	2,310,000	1,906,000	72.33%	-17.49%	0.41%	2,006,000	2,506,000
Sub-Total: Bad Debt Provision	4,684,000	910,666	7,289,832	1,106,000	0	2,310,000	1,906,000	72.33%	-17.49%	0.41%	2,006,000	2,506,000
Depreciation - Existing Assets	28,470,245	25,876,374	29,187,244	29,728,552	19,407,454	31,494,930	39,183,558	31.80%	24.41%	8.34%	54,664,468	62,868,883
Sub-Total: Depreciation	28,470,245	25,876,374	29,187,244	29,728,552	19,407,454	31,494,930	39,183,558	31.80%	24.41%	8.34%	54,664,468	62,868,883
Repairs and Maintenance - External Contractors	37,326,889	36,472,622	29,288,314	45,227,729	14,564,136	42,395,301	48,312,536	6.82%	13.96%	10.28%	50,192,208	52,806,496
Sub-Total: Repairs and Maintenance	37,326,889	36,472,622	29,288,314	45,227,729	14,564,136	42,395,301	48,312,536	6.82%	13.96%	10.28%	50,192,208	52,806,496
Interest Expense - Current External Borrowings	24,082,957	24,008,847	16,276,734	29,741,633	8,480,017	16,434,430	39,670,076	33.38%	141.38%	8.44%	53,774,324	56,020,124
Sub-Total: Interest Expense	24,082,957	24,008,847	16,276,734	29,741,633	8,480,017	16,434,430	39,670,076	33.38%	141.38%	8.44%	53,774,324	56,020,124
Bulk Purchases - Sewer purification	52,471,844	69,512,438	90,752,568	118,713,017	71,442,355	125,811,670	151,139,309	27.31%	20.13%	32.17%	184,886,938	212,510,494
Sub-Total: Bulk Purchases	52,471,844	69,512,438	90,752,568	118,713,017	71,442,355	125,811,670	151,139,309	27.31%	20.13%	32.17%	184,886,938	212,510,494
Contracted Services - Existing Contracts	0	0	0	19,959	0	20,957	20,957	5.00%	0.00%	0.00%	20,957	20,957
Sub-Total: Contracted Services	0	0	0	19,959	0	20,957	20,957	5.00%	0.00%	0.00%	20,957	20,957
General Expenses	34,131,441	33,059,972	33,937,372	46,746,822	22,442,078	43,709,373	48,827,722	4.45%	11.71%	10.39%	51,003,609	54,186,306
Impairment loss	292,282	121,112	144,834	266,816	569,810	0	0				0	0
Loss on Sale of Assets	0	0	0	0	0	0	0				0	0
TOTAL OPERATING EXPENDITURE	264,438,977	286,262,526	318,120,225	399,266,799	216,955,814	387,725,428	469,875,220	17.68%	21.19%	100.00%	553,577,276	608,620,521
NET OPERATING EXPENDITURE	264,438,977	286,262,526	318,120,225	399,266,799	216,955,814	387,725,428	469,875,220	17.68%	21.19%	100.00%	553,577,276	608,620,521
Year on Year Increase		8.25%	11.13%	25.51%		-2.89%	17.68%				17.81%	9.94%
OPERATING SURPLUS/(DEFICIT)												
Contribution to Capital Budget	-2,620,770	-9,048,352	18,243,163	0	39,423,783	512,000	50,000,000				0	0
NET OPERATING SURPLUS/(DEFICIT)	-2,620,770	-9,048,352	18,243,163	0	39,423,783	512,000	50,000,000				0	0

East Rand Water Care Company (ERWAT) –Capital Budget

Table 92: East Rand Water Care Company (ERWAT) - Capital Budget 2011 – 2013/14

Capital budget by vote	Source of finance	Capital Cost 2011/2012	Capital Cost 2012/2013	Capital Cost 2013/2014
MULTI YEAR EXPENDITURE				
Development	EXTERNAL	286,000,000	175,151,000	134,544,000
Total Multi year expenditure		286,000,000	175,151,000	134,544,000
SINGLE YEAR EXPENDITURE				
Laboratory	EXTERNAL/INTERNAL	5,348,600	6,416,800	8,953,000
Administration	EXTERNAL/INTERNAL	20,000	0	0
Corporate	EXTERNAL/INTERNAL	20,000	0	0
Finance	EXTERNAL/INTERNAL	20,000	0	0
Technical	EXTERNAL/INTERNAL	6,804,000	320,000	600,000
IT	EXTERNAL/INTERNAL	1,235,579	1,235,579	1,510,850
HR	EXTERNAL/INTERNAL	370,000	20,000	20,000
Marketing	EXTERNAL/INTERNAL	207,000	85,000	105,000
Operations	EXTERNAL/INTERNAL	31,134,350	35,169,900	38,395,100
Development	EXTERNAL/INTERNAL	0	0	0
Total Single Year Expenditure		45,159,529	43,247,279	49,583,950
Total Capital Expenditure Per Vote		331,159,529	218,398,279	184,127,950

Project name/ Expense description	Source of finance	Capital Cost 2011/2012	First Quarter Quarter Projection	Second Quarter Projection	Third Quarter Projection	Fourth Quarter Projection	Capital Cost 2012/2013
WELGEDACHT	External	92,708,917	23,453,421	23,452,421	27,482,463	18,320,612	136,205,043
WATERVAL	External	193,291,083	48,447,771	52,572,771	49,197,771	43,072,770	38,945,957
RIETVLEI	External						
TOTAL MULTI YEAR BUDGET		286,000,000	71,901,192	76,025,192	76,680,234	61,393,382	175,151,000
Laboratory	Internal	5,348,600	2,932,100	377,500	819,000	1,220,000	6,416,800
Administration	Internal	20,000	20,000	0	0	0	0
Corporate	Internal	20,000	20,000	0	0	0	0
Finance	Internal	20,000	20,000	0	0	0	0
Technical	Internal	6,804,000	1,676,000	1,736,000	1,716,000	1,676,000	320,000
IT	Internal	1,235,579	219,424	375,545	367,075	273,535	1,235,579
HR	Internal	370,000	0	20,000	0	350,000	20,000
Marketing	Internal	207,000	207,000	0	0	0	85,000
Operations	External/Internal	31,134,350	5,667,300	14,750,900	8,712,050	2,004,100	35,169,900
Development		0	0	0	0	0	0
TOTAL SINGLE YEAR BUDGET		45,159,529	10,761,824	17,259,945	11,614,125	5,523,635	43,247,279
TOTAL CAPITAL EXPENDITURE		331,159,529	82,663,016	93,285,137	88,294,359	66,917,017	218,398,279
Loans Capital Portion		11,835,258	1,614,325	4,235,081	1,614,325	4,371,526	13,688,733
Total		342,994,787	84,277,341	97,520,218	89,908,684	71,288,543	232,087,012
External Funding		286,000,000	71,901,192	76,025,192	76,680,234	61,393,382	175,151,000
Internal Funding		45,159,529	10,761,824	17,259,945	11,614,125	5,523,635	43,247,279
Total Funding		331,159,529	82,663,016	93,285,137	88,294,359	66,917,017	218,398,279

East Rand Water Care Company (ERWAT) – Measurable Performance Indicators

Table 93: East Rand Water Company (ERWAT) - Measurable Performance Indicators

Municipal Entity	Performance Indicator	5 Year Target	Unit of Measure	Baseline and Backlog at 1 July 2011	Actual Performance Previous Year	Projected Service Delivery Programme																								
						2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
						Q1	Q2	Q3	Q4	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15						
EAST RAND WATER CARE COMPANY																														
ERWAT	To improve water quality with respect to COD	< 59 937	KG per Day			< 56 496	< 56 496	< 56 496	< 56 496	< 56 496	< 58 191	< 59 937	< 59 937	< 59 937	< 59 937	< 59 937	< 59 937	< 59 937	< 59 937	< 59 937										
ERWAT	To improve water quality with respect to P04-Phosphates	< 799	KG per Day			< 753	< 753	< 753	< 753	< 753	< 776	< 799	< 799	< 799	< 799	< 799	< 799	< 799	< 799	< 799										
ERWAT	To improve water quality with respect to SS-Suspended Solids	< 19 978	KG per Day			< 18 831	< 18 831	< 18 831	< 18 831	< 18 831	< 19 396	< 19 978	< 19 978	< 19 978	< 19 978	< 19 978	< 19 978	< 19 978	< 19 978	< 19 978										
ERWAT	To determine the appropriate price of water	< 241.17	Cents per KL			< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89	< 162.89										
National Outcomes: Sustainable human settlements and improved quality of life Millenium Development Goal: Ensure environmental sustainability Objective for Planned Intervention per GDS Outcomes: All communities to have access to potable water by 2012																														

CONTRACTS HAVING FUTURE BUDGETARY IMPLICATIONS

Table 94: Supporting Table SA33 - Contracts Having Future Budgetary Implications

GT000 Ekurhuleni Metro - Supporting Table SA33 Contracts having future budgetary implications

R thousand	Ref	Description	Preceding Years	Current Year 2010/11	2011/12 Medium Term Revenue & Expenditure Framework			Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Total Contract Value
					Original Budget	Budget Year 2011/12	Budget Year +1 2012/13								
	2	Parent Municipality:													
		Revenue Obligation By Contract													
		Contract 1													-
		Contract 2													-
		Contract 3 e/c													-
		Total Operating Revenue Implication													
	2	Expenditure Obligation By Contract													
		East Rand Water Company	1,087,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	21,500	1,238,000
		Surgu Sangu Protechs cc	11,356	11,356	11,356	11,356	11,356	11,356	11,356	11,356	11,356	11,356	11,356	11,356	45,423
		East Rand Water Company	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	18,900
		Envirofill cc	18,479	9,240	9,240	9,240	9,240	9,240	9,240	9,240	9,240	9,240	9,240	9,240	46,198
		Charits South Africa Limited	35,519												35,519
		East Rand Water Company	2,846,447	330,941	406,571	486,666	582,539	699,047	838,856	1,006,627	1,207,953	1,449,543	1,739,452	2,087,342	13,681,983
		ABSA Bank Ltd													-
		Pambili Westman	14,400												14,400
		Standard Bank Corporate and Investment Banking		21,053	42,105	42,105	42,105	42,105	42,105	42,105	42,105	42,105	42,105	42,105	400,000
		Rand Merchant Bank		42,895	85,789	85,789	85,789	85,789	85,789	85,789	85,789	85,789	85,789	85,789	815,000
		Total Operating Expenditure Implication	4,020,001	443,284	582,861	656,656	731,934	848,441	988,251	1,156,022	1,335,847	1,577,438	1,867,346	2,087,342	16,295,422
	2	Capital Expenditure Obligation By Contract													
		Contract 1													-
		Contract 2													-
		Contract 3 e/c													-
		Total Capital Expenditure Implication													
		Total Parent Expenditure Implication	4,020,001	443,284	582,861	656,656	731,934	848,441	988,251	1,156,022	1,335,847	1,577,438	1,867,346	2,087,342	16,295,422
		Entities:													
	2	Revenue Obligation By Contract													
		Contract 1													-
		Contract 2													-
		Contract 3 e/c													-
		Total Operating Revenue Implication													
	2	Expenditure Obligation By Contract													
		Contract 1													-
		Contract 2													-
		Contract 3 e/c													-
		Total Operating Expenditure Implication													
	2	Capital Expenditure Obligation By Contract													
		Contract 1													-
		Contract 2													-
		Contract 3 e/c													-
		Total Capital Expenditure Implication													
		Total Entity Expenditure Implication													

CAPITAL EXPENDITURE DETAILS

Table 95: Capital Budget 2011/12 -2012/13 - per CCA

CAPITAL BUDGET 2011/12 - 2012/13 - CCA

CCA	Sum of Budget 2011/12	Sum of Budget 2012/13
Alberton	30,665,000	9,850,000
Benoni	105,500,900	159,562,000
Boksburg	49,505,000	154,667,000
Brakpan	68,798,000	38,900,000
Corporate	849,010,802	792,804,760
Daveyton	59,400,000	27,100,000
Duduza	24,979,975	48,700,000
Edenvale	42,831,800	36,653,000
Etwatwa	43,278,000	37,870,100
Furniture	9,388,700	17,124,550
Germiston	137,200,000	171,655,000
ICT Equipment	20,455,888	15,239,500
Katlehong	63,623,381	74,050,000
Katlehong 2	186,231,500	89,802,900
Kempton Park	81,867,345	99,200,000
Kwa-Thema	102,955,000	44,450,000
Nigel	11,450,000	16,000,000
Other Equipment	5,422,300	5,231,200
Specialized Equipment	22,985,000	24,220,000
Specialized Vehicles	84,568,000	106,650,000
Springs	72,015,000	32,776,000
Tembisa	126,105,489	115,929,000
Tembisa 2	41,200,000	30,500,000
Thokoza	22,750,000	19,850,000
Tsakane	19,150,000	35,620,400
Vehicles	42,797,400	40,350,000
Vosloorus	50,651,005	55,100,000
Grand Total	2,374,785,485	2,299,855,410

CAPITAL BUDGET 2011/12 - 2012/13 WARD CATEGORIES

Ward Category (located)	Sum of Budget 2011/12	Sum of Budget 2012/13
All wards	326,173,000	306,200,000
CBD	162,055,000	161,897,000
CBD / Developed, Residential	247,748,200	122,818,000
Developed, Residential	294,085,990	338,258,791
Operational Equipment	297,812,700	321,978,219
Underdeveloped	1,046,910,595	1,048,703,400
Grand Total	2,374,785,485	2,299,855,410

Figure 20: Capital Budget per Ward Categories

2011/2012 Capital Budget per Ward Categories

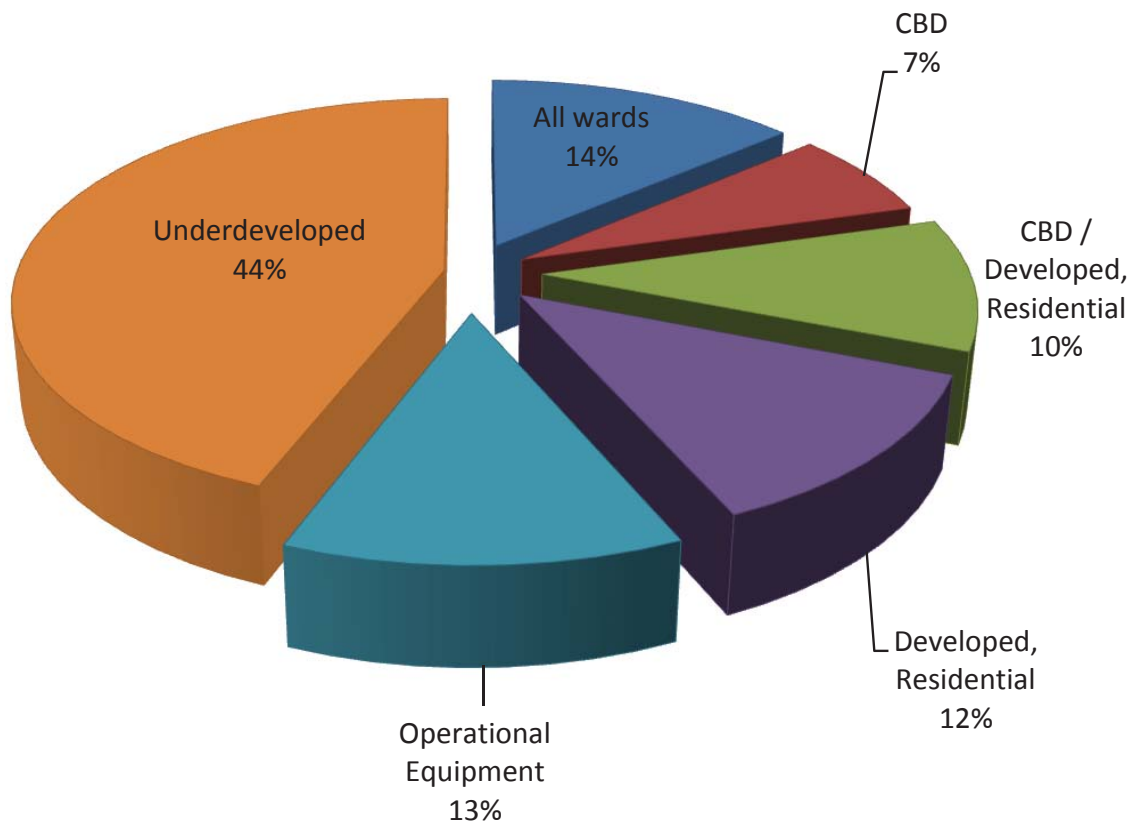


Table 96: Capital Budget 2011/12-2013/14 - Departments Allocations

CAPITAL BUDGET 2011/12 - 2012/13 - DEPARTMENTS ALLOCATIONS

New Department	Sum of Budget 2011/12	Sum of Budget 2012/13
City Manager	250,000	220,000
City Planning	1,800,000	1,800,000
Communication	364,000	260,000
Corporate Legal	3,900,000	5,215,000
Council General	61,000,000	93,545,000
Customer Relations Management	42,818,550	14,850,000
Economic Development	22,460,000	18,570,000
Economic Development: Fresh Produce Market	7,560,000	648,000
Economic Development: Tourism	4,040,000	4,020,000
Emer & Dis Management: Disaster Management	2,530,000	1,323,800
Emer & Dis Management: Emergency Services	35,345,900	41,250,000
Emer & Dis Management: Support	14,731,800	21,000,000
EMPD	50,074,100	35,870,000
Energy	385,254,190	298,674,760
Environmental Resources Management	14,730,900	9,082,000
Environmental Resources Management - Parks & Cemeteries	31,150,000	49,200,000
Finance	179,025,000	206,405,000
Finance - Facilities Management	6,550,000	
Finance - Fleet Management	6,500,000	6,500,000
Health & Social Development	113,893,500	146,458,400
Housing	26,800,000	41,110,000
Human Resources	450,000	450,000
ICT	89,000,000	89,590,000
Institutional Strategy, M&E and Research: R&D	50,000	50,000
Internal Audit	237,000	485,000
Political Office	4,359,600	878,450
Public Transport	100,550,000	40,000,000
Public Transport - Licensing	6,200,000	11,750,000
Roads and Stormwater	327,556,000	364,914,000
SRAC: Arts & Culture	44,331,000	39,200,000
SRAC: Libraries	31,750,000	18,200,000
SRAC: Sport & Recreation	18,600,000	34,500,000
Waste Management	137,264,000	125,600,000
Water & Sanitation	603,659,945	578,236,000
Grand Total	2,374,785,485	2,299,855,410

LEGISLATION COMPLIANCE STATUS

Legislation Related To Departmental Functions

Finance

- Local Government Systems Act 32 of 2000;
- Local Government Municipal Finance Management Act 56 of 2003; and
- Local Government Municipal Property Rates Act 6 of 2004.

Human Resource Management & Development

- Labour Relations Act;
- Basic Conditions of Employment Act;
- Employment Equity Act; and
- Skills Development Act 97 of 1998.

Information Communications Technology

- Telecommunications Act 103 of 1996; and
- Electronic Communications Act 36 of 2005.

Corporate & Legal Services

As custodians of legal support and interpretation for the Municipality and all its structures, the Department must interpret all Local Government Legislation to enhance good governance processes within the Constitutional framework of which a few examples are:

- The Constitution of the Republic of South Africa;
- Promotion of Access to Information Act 2 of 2000;
- Promotion of Administrative Justice Act 3 of 2000;
- Local Government: Municipal Finance Management Act 56 of 2003;
- Local Government: Municipal Structures Act 117 of 1998; and
- Local Government: Municipal Systems Act 32 of 2000.

Health Department

- National Health Act 61 of 2003;
- Nursing Act 1978 (Act No. 50 of 1978) as amended; and
- Pharmacy Act 1974 (Act No. 53 of 1974).

Community Safety

- Road Traffic Act 29 of 1989;
- National Road Traffic Act 93 of 1996;
- Administrative Adjudication of Road Traffic Offences Act 46 of 1998;
- Also see Traffic and Road Transport Library on Jutastat;
- SA Police Services Act 68 of 1995; and
- Fire Brigade Services Act 99 of 1987.

Housing

- Housing Act 107 of 1997;
- Gauteng Housing Act 6 of 1998;
- Rental Housing Act 50 of 1999;
- Formalities in respect of leases of Land Act 18 of 1969; and
- Prevention of illegal eviction from and unlawful occupation of Land Act 19 of 1998.

Infrastructure Services

- Electricity Act 41 of 1987;
- Electricity Regulation Act 4 of 2006;
- Local Government Roads Ordinance 44 of 1904;
- Roads Ordinance 22 of 1957;
- Local Government Ordinance 17 of 1939;
- Water Services Act 108 of 1997; and
- National Water Act 36 of 1998.

Environment Development

- Environment Conservation Act 73 of 1989;
- Environment Conservation Extension Act 100 of 1996; and
- National Environmental Management Act 107 of 1998.

City Development Department

- Removal of restrictions Act 84 of 1967;
- Physical Planning Act 88 of 1967;
- Environment Conservation Act 73 of 1989;
- Less Forman Township Establishment Act 113 of 1991;
- Physical Planning Act 125 of 1991;
- Development Facilitation Act 67 of 1995;
- Gauteng Removal of Restrictions Act 3 of 1996;
- Town Planning and Townships Ordinance 15 of 1986; and
- Division of Land Ordinance 20 of 1986.

Sport, Recreation, Arts and Culture

- Commission for the promotion and protection of the rights of Cultural, Religious and Linguistic Communities Act 200, No 19 of 2002;
- Cultural Institutions Act 1998, No 119 of 1998;
- Cultural Promotion Act 1983, No 35 of 1983;
- Safety at Sport and Recreational Events Bill, September 2006;
- National Arts Council Act 1997, No 56 of 1997;
- National Heritage Council Act 1999, No 11 of 1999;
- National Heritage Resources Act 1999, No 25 of 1999;
- South African World Heritage Convention 1999, No 49 of 1999;
- South African Geographical names Council Act, Act 1998, No 118 of 1998;
- National White Paper on Arts, Culture and Heritage, 1996;
- National Sport and Recreation Act of 1998;
- Safety at Sport and Recreation events Act of 2010;

- South African Boxing Act of 2001;
- 2010 FIFA World Cup South Africa special measures Act of 2010; and
- The South African Sports Commission Act of 1998.

In addition to the above acts, the municipality has the legislative authority to pass by laws to govern and regulate issues within its area of jurisdiction.

Generally there is compliance with the above acts and by-laws. However there have been isolated incidents of non-compliance with the above legislation.

More information on litigation in which Council is involved can be found in Note 43 of the Annual Financial Statements dealing with contingent assets and liabilities.

In terms of the results for the Medium Term, the model indicates that no loans in addition to the R4b DMTN already budgeted for will be affordable.

This is in line with the National Treasury draft report dealing with the affordability of additional borrowings.

OTHER SUPPORTING DOCUMENTS

Affordability of New Loans and Other Sources of Capital Funding.

One of the key aspects of the long term funding model is the determination of the long term availability of funds for capital investment. This is either in the form of additional loans or alternatively other sources of funding for capital investment.

The projects show that there is no capacity to take up external loans beyond the current approved R4b DMTN.

Once the full depreciation charges have been phased in for taxing purposes, cash will be generated by operations to contribute towards the capital programme.

The basic affordability model tests for the following basic financial ratio's before any additional Capital expenditure (over and above already approved budgets) can be considered:

- Balanced budget – if the operating budget is not in balance, additional interest on loans or direct revenue are not available for additional capital projects.
- Current loan covenants – if the conditions of the current loan covenants aren't met, new borrowings can't be considered, nor can revenue be utilised for additional capital as the minimum requirements of the covenants must be met as first priority.
- Closing cash (projected) must be at least greater than R0 to ensure financial viability, and ideally the minimum required cash as per the cash management policy must be maintained.
- Once these minimum requirements have been met, capital funding can be considered.
- The determination of the amount available is based on the impact of the capital programme on the capital budget, the risk factor in the operating budget as well as the amount of funds available in the operating budget (over above the meeting of the minimum criteria as set out above).

This model is not intended to be a fully fledged affordability model, but has been developed as a high level indicator of affordability of capital. Once the model indicates that there is a possibility of additional capital, detailed calculations will be performed to determine the final amount of capital.

Table 97: Affordability of New Loans and Other Sources of Capital Funding

Affordability of Future Year Capital		F01		F02		F03		F04		F05	
		2011/12		2012/13		2013/14		2014/15		2015/16	
Current Budgeted Surplus / (Deficit)		1,631,728	1,617,612	5,142,503	422,427,590	580,210,381					
ABSA Covenant Cash Shortage		(414,781,617)	630,973,474	784,459,834	1,006,835,502	1,441,484,980					
Closing Cash Balance		1,096,492,612	1,575,453,100	2,330,807,091	3,387,672,522	4,788,848,214					
Number of day's total cash held (total cash and inv)		46.60	63.55	71.51	81.91	101.08					
Number of day's total cash held (operating cash)		29.08	39.03	50.34	59.79	75.85					
Number of day's total cash held (un-encumbered cash)		3.17	15.04	28.26	40.21	56.31					
Expenditure per Day		46,847,372	53,910,263	62,494,396	75,740,375	81,574,600					
Can we afford additional Capital?	Step 1	Surplus Ok	Test Further	Test Further	Test Further	Test Further					
	Step 2	ABSA Ok	No	Test Further	Test Further	Test Further					
	Step 3	Cash Ok	Test Further	Test Further	Test Further	Test Further					
	Step 4	Unencumbered Cash Ok	Test Further	Test Further	Test Further	Test Further					
	Conclusion		FALSE	FALSE	FALSE	FALSE	FALSE				
		Possibly	Possibly	Possibly	Possibly	Possibly					
How much?	Step 1	Surplus Ok	1,631,728	1,617,612	5,142,503	422,427,590	580,210,381				
Calculation of amount potentially available from operations towards capital projects	Step 2	Absa Ok	-	1,617,612	5,142,503	422,427,590	580,210,381				
	Step 3	Amount > 45	75,041,510	1,000,247,763	1,656,809,539	2,795,287,104	4,574,759,264				
	Step 4	Amount > 0	148,436,300	811,034,199	1,766,074,846	3,045,630,713	4,593,220,710				
*** Risk Factor - RMEP Revenue	Low		-	1,617,612	5,142,503	422,427,590	580,210,381				
	High		148,436,300	1,000,247,763	1,766,074,846	3,045,630,713	4,593,220,710				
	Avg		56,277,385	453,629,296	858,292,348	1,671,443,249	2,582,100,184				
		Add income not yet proven	-	-	211,500,000	252,000,000					
Conservative Approach (Risk Averse)	Low - RMEP Income		-	1,617,612	5,142,503	210,927,590	328,210,381				
	Balanced Approach (Average Risk)		56,277,385	453,629,296	858,292,348	1,565,693,249	2,456,100,184				
	High Risk Appetite Approach		148,436,300	1,000,247,763	1,766,074,846	3,045,630,713	4,593,220,710				
Potential Gearing											
		Interest 10%									
Calculate impact on operations resulting from additional											
		Redemption 10%									

Affordability of Future Year Capital						
	F01	F02	F03	F04	F05	
	2011/12	2012/13	2013/14	2014/15	2015/16	
capital expenditure (assume loan funding)		858,292,348	1,565,693,249	2,456,100,184		
USED BALANCED APPROACH		858,292,348	1,565,693,249			
		858,292,348	707,400,902	890,406,935		
POTENTIAL NEW LOANS		-	2,860,974,492	2,358,003,005	2,968,023,116	
Total Loan Cost	4,515,716,217	5,133,357,830	8,203,221,370	7,521,599,678	7,969,620,020	
Viability Testing						
Interest < 8 % of Operating Expenditure	2.18%	2.18%	3.04%	2.38%	2.35%	
Loans < 50 % of Assets (PPE)	9.69%	10.98%	17.47%	16.06%	17.00%	
Loans < 50 % of Equity (Accumulated Surplus)	10.98%	12.35%	19.42%	17.24%	17.55%	
Interest Cover > 4:1 (Moderate risk)	3	5	4	6	8	
CAPEX FROM LOANS (TO BE EVALUATED)	-	-	-	800,000,000	800,000,000	
CAPEX FROM REVENUE (TO BE EVALUATED)	0	0	0			

SUPPORTING DETAILS TO "BUDGETED FINANCIAL PERFORMANCE"

Table 98: Supporting Table SA1 - Supporting details to "budgeted financial performance"

GT000 Ekurhuleni Metro - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand											
REVENUE ITEMS:											
Property rates											
Total Property Rates	6	2,270,935	2,389,311	2,648,035	3,037,977	3,037,977	2,997,991		3,238,484	3,536,424	3,868,848
less Revenue Foregone		567,058	610,844	516,035	510,620	510,620	487,180		528,591	577,221	631,480
Net Property Rates		1,703,877	1,778,467	2,131,999	2,527,358	2,527,358	2,510,810	-	2,709,893	2,959,204	3,237,369
Service charges - electricity revenue											
Total Service charges - electricity revenue	6	3,291,695	4,054,170	5,617,639	7,756,404	7,756,404	7,663,820		9,151,547	11,022,123	13,281,658
less Revenue Foregone					262,485	262,485	169,901				
Net Service charges - electricity revenue		3,291,695	4,054,170	5,617,639	7,493,919	7,493,919	7,493,919	-	9,151,547	11,022,123	13,281,658
Service charges - water revenue											
Total Service charges - water revenue	6	1,140,613	1,180,942	1,414,368	2,517,725	2,334,280	2,064,431		2,499,829	2,754,812	3,041,312
less Revenue Foregone					227,391	227,391	227,239		256,553	282,721	312,125
Net Service charges - water revenue		1,140,613	1,180,942	1,414,368	2,290,334	2,106,890	1,837,192	-	2,243,276	2,472,090	2,729,188
Service charges - sanitation revenue											
Total Service charges - sanitation revenue		505,761	458,599	454,099	655,084	838,547	838,247		997,937	1,164,591	1,359,076
less Revenue Foregone					173,308	173,308	173,193		199,172	232,434	271,250
Net Service charges - sanitation revenue		505,761	458,599	454,099	481,776	665,238	665,054	-	798,765	932,157	1,087,826
Service charges - refuse revenue											
Total refuse removal revenue	6	404,660	463,108	564,339	643,243	643,243	601,625		721,582	842,086	982,714
Total landfill revenue											
less Revenue Foregone											
Net Service charges - refuse revenue		404,660	463,108	564,339	643,243	643,243	601,625	-	721,582	842,086	982,714
Other Revenue by source											
Fuel levy		-	-	-	-	1,116,765	-		1,240,247	1,349,843	1,349,843
Other revenue	3	31,810	66,898	92,012	96,056	96,106	96,106		58,282	60,571	63,041
Total 'Other' Revenue	1	31,810	66,898	92,012	96,056	1,212,871	96,106	-	1,298,529	1,410,414	1,412,884
EXPENDITURE ITEMS:											
Employee related costs											
Salaries and Wages	2	1,944,988	2,465,273	2,805,771	3,529,290	3,506,400	3,507,403		3,179,428	3,460,626	3,773,943
Contributions to UIF, pensions, medical aid		535,190	630,349	744,543	873,524	852,853	852,853		924,567	989,287	1,060,515
Travel, motor car, accom: & other allowances		-	-	-	-	-	-		-	-	-
Housing benefits and allowances		-	-	-	-	-	-		-	-	-
Overtime		248,029	352,345	323,032	325,570	325,303	325,303		342,490	366,464	392,850
Performance bonus		-	-	-	-	-	-		-	-	-
Long service awards		184	200	20,557	5,813	5,813	5,813		6,000	6,540	7,142
Payments in lieu of leave		-	-	-	-	-	-		-	-	-
Post-retirement benefit obligations	4	-	-	-	-	-	-		-	-	-
sub-total	5	2,728,392	3,448,167	3,893,903	4,734,198	4,690,369	4,691,372	-	4,452,484	4,822,917	5,234,450
Less: Employees costs capitalised to PPE		-	-	29,678	109,300	109,300	109,300		118,797	127,113	136,265
Total Employee related costs	1	2,728,392	3,448,167	3,864,225	4,624,898	4,581,069	4,582,072	-	4,333,687	4,695,804	5,098,185
Contributions recognised - capital											
Neighborhood Development Partnership		-	5,465	45,213	83,236	80,459	83,236		56,333	15,000	10,000
Municipal Infrastructure Grant for Cities		-	434,993	414,953	499,895	499,895	499,895		1,044,276	1,297,640	1,452,452
Public Transport Infrastructure Grant		-	10,907	8,474	29,200	65,509	29,200		75,000	20,000	20,000
Community Care Centres		-	37,023	22,915	56,367	43,487	57,163		29,933	46,000	46,000
INEP		-	9,284	3,107	15,000	25,000	15,000		100,000	30,000	53,669
Other		-	7,595	29,306	3,006	77,971	5,821		21,500	26,500	26,500
Total Contributions recognised - capital		-	505,267	523,968	686,704	792,321	690,315	-	1,327,042	1,435,140	1,608,621
Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		402,734	2,134,449	2,080,533	1,951,840	1,951,840	1,951,840		2,101,119	2,156,645	1,930,804
Lease amortisation		-	-	1,377	-	-	-		-	-	-
Capital asset impairment		-	-	-	-	-	-		-	-	-
Total Depreciation & asset impairment	1	402,734	2,134,449	2,081,909	1,951,840	1,951,840	1,951,840	-	2,101,119	2,156,645	1,930,804
Bulk purchases											
Electricity Bulk Purchases		2,134,835	2,842,924	3,755,448	4,841,864	4,841,864	4,841,864		5,977,129	7,573,620	9,596,534
Water Bulk Purchases		1,163,239	1,279,086	1,394,615	1,766,895	1,766,820	1,766,895		1,968,425	2,206,785	2,480,328
Total bulk purchases	1	3,298,074	4,122,010	5,150,063	6,608,760	6,608,684	6,608,760	-	7,945,554	9,780,405	12,076,861
Contracted services											
List services provided by contract		494,996	561,560	563,520	710,186	658,365	603,200		701,952	712,482	748,106

sub-total	1	494,996	561,560	563,520	710,186	658,365	603,200	-	701,952	712,482	748,106
Allocations to organs of state:											
Electricity		-	-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total contracted services		494,996	561,560	563,520	710,186	658,365	603,200	-	701,952	712,482	748,106
Other Expenditure By Type											
Collection costs		58,375	63,841	73,530	82,474	107,074	79,161	-	118,534	126,239	134,697
Contributions to 'other' provisions		-	-	-	-	-	-	-	-	-	-
Consultant fees		64,274	97,030	110,081	134,300	166,013	155,647	-	123,169	129,327	137,992
Audit fees		8,132	10,872	12,973	15,000	15,000	13,512	-	16,500	17,325	18,486
General expenses	3	821,828	691,529	720,151	923,963	1,015,712	895,074	-	1,018,309	1,014,075	1,082,433
<i>List Other Expenditure by Type</i>											
Total 'Other' Expenditure	1	952,609	863,273	916,734	1,155,737	1,303,799	1,143,394	-	1,276,512	1,286,967	1,373,608

Repairs and Maintenance by Expenditure Item	8										
Employee related costs		-	-	-	-	-	-	-	682,282	743,687	812,107
Other materials		789,229	1,059,875	1,004,887	1,419,268	276,236	224,017	-	646,311	760,052	897,381
Contracted Services		-	-	-	-	906,640	895,562	-	886,868	944,337	1,005,435
Other Expenditure		-	-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	9	789,229	1,059,875	1,004,887	1,419,268	1,182,875	1,119,579	-	2,215,461	2,448,076	2,714,923

CONSOLIDATED MATRIX FINANCIAL PERFORMANCE BUDGET (REVENUE SOURCE/EXPENDITURE TYPE 7 DEPT)

Table 99: Supporting Table SA2 - Consolidated Matrix Financial Performance Budget (Revenue Source/Expenditure Type 7 Dept)

GT000 Ekurhuleni Metro - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

Ref	Description	Vote1 - Political Office	Vote2 - City Manager	Vote3 - Finance	Vote4 - Corporate Legal	Vote5 - Human Resources	Vote6 - ICT	Vote7 - Health	Vote8 - Infrastructure	Vote9 - Housing	Vote10 - SRAC	Vote11 - Emergency & Disaster Management	Vote12 - Environmental Resource Management	Vote13 - Energy	Vote14 - Strategic Services	Vote15 - Vote 15	Total
R thousand																	
	Revenue By Source																
	Property rates	-	-	3,238,484	-	-	-	-	-	-	-	-	-	-	-	-	3,238,484
	Property rates - penalties & collection charges	-	-	107,835	-	-	-	-	-	-	-	-	-	-	-	-	107,835
	Service charges - electricity revenue	-	-	-	-	-	-	-	2,499,829	-	-	-	-	9,151,547	-	-	9,151,547
	Service charges - water revenue	-	-	-	-	-	-	-	997,937	-	-	-	-	-	-	-	2,499,829
	Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	997,937
	Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	721,582
	Service charges - other	-	-	-	-	-	-	-	15,088	-	113	7,083	17,809	-	17,502	-	57,595
	Rental of facilities and equipment	-	-	409	-	-	-	-	217	24,988	5,836	0	370	-	2,460	-	57,009
	Interest earned - external investments	-	-	69,615	22,728	-	-	-	-	-	-	-	-	-	385	-	70,000
	Interest earned - outstanding debtors	-	-	66,618	-	-	-	-	154,500	-	-	-	-	39,712	-	-	302,630
	Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fines	-	-	89,570	-	-	-	-	5	-	343	51,462	120	3,505	-	-	145,005
	Licences and permits	-	-	1,419	-	-	-	-	20,701	-	0	1,963	41	-	1,683	-	25,807
	Agency services	-	-	-	-	-	-	-	-	-	-	190,468	-	-	-	-	190,468
	Other revenue	452	4	(520,344)	784	-	-	-	(425,748)	-	988	2,248	8,275	7,171	138	-	(926,034)
	Transfers recognised - operational	-	-	1,278,667	-	17,730	-	174,053	771,802	-	900	110,314	365,164	463,082	3,400	-	3,185,113
	Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Revenue (excluding capital transfers and contributions)	452	4	4,334,274	23,511	17,730	-	174,053	4,034,332	24,988	8,180	363,537	1,153,073	9,665,105	25,567	-	19,824,807
	Expenditure By Type																
	Employee related costs	46,763	258,555	359,053	154,256	119,383	90,311	450,781	215,155	67,158	341,981	1,235,368	754,827	117,702	122,393	-	4,333,687
	Remuneration of councillors	78,572	(297,716)	-	-	-	-	-	375,556	8,537	-	-	67,049	509,633	-	-	78,572
	Debt impairment	-	-	873,246	-	-	-	-	1,143,444	88,718	103,698	37,209	49,148	510,131	7,595	-	1,536,306
	Depreciation & asset impairment	596	70,317	9,979	2,586	1,033	41,612	35,057	1,143,444	88,718	103,698	37,209	49,148	510,131	7,595	-	2,101,122
	Finance charges	-	-	167,176	-	-	-	30,787	39,202	93,839	-	-	40,192	117,031	-	-	488,227
	Bulk purchases	-	-	-	-	-	-	-	1,968,425	-	-	-	-	5,977,129	-	-	7,945,554
	Other materials	61	399,396	(1,113,382)	40,696	(36,913)	39,752	6,495	1,101,121	69,808	31,924	42,244	274,148	1,356,039	4,068	-	2,215,458
	Contracted services	150	932	57,816	16,664	470	25,000	1,671	96,640	6,500	558	95,191	252,550	153,774	535	-	701,952
	Transfers and grants	500	-	29,700	5,876	10,700	-	-	26,713	-	-	-	42,511	108,750	-	-	231,250
	Other expenditure	34,824	246,048	296,739	7,553	34,180	34,036	34,950	209,044	21,879	40,958	51,309	103,920	136,473	24,599	-	1,276,512
	Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Expenditure	161,467	677,532	680,328	227,632	128,854	230,712	559,741	5,175,301	356,439	519,119	1,461,320	1,584,344	8,986,663	159,190	-	20,905,641
	Surplus/(Deficit)	(161,015)	(677,528)	3,653,946	(204,120)	(111,123)	(230,712)	(385,688)	(1,140,969)	(331,451)	(510,939)	(1,097,783)	(431,271)	678,442	(133,622)	-	(1,083,834)
	Transfers recognised - capital	-	-	-	-	-	-	76,195	698,346	20,000	72,900	45,600	79,496	329,654	4,850	-	1,327,042
	Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) after capital transfers & contributions	(161,015)	(677,528)	3,653,946	(204,120)	(111,123)	(230,712)	(309,493)	(442,623)	(311,451)	(438,039)	(1,052,183)	(351,775)	1,008,096	(128,772)	-	243,207

SUPPORTING DETAILS TO "BUDGETED FINANCIAL POSITION"

Table 100: Supporting Table SA3 - Supporting Details To "Budgeted Financial Position"

GT000 Ekurhuleni Metro - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'											
Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand											
ASSETS											
Call investment deposits											
Call deposits < 90 days		133,997	66,435	246,306			-		-	385,542	34,802
Other current investments > 90 days											
Total Call investment deposits	2	133,997	66,435	246,306	-	-	-	-	-	385,542	34,802
Consumer debtors											
Consumer debtors		5,959,513	6,602,575	7,472,302	1,611,447	1,217,264	1,217,264		1,217,264	1,187,264	1,157,264
Less: Provision for debt impairment		(4,788,172)	(5,433,743)	(6,255,039)							
Total Consumer debtors	2	1,171,341	1,168,831	1,217,264	1,611,447	1,217,264	1,217,264	-	1,217,264	1,187,264	1,157,264
Debt impairment provision											
Balance at the beginning of the year		6,680,635	4,793,210	5,433,743							
Contributions to the provision		1,328,565	1,453,655	1,383,962							
Bad debts written off		(3,215,980)	(813,031)	(562,667)							
Balance at end of year		4,793,220	5,433,833	6,255,039	-	-	-	-	-	-	-
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		39,958,494	49,201,368	51,030,462	39,076,338	46,663,685	46,517,866		46,618,946	46,736,227	46,951,844
Leases recognised as PPE											
Less: Accumulated depreciation		2,024,863	2,494,857	4,575,027							
Total Property, plant and equipment (PPE)	2	37,933,630	46,706,510	46,455,434	39,076,338	46,663,685	46,517,866	-	46,618,946	46,736,227	46,951,844
LIABILITIES											
Current liabilities - Borrowing											
Short term loans (other than bank overdraft)											
Current portion of long-term liabilities		73,629	131,314	419,494	175,347	175,352	175,352		182,358	576,111	178,650
Total Current liabilities - Borrowing		73,629	131,314	419,494	175,347	175,352	175,352	-	182,358	576,111	178,650
Trade and other payables											
Trade and other creditors		1,592,552	2,061,030	2,356,481	2,493,847	2,356,481	2,356,481		2,502,583	2,665,250	2,843,822
Unspent conditional transfers		167,385	159,233	200,485	159,233	200,485	200,485		212,916	226,755	241,948
VAT											
Total Trade and other payables	2	1,759,937	2,220,264	2,556,966	2,653,080	2,556,966	2,556,966	-	2,715,498	2,892,005	3,085,770
Non current liabilities - Borrowing											
Borrowing		1,054,196	1,945,601	2,276,068	4,015,718	3,715,716	3,715,716		4,333,358	4,557,247	5,163,597
Finance leases (including PPP asset element)											
Total Non current liabilities - Borrowing	4	1,054,196	1,945,601	2,276,068	4,015,718	3,715,716	3,715,716	-	4,333,358	4,557,247	5,163,597
Provisions - non-current											
Retirement benefits			1,218,238	1,217,204		1,217,204	1,217,204		1,319,555	1,411,924	1,513,583
List other major provision items											
Refuse landfill site rehabilitation		192,863	217,469	113,358							
Other		15,510	331,148	337,416	286,923	450,774	450,774		478,722	509,839	543,998
Total Provisions - non-current		208,373	1,766,855	1,667,978	286,923	1,667,978	1,667,978	-	1,798,277	1,921,763	2,057,581
CHANGES IN NET ASSETS											
Accumulated Surplus/(Deficit)											
Accumulated Surplus/(Deficit) - opening balance		8,147,419	38,752,642	43,322,663	35,443,112		36,747,528				
GRAP adjustments		30,522,042	6,638,256	75,246							
Restated balance		38,669,461	45,390,897	43,397,909	35,443,112	-	36,747,528				
Surplus/(Deficit)		17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)		243,208	508,194	837,584
Appropriations to Reserves											
Transfers from Reserves											
Depreciation offsets											
Other adjustments		(77,383)									
Accumulated Surplus/(Deficit)	1	38,609,834	43,007,888	41,970,466	34,890,530	(446,964)	35,937,334	-	243,208	508,194	837,584
Reserves											
Housing Development Fund											
Capital replacement											
Capitalisation											
Government grant											
Donations and public contributions											
Self-insurance											
Other reserves (list)											
Revaluation											
Total Reserves	2	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	2	38,609,834	43,007,888	41,970,466	34,890,530	(446,964)	35,937,334	-	243,208	508,194	837,584
Total capital expenditure includes expenditure on nationally significant priorities:											
Provision of basic services											
2010 World Cup											

DEPARTMENTAL PLANS (IDP) AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS (SDBIP)

CONTENTS

1. Corporate and Legal Services	252
2. Metro Police	257
3. Environmental Resource Management	259
4. Department of Waste Management	262
5. Department of Health	264
6. City Planning	270
7. Department of Energy	273
8. Department Internal Audit	276
9. Department Communications and Marketing	278
10. Department of Finance	280
11. Department of Housing	283
12. Department Human Resource Management and Development	285
13. Customer Care Areas and Urban Management	290
14. Disaster & Emergency Management Services Department	293
15. Department of Roads, Public Transport and Civil Works	296
16. Department ICT	304
17. Department of Sports, Recreation, Arts and Culture	306
18. Enterprise-wide Project Management Office	313
19. Risk Management	315
20. Institutional Strategy, Monitoring, Evaluation and Research	318
21. Water services	322
22. Economic development	325

1. CORPORATE AND LEGAL SERVICE

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP											
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5				
	National Outcomes	A responsive, accountable, effective and efficient local government system																
1	Ultimate Outcome	Increased efficiency and effectiveness of the Committee secretariat functions and municipal courts	% compliance in respect of turn-around time in the circulation of agendas and resolutions	80%	100%	70%					90%	100%	100%	100%	100%	100%	100%	100%
1.1	Intermediate Outcome	Improved Good Governance	% efficiency committee services to formal structures of Council	80%	100%	70%					90%	90%	100%	100%	100%	100%	100%	100%
1.1.1	Direct Outcome	Increased functionality separation of power model of governance	% functionality separation of power model of governance	60%	100%	60%					70%	75%	80%	85%	90%	95%	100%	100%
1.1.1.1	Activity	Alignment of the system of delegation to the separation of powers	% alignment of the system of delegation to the separation of powers	Current status quo	100%	Current status quo					50%	75%	100%	100%	100%	100%	100%	100%
1.1.1.2	Activity	Development of a functional separation of power model of governance	% completion of functional separation of power model of governance	0	100%	Current status quo					50%	75%	100%	100%	100%	100%	100%	100%
1.1.2	Direct Outcome	Improved turn-around time between the submission of the report, the decisions to be taken and feedback to the departments	Turn-around time between the submission of the report, the decisions to be taken and feedback to the departments	See activities	100% in terms of set targets	See activities					100%	100%	100%	100%	100%	100%	100%	100%
1.1.2.1	Activity	Timeous availability of agendas	Turn-around time in availing of agendas for Mayoral Committee and Council meetings	48 hours	96 hours	96 hours					96 hours	96 hours	96 hours	96 hours	96 hours	96 hours	96 hours	96 hours
1.1.2.2	Activity	Timeous availability of minutes	Turn-around time in availability of minutes of all Mayoral Committee and Council meetings	Before next meeting	72 hours	72 hours					72 hours	72 hours	72 hours	72 hours	72 hours	72 hours	72 hours	72 hours
1.1.3	Direct Outcome	Increased operationalisation of the Secretariat and Committee module of the electronic document management system	% functionality of electronic document management system to facilitate compliance with EMM file plan and resolution tracking system	0	100%	5%					20%	30%	40%	50%	90%	95%	100%	100%
1.1.3.1	Activity	Implementation of an electronic management system	% implementation of the electronic management system	0%	100%	5%					10%	30%	40%	50%	90%	95%	100%	100%

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme						
							2011/2012 SDBIP						
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
1.1.3.2	Activity	Set up document management system in accordance with the approved EMM File Plan	% of departments/offices where document registration/filing system is functional compliant with EMM file Plan	56%	100%	56%	56%	60%	70%	80%	90%	100%	100%
1.1.3.3	Activity	Implementation of an electronic agenda	% implementation of the electronic agenda	30%	100%	45%	50%	80%	90%	100%	100%	100%	100%
1.1.3.4	Activity	Implement resolution tracking system	% implementation resolution tracking system (manual system)	45%	100%	45%	70%	70%	70%	90%	90%	100%	100%
2	Ultimate Outcome	Increased public participation through the ward committees	% of ward committees reporting on community developments	0% (new term)	100%	95%	50%	80%	100%	100%	100%	100%	100%
2.1	Intermediate Outcome	Increased functionality of Ward Committees	% of Ward Committees that are functional	0% (new term)	100%	95%				100%			
2.1.1	Direct Outcome	Increased finalization of new ward committees	% of wards with established Ward committees	0% (new term)	100%	100%	50%	80%	100%	100%	100%	100%	100%
2.1.1.1	Activity	Training Ward committee members	% of ward committee members trained	0% (new term)	100%	90%	60%	80%	90%	95%	95%	95%	100%
2.1.1.2	Activity	Providing administrative and logistics support	% of ward committees receiving administrative and logistics support	100%	100%	90%	80%	95%	95%	100%	100%	100%	100%
2.1.2.	Direct Outcome	Improved inter governmental relations	% of Ward Committees participating with CDW	0	100%	0	40%	80%	80%	100%	100%	100%	100%
2.1.2.1	Activity	Utilization of Community Development Workers to strengthen public participation	% utilisation of Community Development Workers to strengthen public participation	10%	100%	10%	40%	80%	80%	100%	100%	100%	100%
2.1.2.2	Activity	CDWs participating in Ward Committees	% of CDW participating in Ward Committees	0	100%	0	40%	80%	80%	100%	100%	100%	100%
2.1.2.3	Activity	Coordination of party liaison and question management system to council	Turnaround time in responding to questions	90%	100%	90%	100%	100%	100%	100%	100%	100%	100%
2.1.2.4	Activity	Establish sectorial committees	% of wards with functional sectoral committees	0 (new council)	100% for all wards	90%	50%	100%	100%	100%	100%	100%	100%
3	Ultimate Outcome	Improved functionality of council structures	Level of functionality of council structures	0 (new term)	100%	100%				80%	90%	100%	100%
3.1	Intermediate Outcome	Increased implementation of a governance framework support mechanism for councilors	% implementation of a governance framework support mechanism for councilors	10%	100%	10%	50%	80%	100%	100%	100%	100%	100%

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	
3.1.1	Direct Outcome	Increased effectiveness of councilors to execute their mandate	% of councilors with capacity to execute their mandate	0 (new term)	100%	100%	25%	25%	50%	100%	100%	100%	100%	100%	100%	100%	25%	25%	50%	100%	100%	100%	100%	100%	100%	100%					
3.1.1.1	Activity	Conduct Basic training to all councilors	% of councilors capacitated	0 (new term)	100%	100%		100%				100%																			
3.1.1.2	Activity	Provision of continued training	Number of councilors provided with continued training	0	202 (new Council)	175 (previous Council)	51	101	152	202	60	60	60	60	60	60										60					
3.1.1.3	Activity	Provision of support to councilors	% councilors receiving functional support	10%	100%	10%					100%	100%	100%	100%	100%	100%										100%					
3.1.1.4	Activity	Implementation of support mechanisms	% Implementation of support mechanisms	10%	100%	10%																									
3.1.1.5	Activity	Provision of legal support services to Municipality and its structures	% of councilors receiving legal support given	90%	100%	85%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%										100%					
3.1.1.6	Activity	Provide legal comments to Council and its Committees and Departments within 10 working days	Turn-around time in rendering legal comments to Council and its committees	10 working days	10 working days	±12 working days	10	10	10	10	10	10	10	10	10	10										10					
3.1.2	Direct Outcome	Increased functionality of the centralized and integrated contract management system	Level of functionality of the centralized and integrated contract management system	25%	100%	25%	25%	50%	75%	75%	100%	100%	100%	100%	100%	100%										100%					
3.1.2.1	Activity	Set up a centralized and integrated contract management system	% completeness of the centralized and integrated contract management system	0	100%	0	20%	25%	30%	40%	50%	70%	90%	100%	100%	100%										100%					
3.1.2.2	Activity	Training staff on Compliance with supply Chain Management	Number of Metro wide workshops on Supply Chain Management	2	10	2	1	1	1	1	1	1	1	1	1	1										1					
3.1.3	Direct Outcome	Increased functionality of a legal compliance system within the organisation	% functionality of a legal compliance system within the organization	10%	100%	10%	15%	30%	45%	60%	75%	100%	100%	100%	100%	100%										100%					
3.1.3.1	Activity	Establishment of legal compliance control system	% completion of a legal compliance register		100%		15%	30%	45%	60%	75%	100%	100%	100%	100%	100%															
3.1.3.2	Activity	Collate from all departments their legislative framework affecting their functions and registering in a compliance register	Number of departments/offices/entities registered in compliance register	4	40	4	6	12	18	24	30	40	40	40	40	40										40					

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme									
							2011/2012 SDBIP				2012/13					2015/16
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5		
5.1.1.2	Activity	Implementation of control processes to ensure increased efficiency	% implementation of control processes to ensure increased efficiency	0	100%	0	5%	10%	20%	30%	50%	70%	80%	100%		
5.1.1.3	Activity	Develop disposal, acquisition and lease management plans to facilitate proactive and quick decision making on property applications	% of applications processed within the turnaround time of four months	0	100%	0	5%	10%	20%	30%	50%	70%	80%	100%		
6	Ultimate Outcome	Increased functionality of the General Administration & Auxiliary Support Service	Level of functionality of the General Administration & Auxiliary Support Service	50%	100%	70%	20%	40%	75%	95%	100%	100%	100%	100%		
6.1	Intermediate Outcome	Increased Implementation of control and information systems	% Implementation of control and information systems	75%	100%	75%	20%	40%	75%	95%	100%	100%	100%	100%		
6.1.1	Direct Outcome	Improved management of Human Resource, financial viability, budgeting and assets management	% departments receiving administrative support	70%	100%	70%	25%	50%	100%	100%	100%	100%	100%	100%		
6.1.1.1	Activity	Departmental Asset Management	% Asset verification and accountability statement approved	85%	100%	80%	25%	50%	75%	100%	100%	100%	100%	100%		
6.1.1.2	Activity	Departmental Budget control	% CAPEX & OPEX expenditure	90%	90%	94%	25%	50%	75%	90%	90%	90%	90%	90%		
6.2	Intermediate Outcome	Sustainable Grants-in-Aid support system	% functionality of annual application of Grants-in-Aid Support System	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
6.2.1	Direct Outcome	Increased financial support to beneficiaries through a well administered Grants-in-Aid scheme	100% of qualifying beneficiaries supported through a well administered Grants-in-Aid scheme	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
6.2.1.1.	Activity	Application of approved Grants-in-aid policy	% applications via approved Council policy	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
6.2.1.2	Activity	Administration of Grants-in-Aid policy and its functional applications	% completeness of annual Grants-in-aid process terms of Council's policy:	100%	100%	100%	70%	100%	10%	50%	100%	100%	100%	100%		

2. METRO POLICE

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme										
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5			
	National Outcomes	All people in South Africa are and feel safe.															
1	Ultimate Outcome	Improved safety of the Ekurhuleni city is characterised by reduced actual fear of crime and lawlessness	Level of contribution to the reduction in crime														
1.1	Intermediate Outcome	Increased arrests of criminals	% (Number) of criminals arrested	11242	50%		2.50%	2.50%	2.50%	20%	30%	40%	50%				
1.1.1	Direct Outcome	Increased implementation of crime prevention programmes	Number of crime prevention programmes implemented	12	60		3	6	9	12	24	36	48	60			
1.1.1.1	Activity	Joint operations with SAPS	Number of Joint operations with SAPS conducted	36	180	To be confirmed	3	6	9	12	24	36	48	60			
1.1.1.2	Activity	Conduct crime "Hot Spot" road blocks	Number of crime "Hot Spot" road blocks conducted	48	240		12	24	36	48	96	144	192	240			
1.1.1.3	Activity	Conduct social crime awareness campaigns	Number of social crime awareness campaigns	48	240		12	24	36	48	96	144	192	240			
1.1.1.4	Activity	Implementation of EMPD targeted operations	Number of EMPD targeted operations conducted	36	180		3	6	9	12	24	36	48	60			
1.1.1.5	Activity	Report environmental design deficiencies that contribute to crime	Number of environmental design deficiencies that contribute to crime reported	12	60	Not known	3	6	9	12	24	36	48	60			
	Intermediate Outcome	Reduced road fatalities	% of road fatalities	0	25%	Not known											
1.1.2	Direct Outcome	Reduced traffic violations	% of traffic violations	501,446	10%	Not known											
1.1.2.1	Activity	Increase visible policing through patrols	Level of visibility of policing through number of operations conducted	0	50%	Not known	2.50%	5%	7.5%	10%	20%	30%	40%	50%			
1.1.2.2	Activity	Conduct "Hot Spot" road blocks	% of "Hot Spots" with road blocks conducted	0	50%	Not known	2.50%	5%	7.5%	10%	20%	30%	40%	50%			

3. ENVIRONMENTAL RESOURCE MANAGEMENT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme							
							2011/2012 SDBIP	2012/13	2013/14	2014/15	2015/16			
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5
National Outcomes							Environmental assets and National resources that are well protected and continually enhanced							
1	Ultimate Outcome	Reduce green house gas emissions	% reduction in green house gas emissions	Not available	10%	0	0	0	0	2%	4%	6%	8%	10%
1.1	Intermediate Outcome	Improved air quality	% of air quality improved	20% baseline	50%	20%	21%	22%	24%	28%	32%	38%	44%	50%
1.1.1	Direct Outcome	Monitor ambient air quality	% compliance with ambient air quality standards	60 % backlog	100%	20%	25%	50%	75%	100%	100%	100%	100%	100%
1.1.1.1	Activity	Implementation of Air Quality Management Plan	% Implementation of Air Quality Management Plan	20% - baseline	50%	20%	0%	0%	0%	0%	25%	30%	40%	50%
1.1.1.2	Activity	Licensing of listed activities and industries	Number of listed activities and industries licensed	477 backlog	200	3	0	0	0	0	22	50	100	200
1.1.1.3	Activity	Implement reduction emission strategy	% reduction in emissions	0	10%	0	0	0	0	2%	4%	6%	8%	10%
2	Ultimate Outcome	Improved biodiversity/ecosystem protection and conservation	% of municipal owned land protected	3% baseline	18%	3%	0	0	0	6%	9%	12%	15%	18%
2.1	Intermediate Outcome	Increased protection and conservation of the environment	Hectares of land protected and conserved	49 607 baseline	13,588	6295.24 ha are existing parks	0	0	0	0	270ha	270ha	270ha	300ha
2.1.1	Direct Outcome	Increased compliance with environmental legislation	% of compliance with environmental legislation	0	50%	not available	0	0	0	0	10%	10%	10%	10%
2.1.1.1	Activity	Rehabilitation of wetlands	Number of Wetlands rehabilitated	160 backlog	23	2	3	5	7	3	13	18	22	23
2.1.1.3	Activity	Monitor compliance of EMM departments to EIA requirements	Number of contraventions in respect of EIA and Nat Water Act requirements	12 existing contraventions	0	6 contraventions	0	0	0	0	0	0	0	0
2.1.1.4	Activity	Implement environmental awareness and education programmes	Number of programmes implemented to reach community through awareness and education programmes	11 baseline	15	7	2	2	2	2	2	2	2	2

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13					2013/14				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5			
3	Ultimate Outcome	Increased green environment sustainability of leisure facilities	Hectares green environment of leisure facilities sustainable	4770 backlog	4770	3160	0	250	500	750	1500	2500	3700	4770							
3.1	Intermediate Outcome	Increased utilization rate of leisure facilities	% utilization of leisure facilities	80% utilized	100%	80%	85%	92%	100%	100%	100%	100%	100%	100%							
3.1.1	Direct Outcome	Improved maintenance, upgrade and safety of the environment	% completion of sites requiring maintenance and upgrading	40% baseline	100%	5%	15%	50%	75%	100%	100%	100%	100%	100%							
3.1.1.1	Activity	Development of new parks	No of parks developed	8 baseline	10	2	0	0	0	2	2	2	2	2			2				
3.1.1.2	Activity	Upgrading of parks	No of parks upgraded/developed	80 baseline	100	12	5	5	5	20	20	20	20	20			20				
3.1.1.3	Activity	Grass cutting in targeted areas	Area of grass cut (km ²)	780 baseline	975	100	45	95	150	195	390	585	780	975							
3.1.1.4	Activity	Upgrading of town entrances	No of entrances developed	8 baseline	10	2	0	0	1	1	2	2	2	2			2				
3.1.1.5	Activity	Planting of trees in targeted areas	No trees planted	48000 baseline	60000	27698	4000	2000	2000	4000	12000	12000	12000	12000			12000				
4	Ultimate Outcome	Increased provision of burial space	lifespan of cemeteries - years	8 years available	12	3	0	0	0	0	0	0	6	6			6				
4.1	Intermediate Outcome	Improved utilization of burial space	% usage of alternative burial methods	1% baseline	10%	1%	0%	0%	1%	2%	4%	6%	8%	10%							
4.1.1	Direct Outcome	Increased availability of burial space	% of burial space available	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			100%				
4.4.1.1	Activity	Development / upgrading of additional burial space	No of cemeteries developed /upgraded	63 cemeteries	3	2	0	0	0	0	0	0	0	1							
4.4.1.2	Activity	Maintenance and upgrade of cemeteries	Number of cemeteries maintained and upgraded	63 cemeteries	66	63	63	63	63	65	65	65	65	66							
4.4.1.3	Activity	Implement education and awareness programmes in respect of alternative burial methods	Number of community based awareness and education programmes on alternate burial methods implemented	10 programs	20	5	0	0	0	0	4	4	4	4							

4. DEPARTMENT OF WASTE MANAGEMENT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme							
							2011/2012 SDBIP				2012/13			
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5
	National Outcomes	Environmental assets and natural resources that are well protected and continually enhanced												
1	Ultimate Outcome	Improved city cleanliness	% of city clean	60%	100%	75%	80%	85%	90%	95%	100%	100%	100%	100%
1.1	Intermediate Outcome	Improved waste collection and disposal	Tonnage of waste disposed at landfill sites	1668000 tonnages	100%	85%	85%	85%	85%	85%	85%	85%	85%	95%
1.1.1	Direct Outcome	Increased compliance with relevant legislation governing landfill sites	% compliance with relevant legislation governing landfill sites	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1.1	Activity	Extraction of methane gas	Tons of methane gas extracted	162 608 tons of gas extracted	325.000	55,372	65372	75372	85372	95372	152779	210186	267593	325000
1.1.1.2	Activity	Monitoring methane emissions from land-fill sites	% of extracted gas flared	100%	100%	34%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1.3	Activity	Monitor quality of underground water in respect of landfill sites	Level of compliance to national minimum water quality standards met which are as follows for the following parameters/ Determinants: E.coli -0-1, EC 70-150, TDS 450 - 1000.	National minimum water quality standards met	Min Std achieved	Min Standard achieved	Min Std	Min Std	Min Std	Min Std	Min Std	Min Std	Min Std	Min Std
1.1.1.4	Activity	Monitor quality of surface water in respect of landfill sites	Level of compliance with national minimum water quality standards met which are as follows for the following parameters/ Determinants: E.coli -0-1, EC 70-150, TDS 450 - 1000.	National minimum water quality standards achieved	Minimum Standards achieved	Min Std achieved	Min Std	Min Std	Min Std	Min Std	Min Std	Min Std	Min Std	Min Std
1.1.1.5	Activity	Waste received compacted into cells and covered daily	%of waste received compacted into cells and covered daily	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1.6	Activity	Maintenance of closed landfill sites	Number of closed landfill sites maintained	8 - baseline	10	8	8	8	8	8	8	8	8	10

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP					2012/13					2015/16	
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 4	Yr 5		
1.1.1.7	Activity	Rehabilitation of closed landfill sites	Number of closed landfill sites rehabilitated	2 backlog	2	0	0	0	0	0	0	0	0	0	2			
1.1.1.8	Activity	Provision of airspace for waste disposal	Number of total year air space available	36 years air space available	51 years air space available	20 years air space available	0	0	0	0	0	0	0	10	10			
1.1.2	Direct Outcome	Increased reliable and cost effective waste collection and disposal service	% cost recovery	80% baseline	100%	80%	90%	95%	100%	100%	100%	100%	100%	100%	100%			
			% of service standards achieved	70% baseline	90%	70%	80%	85%	90%	85%	90%	90%	90%	90%	90%	90%		
1.1.2.1	Activity	Provision of Refuse removal services for business	% of businesses service points with access to basic level of refuse removal service	6 500 baseline (100%)	100% access	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
1.1.2.2	Activity	Provision of refuse removal services from hh in formal areas	% of hh in formal areas with access to basic level of refuse removal service	100% - baseline	100% access	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
1.1.2.3	Activity	Provision of refuse removal services from hh in in-formal areas	% of hh in informal areas with access to basic level of refuse removal service	61% - baseline	100% access	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
1.1.2.4	Activity	Provision of refuse removal services to indigent hh	Number of indigent hh with access to basic level of refuse removal service	100%- Baseline	100% access	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
1.1.2.5	Activity	Rehabilitate illegal dumping sites	Number of illegal dumping sites rehabilitated	10 - baseline	50	10	0	0	10	10	10	10	10	10	10			
1.1.2.6	Activity	Upgrading of mini-dumping sites	Number of mini sites upgraded	38 backlog	31	7	7	8	9	12	15	26	38	38	38			
1.1.2.7	Activity	Implementation of the waste minimization strategy	% reduction in waste disposed at landfill sites	0	25%	0	0	0	5%	10%	15%	20%	25%	25%	25%			

5. DEPARTMENT OF HEALTH

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13					2013/14				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5			
	National Outcome	Long and Healthy life for all South Africans		4,005,000	20,070,000	4,000,000	1,000,000	2,000,000	3,000,000	4,000,000	4,010,000	4,015,000	4,020,000	4,025,000							
1	Ultimate Outcome	Increased Utilisation of Primary Health Care	Number clients utilising the new facilities																		
1.1	Intermediate Outcome	Improve access to Primary Health Care	Total number of newly constructed facilities functional	TBD	16	2	1	2	3	5	1	4	4	2							
1.1.1	Direct Outcome	Increased access to health services by EMM communities including vulnerable persons and aged persons to primary health care facilities	% of constructed facilities functional	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.1.1	Activity	Construction of new health facilities	No of new health facilities constructed	5	16	2	1	2	3	5	1	4	4	2							
1.1.1.2	Activity	Construction of community care centres	No of community care centres constructed	2	3	5	0	0	0	2	1	0	0	0							
1.1.1.3	Activity	Establishment of youth friendly health services	Number of facilities rendering youth friendly services	7	3	0	0	0	0	0	0	0	1	2							
1.1.1.4	Activity	Upgrade health facilities to provide access for disabled persons	No of health facilities upgraded to provide access for disabled persons	20	30	3	0	0	0	6	6	6	6	6							
1.1.1.5	Activity	Upgrade health facilities	No of health facilities upgraded	4	15	2	0	0	0	2	3	3	4	5							
2	Ultimate Outcome	Reduced mortality and morbidity in respect of communicable and non-communicable diseases	Mortality and morbidity rate in respect of communicable and non-communicable diseases	Not Available																	
2.1	Intermediate Outcome	Reduced mortality in respect of communicable diseases	Mortality Rate in respect of communicable (Tuberculosis)	6.1%**	5.6%	6.6%	6.0%	6.0%	6.0%	6.0%	5.9%	5.8%	5.7%	5.6%							
2.1.1	Direct Outcome	Increased Tuberculosis Cure Rate	Percentage of New Smear Positive (+) Tuberculosis Patients Cured	86.2%**	85%	87.8%	85%	85%	85%	85%	85%	85%	85%	85%							

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme							
							2011/2012 SDBIP							
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5
2.1.1.1	Activity	Effective Tuberculosis Case Detection	Number of New Smear Positive Tuberculosis Cases identified	6,766**	47 600	8,615	1 800	3 600	5 400	7 200	8 000	8 500	9 000	9 500
2.1.1.2	Activity	Effective Tuberculosis Case Holding	Percentage of Tuberculosis patients who defaulted treatment	2.9%**	2.7%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
2.1.1.3	Activity	Effective Tuberculosis Case Management	Tuberculosis Smear Conversion Rate	73.5%**	79%	87.6%	73.5%	74.0%	74.5%	75.00%	76%	77%	78%	79%
2.2	Intermediate Outcome	Reduce the total number of patients with HIV infection	Prevalence Rate in respect of communicable disease (HIV)	34%	5.5%	31.5%	-	-	-	33.9%	33.8%	33.7%	33.6%	33.5%
2.2.1	Direct Outcome	Reduced HIV Infection Rate	% of Clients who tested positive for HIV	30.0%*	28.0%	33.6%	29.9%	29.8%	29.7%	29.6%	29.5%	29.0%	28.5%	28.0%
2.2.1.1	Activity	Provision of HIV Counseling and Testing (HCT) services	Number of HIV Counseling and Testing (HCT) test performed	122,055**	730,000	219,391**	22,500	45,000	67,500	90,000	120,000	150,000	170,000	200,000
2.2.1.2	Activity	Provision of Antiretroviral Therapy to HIV positive clients	Number of new HIV positive clients initiated on Antiretroviral Therapy (ART)	32,058*	130 000*	15 029	6 000	12 000	18 000	24 ,000	25,000	26,000	27,000	28,000
2.2.1.3	Activity	Provision of Prevention of Mother to Child Transmission (PMTCT) Services for women who attend the Antenatal Programme	% of Ante-natal Clients who tested positive for HIV	27.8%*	27.2%*	28.2%	27.7%	27.7%	27.6%	27.6%	27.5%	27.4%	27.3%	27.2%
2.3.1	Direct Outcome	Increased immunization coverage of children under one (1) year	Immunization coverage under 1 year	100%	100%	100.3% (Feb)	100%	95%	100%	100%	100%	100%	100%	100%
2.3.1.1	Activity	Implement corrective actions for health facilities (Hotspots) with low immunization coverage	Number of health facilities with an immunization coverage of below 90%	34*	15	38	39	38	37	36	30	25	20	15
2.4.1	Direct Outcome	Increased participation of communities in prevention and disease management programmes	No of events presented to Ekurhuleni citizens in prevention and disease management programmes	21	105	21	0	3	15	18	21	21	21	21

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme							
							2011/2012 SDBIP							
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5
2.4.1.1	Activity	Implement Information, Education and Communication Programmes for parents to improve the health status of mothers and babies	Number of Mom and Baby Edu-Shows	15	75	15	0	15	15	15	15	15	15	15
2.4.1.2	Activity	Implement Information, Education and Communication Programmes on Lifestyle Diseases	Number of awareness campaigns on Diabetes Mellitus, Hypertension and Healthy Lifestyles	6	30	6	3	0	3	6	6	6	6	6
2.4.1.3	Activity	Implement Information, Education and Communication Programmes on HIV/AIDS Tuberculosis, Sexually Transmitted Infections Immunization and healthy environment	Number of people reached through ward-based door-to-door Information, Education and Communication Programmes	971 482*	7 000 000	610 000	300 000	600 000	800 000	1 200 000	1 400 000	1 600 000	1 800 000	1 800 000
3	Ultimate Outcome	Improved Quality Of Life	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
3.1	Intermediate Outcome)	Increased provision of Sustainable Life Skills	Number of registered institutions implementing Sustainable Life Skills	8	9	8	8	8	8	0	1	0	0	0
3.1.1	Direct Outcome	Effective management of OAH centers.	Number of older persons participating in recreational facilities.	TBD	65,000	13,000	3,120	6,240	9,360	13,000	13,000	13,000	13,000	13,000
3.1.1.1	Activity	Integrated programme for older persons on recreation and competitive sport activities.	Number of recreational programmes for older persons	TBD	125	25	6	12	18	25	25	25	25	25
3.2.1	Intermediate Outcome	Effective management of ECD centers.	Number of ECD programmes meeting minimum norms and standards	753	1100	347	40	80	120	150	150	150	150	150
3.2.2	Direct Outcome	Improve quality of ECD centers	Number of ECD centers providing accredited programmes	753	1100	347	40	80	120	150	150	150	150	150

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme									
							2011/2012 SDBIP					2012/13				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5		
3.2.1.1	Activity	Increased provision of ECD programmes to children. Increased provision of after care services in informal settlements	Number of ECD practitioners trained	1276	1100	1276	45	90	135	180	200	220	240	260		
4.	Ultimate Outcome	Reduce high risk behavior among youth with focus on teenage pregnancy, teenage suicide, teenage HIV, alcohol, drug abuse (smoking) and nutrition (Modified)	Behavior risk score amongst youth	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD		
4.1	Intermediate Outcome	Reduced number of teenage pregnancies	Number of teenage pregnancies	1627	1100	1627	0	0	0	1500	1400	1300	1200	1100		
4.1.1	Direct Outcome	Increased number of youth utilising certified youth friendly facilities	Number of youth attending high risk behaviour programmes	TBD	10,000	370	500	1000	1500	2000	2000	2000	2000	2000		
4.1.1.1	Activity	Conduct awareness campaigns on teenage sexuality.	Number of teenagers reached through teenage sexuality awareness campaigns.	TBD	5000	370	250	500	750	1000	1000	1000	1000	1000		
4.1.1.2	Activity	Implementation of a prevention programme	Number of teenagers reached through drug & substance prevention programmes	State value	5000	0	250	250	250	250	1000	1000	1000	1000		
5.1	Intermediate Outcome	Provision of basic services to the poor	Number of indigent households accessing basic services	13 327	85 000	41 690	2 000	4 000	6000	7 000	57 000	66 000	75 000	85 000		
5.1.1	Direct Outcome	Subsidisation of approved indigents	Number of indigent subsidised	13 327	85 000	41 690	2 000	4 000	6000	7 000	57 000	66 000	75 000	85 000		
5.1.1.1	Activity	Increased participation of indigent people that are economically active in the exit programme	Number of indigent households registered in EMIM database	13 327	85 000	41 690	2 000	4 000	6000	7 000	57 000	66 000	75 000	85 000		
5.1.1.2	Activity		Number indigent households on the exit programme	TBD	500	TBD	20	40	70	100	200	300	400	500		

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5							
6	Ultimate Outcome)	Decreased contraventions of food safety by-laws	Number of food poisoning incidences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
6.1	Intermediate Outcome	Improved food safety and hygiene standards of food premises	Percentage of premises with Certificates of Acceptability (COA)	57% of premises with COA	70% with COA	6% increase	0%	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%											
6.1.1	Direct Outcome	Increased monitoring and evaluation of formal and informal food premises	Number of food premises with contravention of food safety regulations	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD											
6.1.1.1	Activity	Inspections of formal and informal food premises	Number of formal & informal formal food premises	5423	162,600	TBD	8130	8130	8130	8130	8130	8130	8130	8130	32,520	32,520	32,520	32,520	32,520	32,520											
7	National Outcomes	Sustainable human settlements and improved quality of hh life																													
7	Ultimate Outcome	Reduced rodent infestation	Number of adverse incidents reported	Not Available	0	Not Available	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
7.1	Intermediate Outcome	Decreased rate of infestation	Percentage of premises with rodent infestation	90%	2%	10%	86%	82%	78%	74%	60%	46%	32%	2%	60%	46%	32%	30%	2%	2%											
7.1.1	Direct Outcome	Increased implementation of Rodent Control Programme	% of households that responded to the Rodent Control Surveys	0	30%	0	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%											
7.1.1.1	Activity	Initial Household surveys conducted	Number of initial household surveys conducted	896000 house holds	900,000	18000	45,000	45,000	45,000	45,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000											
7.1.1.2	Activity	Follow up Household surveys conducted	Number of follow up household surveys conducted	896000 house holds	900,000	18000	45,000	45,000	45,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000											
7.1.1.3	Activity	Reduction or elimination of rodents in EMM	% of overgrown stands with cut grass	TBD	100%	TBD	5%	10%	20%	40%	60%	80%	100%	20%	40%	60%	80%	100%	100%	100%											
7.1.1.4	Activity	Cleaning of storm-water drains	% of storm water drains cleaned	TBD	100%	TBD	5%	10%	20%	40%	60%	80%	100%	20%	40%	60%	80%	100%	100%	100%											
7.1.1.5	Activity	Private premises serviced by private pest control service providers (not responded to notices)	% of private premises serviced by private pest control service providers (not responded to notices)	TBD	100%	Not available	5%	10%	20%	40%	60%	80%	100%	20%	40%	60%	80%	100%	100%	100%											

6. CITY PLANNING

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13 SDBIP					2013/14 SDBIP				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5			
	National Outcomes	A responsive, accountable, effective local government system																			
1	Ultimate Outcome	Improved regularization of the built environment	Level of regularization of the built environment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1	Intermediate Outcome	Town planning enforcement of the uniform Land Use Management scheme	Level of enforcement of the Land Use Scheme	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1.1	Direct Outcome	Increased implementation of the uniform Land Use scheme	% implementation of Uniform Land Use Scheme metro-wide	0%	100%	100%	0%	0%	0%	80%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1.1.1	Activity	Land use Scheme finalization and promulgation	% completion of Uniform Land Use Scheme	85%	100%	100%	85%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1.1.2	Activity	Formulation of revised Land Use Management policies	Number of revised Land Use Management policies	10 outdated policies	10	10	0	1	0	2	2	2	2	2	2	2	2	2	2	2	
1.1.2	Direct Outcome	Reduced backlogs for approval /conclusion of land development	% backlogs for the approval/ conclusion of land development applications	41 applications on the backlog	100%	100%	10%	10%	30%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1.2.1	Activity	Implementation of land development applications tracking system	% implementation of Land Development Applications Tracking System	0%	100%	100%	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1.2.2	Activity	Improved conclusion of land development applications.	% of legally & technically compliant land development applications finalised within EMM prescribed period	80%	100%	100%	80%	80%	80%	90%	95%	97%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1.3	Direct Outcome	Improved compliance to the Land Use Scheme(s)	% compliance to the Land Use Scheme(s)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
2	Ultimate Outcome	Increased Public and private investment that are informed by integrated plans and a common vision	% Sectoral plans aligned with the MSDF	60%	100%	100%	60%	65%	65%	80%	85%	90%	100%	100%	100%	100%	100%	100%	100%	100%	

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5									
2.1	Intermediate Outcome	Increased integrated and coordinated strategic spatial planning that guide public and private investment decisions.	% integration of spatial plans	70%	100%	60%	70%	75%	80%	85%	90%	95%	100%	100%	100%	100%	100%	100%	100%	100%											
2.1.1	Direct Outcome	Increased utilization of the MSDF aligned to guide land use application considerations for public and private investment decisions.	% Utilization of MSDF	80%	100%	60%	85%	95%	95%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
2.1.1.1	Activity	Implementation of Regional Spatial Development Frameworks	Number of RSDF'S (Regional Spatial Development Frameworks) implemented	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
2.1.1.2	Activity	Implementation of Precinct Plans/ Urban Design Frameworks (UDF)	Number of Precinct Plans/ Urban Design Frameworks (UDF) implemented	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
	National Outcomes	A responsive, accountable, effective local government system																													
3	Ultimate Outcome	Improved functionality of the integrated geographic data management system	Level of functionality of geographic data management systems	20%	100%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%											
3.1	Intermediate Outcome	Increased integrated geographic data management	% geographic data management integrated	20%	100%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%											
3.1.1	Direct Outcome	Increased access to reliable and accurate geographic data that has integrity from a single data source by internal and external stakeholders	% access to reliable and accurate geographic data that has integrity from a single data source by internal and external stakeholders	20%	100%	20%	20%	30%	50%	30%	50%	30%	50%	30%	50%	30%	50%	30%	50%	30%											
3.1.1.1	Activity	Capturing and maintenance of geographic data as approved by the Surveyor General office	% of land parcels captured as approved by Surveyor General office	98%	100%	95%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
3.1.1.2	Activity	Dissemination of spatial data and mapping services to stakeholders	% of maps and geographic data produced as and when required	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13					2013/14				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
2.1.1.3	Activity	Continuous data cleansing between the GIS, Billing and Valuations databases.	% Matching of the property information, i.e. GIS & Billing and GIS & Valuations	90%	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing	Match 100% GIS/ Billing				
2.1.2	Direct Outcome	Increased Empowerment of users on Geographic Information services	Number of users trained on the Geographic Services	200	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations				
2.1.2.1	Activity	Provide training on online web mapping application	Number of trained personnel on online mapping service	96 trained	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations				
2.1.2.2	Activity	Provide training on Arc Reader application	Number of trained personnel on Arc Reader application	121 trained	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations	Match 100% GIS/ Valuations				

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme						
							2011/2012 SDBIP						
							Q1	Q2	Q3	Q4	Yr 1-5		
2.1.1.2	Activity	% of unaccounted electricity consumption (The industry norm in terms of technical losses is 5% - 6%. Non-technical losses refers to illegal connections, billing errors and theft of electricity)	% of kWh unaccounted for	10%	Non-technical losses less than 8%	Not available	9.50%	9.50%	9.50%	9%	8.50%	8%	7.50%
2.2	Intermediate Outcome	Reduced street and area lighting backlog	% of backlog lights completed	16,500 masts and poles	30% completed	11% completed	12% completed	13% completed	14% completed	18% completed	22% completed	26% completed	30% completed
2.2.1	Direct Outcome	Increased provision of area lighting	% backlog in lighting remaining	89%	70%	89%	88%	87%	86%	82%	78%	74%	70%
2.2.1.1	Activity	Installation of high mast lights	No of high mast lights with lighting provided	500	372	88	18	18	18	75	75	75	75
2.2.1.2	Activity	Installation of street lights	No of poles provided with street lights	16 000 Poles	2,850	1,675	140	140	140	570	570	570	570
2.3	Intermediate Outcome	Reduced electricity demand	% electricity demand	Unknown	Reduce by 5,37MMW	Reduced by 1,29MMW	400kW	400kW	400kW	850kW	850kW	600kW	600kW
2.3.1	Direct Outcome	Increased implementation of energy efficient measures, creating savings on the Opex budget and reducing carbon emissions	Opex budget savings	Unknown	R2.3 mil	R0.2 mil	R0.2 mil	R0.2 mil	R0.2 mil	R0.4 mil	R0.4 mil	R0.3 mil	R0.3 mil
2.3.1.1	Activity	Replace lamps with energy efficient lamps within EMM buildings	No of lamps replaced	40,000	40,000	23,214	5,000	5,000	5,000	5,000	20,000	-	-
2.3.1.2	Activity	Replace street lights with energy efficient luminaires	No of street lights replaced with energy efficient luminaires	100,000	75,000	3,159	3,750	3,750	3,750	15,000	15,000	15,000	15,000
2.3.1.4	Activity	Installation of low pressure solar geysers to low income house holds	No of solar geysers installed	200,000	50,000	1,600	2,500	2,500	2,500	10,000	10,000	10,000	10,000
2.3.1.5	Activity	Generation of green energy	No of MegaWatts available (internal and external development in EMM)	Zero	10 MW	Zero (new)	0 MW	0 MW	0 MW	2 MW	2 MW	2 MW	2 MW
2.4	Intermediate Outcome	Provision of sustainable electricity supply to all customers	Reliability ratio in respect of electricity supply	1% unreliable	0.8% unreliable	0.9% unreliable	0.8% unreliable	0.8% unreliable	0.8% unreliable	0.8% unreliable	0.8% unreliable	0.8% unreliable	0.8% unreliable

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP					2013/14					2015/16	
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 4	Yr 5		
2.4.1	Direct Outcome	Effective management of electricity service reliability	Turn-around time to repair electrical problems	7,5 hours	6 hours	7,0 hours	7,0 hours	7,0 hours	7,0 hours	6,0 hours	6,0 hours	6,0 hours	6,0 hours	6,0 hours	6,0 hours			
2.4.1.1.	Activity	Monitor electricity downtime	% kWh lost through downtime	R785 Million	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%	0,8%			
2.4.1.2	Activity	Voltage measurements not to exceed voltage limits specified in NRS 048-2	% of sites shall not exceed voltage limits	R785 Million	95%	94%	94%	94%	94%	95%	95%	95%	95%	95%	95%			
2.4.1.3	Activity	Power interruptions - NRS 048-3	Forced interruption index	Index of 16,2 in hours	11	16,2	Reduce with 1 to 15,2	Reduce to 15,2	Reduce to 15,2	Reduce to 14	Reduce to 13	Reduce to 12	Reduce to 11	Reduce to 11	Reduce to 11			
2.4.1.4	Activity	Address Eskom supply areas within EMM boundaries – first establish terms, deal with legislation and license conditions, then take over	No of Eskom customers taken over by EMM	±140 000 customers	±140 000 customers	Zero (new)	0	0	0	2 500	25 000	25 000	25 000	25 000	25 000			
	National Outcomes	Decent employment through inclusive economic growth																
3	Ultimate Outcome	Increased number of sustainable jobs created	% sustainable jobs created	Zero	100%	New	5%	10%	15%	20%	40%	60%	80%	100%	100%			
3.1	Intermediate Outcome)	Increased number of decent jobs created	% backlog remaining	Zero	0%	New	95%	90%	85%	80%	60%	40%	20%	0%	0%			
3.1.1	Direct Outcome	Efficient implementation of job creation programmes (use of contractors)	Number of job creation programmes implemented	6	12	6	6	6	6	6	6	6	6	6	6			
3.1.1.1	Activity	Appointment of contractors to execute departmental work	No of jobs created	Zero (New)	2 000	New	100	100	100	100	400	400	400	400	400			

8. DEPARTMENT INTERNAL AUDIT

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15	Yr 16						
	National Outcomes	A responsive, accountable, effective and efficient local government system																													
1.	Ultimate Outcome	Clean audit report	Clean audit report received by target date	Clean audit report	Clean audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Clean audit report	Clean audit report	Clean audit report	Clean audit report	Clean audit report						
1.1	Intermediate Outcome)	Reduced impact of likelihood of risk exposure and ceased business opportunities	Level of risk maturity	Level 3.	Level 6	Level 3.	Level 3.	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 5	Level 5	Level 5	Level 5	Level 6						
1.1.1	Direct Outcome	Reduction of high risk incidence	Success rate in mitigating risks	None	100%	None	None	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.3.1	Activity	Finalise risk based audit reports as stipulated on the approved annual audit plan	% completion of Audit reports produced in accordance with the approved audit plan every quarter	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.3	Activity	Implementation of controls and processes	Level of adherence to the controls and processes	None	100%	None	None	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.1.3	Activity	Implementation and Monitoring of quality assurance and improvement programs.	% compliance with checklist per audit.	None	100%	None	None	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.1.4	Activity	Implement and Monitor innovative business solutions and best practices	% Implementation of innovative business solutions and best practices	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.2	Direct Outcome	Increased achievement of organizational results	% organizational results achieved	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.2.1	Activity	Finalize Audit of Performance Information (AoPI) audit reports as stipulated on the approved annual audit plan and Regulation 14 of the Municipal planning and performance management Regulations	% of Audit reports produced in accordance with the approved audit plan every quarter	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							

9. DEPARTMENT COMMUNICATIONS AND MARKETING

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme							
							2011/2012 SDBIP							
							Q1	Q2	Q3	Q4	Yr 3			
					Yr 4	Yr 5								
	National Outcomes	A responsive, accountable, effective and efficient local government system												
1	Ultimate Outcome	Increased stakeholder satisfaction	Level of stakeholder satisfaction	R7.5 million	100%	60%	20%	30%	50%	70%	100%	100%	100%	100%
1.1	Intermediate Outcome	Improved communication to and from external and internal stakeholders	% improvement in communication to and from external and internal stakeholders	R7.5 million	100%	60%	20%	30%	50%	70%	100%	100%	100%	100%
1.1.1	Direct Outcome	Improved metro-wide communication systems instituted	% functionality of metro-wide communication systems	R7.5 million	100%	60%	20%	30%	50%	70%	100%	100%	100%	100%
1.1.1.1	Activity	Implementation of annual corporate communication strategies developed	% implementation of annual corporate communication strategies	R2.5 million	100%	90%	25%	50%	75%	100%	100%	100%	100%	100%
1.1.1.2	Activity	Implementation of annual departmental specific communication and marketing plans developed	% implementation of annual departmental specific communication and marketing plans	R3 million	100%	50%	25%	50%	75%	100%	100%	100%	100%	100%
1.1.1.3	Activity	Integration of metro-wide communications policies	% Integration of metro-wide communications policies	R0	100%	0%	25%	50%	75%	100%	100%	100%	100%	100%
1.1.1.4	Activity	Implementation of external and internal communication programmes and projects	% Implementation of external and internal communication programmes and projects	R2 million	100%	80%	25%	50%	75%	100%	100%	100%	100%	100%
1.1.1.5	Activity	Communication compliance audits conducted	% communication compliance	R0	100%	0%	25%	50%	75%	100%	100%	100%	100%	100%
1.1.2	Direct Outcome	Increased access to and availability of information by all metro stakeholders	% of metro stakeholders with access to and availability of information	R6.2 million	100%	10%	20%	30%	50%	70%	100%	100%	100%	100%
1.1.2.1	Activity	Community newsletters printed and distributed	Client coverage for Community newsletters printed	R1.4 million per year	2,160 000 per year = 10,8 million	260 000 newsletters per quarter	540 000	540 000	540 000	540 000	2 160 000	2 160 000	2 160 000	2 160 000
1.1.2.2	Activity	Pro-active media releases issued being covered by local, regional and national media	% of pro-active media releases issued being covered by local, regional and national media	R500 000	85%	60%	62%	63%	64%	65%	70%	75%	80%	85%
1.1.2.3	Activity	Distribution of external newsletter issued with accounts	% Coverage of external newsletter issued with accounts	R3 million per annum	800 000 per month x 5 years	800 000	2,4 million	2,4 million	2,4 million	2,4 million	9,6 million	9,6 million	9,6 million	9,6 million

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5									
1.1.2.4	Activity	Publish electronic external newsletters	% Coverage of electronic external newsletters published.	R300 000	100%	10%	20%	30%	50%	70%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%									
1.1.2.5	Activity	Published community newsletters electronically	Number of community newsletters published electronically.	R0	260 000 per month x 5 years	260 000 per month	260 000 per month	260 000 per month	260 000 per month	260 000 per month	1 million	1 million	1 million	1 million	1 million	1 million	1 million	1 million	1 million	1 million	1 million	1 million									
1.1.2.6	Activity	No of information material produced specifically for community structures (ward committees) on council decisions	% Coverage of information material produced specifically for community structures (ward committees) on council decisions	R1 million	100%	50%	50%	60%	70%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%									
1.1.3	Direct Outcome	Increased feedback from internal and to external stakeholders	Level of feedback from internal and to external stakeholders	R500 000	90%	25%	30%	40%	50%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%									
1.1.3.1	Activity	Institutionalizing internal communication channels	% Coverage through internal communication channels	R5000 000	90%	25%	30%	40%	50%	60%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%									
2	Ultimate Outcome	One clear city identity	% of citizens in EMM identifying with Ekurhuleni as a single city	R20 million	100%	40%	40%	50%	60%	70%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%									
2.1	Intermediate Outcome	Increased brand loyalty.	% of citizens in EMM loyal to the brand	R12.5 million	90%	40%	40%	50%	60%	70%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%									
2.1.1	Direct Outcome	Increased and distinct brand awareness	% of citizens in EMM aware of the brand	R12.5 million	90%	40%	40%	50%	60%	70%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%									
2.1.1.1	Activity	Conduct high impact advertising corporate campaigns	Number of advertising corporate campaigns embarked upon	R5 million	50	10	3	3	2	2	10	10	10	10	10	10	10	10	10	10	10	10									
2.1.1.2	Activity	Set up corporate signage at major highways - national and provincial roads.	Number of corporate signage at major highways - national and provincial roads.	R2 million	15	None	1	2	1	1	5	5	5	5	5	5	5	5	5	5	5	5									
2.1.1.3	Activity	The branding of CCCs and all Council buildings and facilities is accelerated through a monitoring and evaluation mechanism.	% of CCCs and all Council buildings and facilities branded.	R5 million	20	5	2	3	3	2	5	5	5	5	5	5	5	5	5	5	5	5									
2.1.1.4	Activity	The adherence to the use of the Corporate Identity Manual is intensified and brand loyalty throughout the metro is increased.	% of staff internalizing the corporate brand	R500 000	90%	40%	40%	50%	60%	70%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%									

10. DEPARTMENT OF FINANCE

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme								
							2011/2012 SDBIP								
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	
	National Outcomes	A responsive, accountable, effective and efficient local government system													
1	Ultimate Outcome	Improved Financial Viability and Sustainability of the Ekurhuleni Metro	Financial Viability and Sustainability ratios (as per current ratio)	0.83	2	0.73	1	1.1	1.1	1.1	1.2	1.4	1.6	1.8	2
1.1	Intermediate Outcome	Improved Liquidity Position	No of days cash holdings (total cash)	33 days	70 days	30 days	30	30	30	30	30	45	50	60	70
1.1.1	Direct Outcome	Revenue Generation, Protection and Management	Audit Opinion re Completeness of Revenue	Unqualified	Unqualified	Unqualified	-	-	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
1.1.1.1	Activity	Reconciliation of Valuation Roll to Billing Database	% of billing against valuation roll	98%	98%	98%	98%	98%	98%	98%	98%	99%	100%	100%	100%
1.1.1.2	Activity	Reduction of interim levies as more accounts are billed based on actual meter readings	% of billing based on meter readings vs. interim levies	85%	95%	85%	86%	87%	88%	88%	89%	90%	92%	93%	95%
1.1.1.3	Activity	Collection of all amounts billed to customers	% of amounts billed collected	91%	95%	91%	93%	93%	93%	93%	93%	93%	94%	95%	95%
1.1.1.4	Activity	Maximizing of existing sources of revenue and supplement with new sources of revenue	% Increase in revenue measured in real terms on a year-on-year basis	R17,5 billion	12.5%	R17,5 billion	0.25%	0.75%	1.50%	1.50%	2.50%	2.50%	2.50%	2.50%	2.50%
1.1.1.5	Activity	Customer revenue management services through the provision of adequate access to payment channels to customer them to comply with EMM account payment requirements	Number of payment channels available to customers												
1.1.2	Direct Outcome	Improvement to Supply Chain Management Efficiencies	Turnaround time on award of tenders	22/19 weeks	17/15 weeks	22/19 weeks	18/16 weeks	18/16 weeks	18/16 weeks	18/16 weeks	18/16 weeks	17/15 weeks	17/15 weeks	17/15 weeks	17/15 weeks
1.1.3	Activity	Automation of Ordering System	% Orders placed via automated system	0%	100%	0%	80%	90%	100%	100%	100%	100%	100%	100%	100%
1.1.3	Direct Outcome	Cost containment / Elimination of wastage	% savings on operating budget (controllable cost / general expenditure)	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme						
							2011/2012 SDBIP						
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
1.1.3.1	Activity	Establish parameter benchmark pricing to eliminate paying an excessive premium for goods and services	% deviation from benchmark price	N/A	10%	N/A	N/A	100%	75%	50%	25%	15%	10%
1.1.3.2	Activity	Suppliers paid within 30 days after receipt of invoice to maximize settlement discount	% of invoices paid within 30 days of receipt of invoice	400	100%	99%	99%	99%	99%	99%	99%	99%	99%
1.1.3	Direct Outcome	Achievement of diversified funding sources	No of additional funding sources for project implementation	4	6	4	4	4	4	5	5	5	6
1.1.3.1	Activity	Development of long term funding strategy	No of additional funding sources for project implementation	4	6	4	4	4	4	5	5	5	6
1.1.3.2	Activity	Issuing of municipal bond as funding mechanism for capital projects	Rand value of municipal bonds raised over 5 year period	R1.615 b	R4 billion	R2.415 b	R2.415 b	R2.415 b	R2.415 b	R4 b	R4 b	R4 b	R4 b
1.1.3.3	Activity	Management of external grants and donations as funding mechanism for capital projects	Rand of external grants and donations over 5 year period	R1 b per year	R1.3 b	R6.5 b	N/A	N/A	R1.3 b	R2.6 b	R3.9b	R5.2b	R6.5b
1.1.4	Direct Outcome	Achievement of allocation efficiencies through the use of appropriate budget methodologies	% of Results Based Capital Budget Approved with allocation efficiencies	0	100%	0	0	0	100%	100%	100%	100%	100%
1.1.4.1	Activity												
1.1.5	Direct Outcome	Cash Management	No of days cash holdings (total cash)	33 days	70 days	30 days	35	35	35	45	50	60	70
1.1.5.1	Activity	Financial viability ratio's: Debt coverage as per Performance Regulations	Debt coverage = (total operating revenue - operating grants) / debt service payments (int and redemption)	16.37	> 15	16.37	> 15	> 15	> 15	> 15	> 15	> 15	> 15
1.1.5.2	Activity	Financial viability ratio's: Outstanding service debtors to revenue as per Performance Regulations	Outstanding service debtors to revenue = total outstanding service debtors / annual revenue actually received for services	9%	< 8%	9%	< 8%	< 8%	< 8%	< 8%	< 8%	< 8%	< 8%
1.1.5.3	Activity	Financial viability ratio's: Cost coverage as per Performance Regulations	Cost Coverage = Available cash at particular time + Investments / monthly fixed operating expenditure	0.91	> 1	0.91	> 1	> 1	> 1	> 1	> 1	> 1	> 1

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme													
							2011/2012 SDBIP				2012/13				2013/14		2014/15		2015/16	
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5						
1.1.5.4	Activity	Achievement of acceptable Credit Rating to attract institutional investments	Attainment of Credit Rating of AA2za (Moody's rating scale)	AA2za	AA2za	AA2za	N/A	N/A	N/A	AA2za	AA2za	AA2za	AA2za	AA2za	AA2za					
1.1.5.5	Activity	Ensuring that there is sufficient cash reserves available to enhance EMM's capacity to mitigate disasters or development goals	Rand value of investments other than sinking funds available to utilise for disasters or development goals	R0	R400m accumulative	R0	R0	R0	R0	R100m	R200m	R300m	R400m							
2	Ultimate Outcome	Clean and Effective Administration	Attainment of Clean audit report (2010/2011)	Unqualified	Clean Audit	Unqualified				Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit					
2.1	Intermediate Outcome																			
2.1.1	Direct Outcome	Clean and Effective Administration	Attainment of Clean audit report (2010/2011)	Unqualified	Clean Audit	Unqualified	N/A	N/A	N/A	Unqualified										
2.1.1.1	Activity	Operation Clean Audit Project Implementation	% implementation of Operation Clean Audit Project																	
2.1.1.2	Activity	Compliance to AG Key Controls to mitigate risks for the 2010/2011 audit	% compliance to AG Key Controls to mitigate risks for the 2010/2011 audit	80%	100%	80%	80%	80%	80%	100%	100%	100%	100%	100%	100%					
2.2	Intermediate Outcome	Effective Institutional Arrangements	Level improvement of Asset Management Plans	20%	100%	20%	100%	0	0	100%	100%	100%	100%	100%	100%					
2.2.1	Direct Outcome	Improved Management of EMM assets	Level of integration of Asset Management Plans to respond to EGDS and be linked IDP and MTEF	20%	100%	20%	100%	0	0	100%	100%	100%	100%	100%	100%					
2.2.1.1	Activity	Formalized integration of Asset Management Plans to respond to EGDS and be linked IDP and MTEF	Level of integration of Asset Management Plans to the EGDS and IDP informing the MTEF	20%	100%	20%	100%	0	0	100%	100%	100%	100%	100%	100%					

11. DEPARTMENT OF HOUSING

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13									
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5							
	National Outcomes	Sustainable human settlements and improved quality of house hold life																			
1	Ultimate Outcome	Reduced Housing Backlog	Number of people with secured tenure: Rental with secured tenure; and secured tenure	988	1040	0	1510	140	100	100	100	100	100	100	100	100	100	100	100	100	100
1.1	Intermediate Outcome	Increased delivery rate of well located houses	Delivery rate of well located housing	0	50%	0	0%	5%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
1.1.1	Direct Outcome	Increased provision of alternative tenure options in respect of the identified need.	Number of stands/ rental / housing units completed	128631	28564	0	1510	1750	3019	8816	204	5423	7842								
1.1.1.1	Activity	Identification of well located suitable land to be prioritized	No of hectares (brown & Greenfield)	0	200	20000	0	20	20	40	40	40	40	40	40	40	40	40	40	40	40
1.1.1.2	Activity	Co-ordinating acquisition of identified land portions for housing purposes	Number of land portions transferred and registered to EMM	28	137	7	10	10	10	10	30	30	30	30	30	30	30	30	30	30	30
1.1.1.3	Activity	Implementation of the municipal backyard dwelling and small scale landlord engagement programmes	Number of backyard dwelling and small scale landlord engagement programmes successfully implemented	0	4	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1
1.1.1.4	Activity	Hostel redevelopment plans facilitated	Number of Hostel redevelopment plans facilitated	7	15	0	0	0	1	2	4	4	4	4	4	4	4	4	4	4	4
1.1.1.5	Activity	Implementation of RDP rental housing, projects implemented	Number of RDP rental housing, projects implemented	0	4	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1
1.1.1.6	Activity	Implementation of Greenfield CRU projects	Number of Greenfield CRU units delivered	0	4	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1
1.1.1.7	Activity	Delivery of social housing units	Number of social housing units delivered	988	1040	0	0	140	100	200	200	200	200	200	200	200	200	200	200	200	200
1.1.1.8	Activity	Delivery of transitional housing subject to the completion of land identification studies for appropriate typologies	Number of transitional housing units delivered	0	4	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1
1.1.1.9	Activity	Provision of services to new stands serviced C1 (water, sanitation and toilets)	No of new stands serviced (water, sanitation and toilets)	127636	27493	0	1510	1610	2918	5964	2642	5215	7634								

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme						
							2011/2012 SDBIP						
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
1.1.1.10	Activity	Provision of basic sanitation to families in informal settlements	Number of families in informal settlements provided with access to basic sanitation	85000	85000	85000	85000	85000	85000	85000	85000	85000	85000
1.1.1.11	Activity	Improved provision of sanitation services in informal settlements	Number of chemical toilets supplied and maintained	8500	8500	8500	8500	8500	8500	8500	8500	8500	8500
1.1.1.12	Activity	Conduct Community outreach events.	Number of Community outreach events conducted	12	60	12	3	3	3	12	12	12	12
1.2.2	Direct Outcome	Accreditation of the municipality by the Gauteng Department of local Government and Housing	Level of accreditation received from the Department of local Government and Housing	0	Level 3	0	level one and Two accreditation	0	0	0	0	Level three	level 3
1.2.2.1	Activity	Implementation of capacity building programme to meet level 3 accreditation requirements	Level of capacity to deliver level 3 Accreditation functions	0%	100%	0%	20%	10%	10%	20%	10%	10%	10%
1.2.2.2	Activity	Development and updating of comprehensive sustainable human settlements plan	Development and review of sustainable human settlements plan by target date	0	Quarter 4	0	Quarter 1	0	0	Quarter 4	Quarter 4	Quarter 4	Quarter 4
2	Ultimate Outcome	Increased revenue generated	% increase in revenue	0	60%	New Objective	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
2.1	Intermediate Outcome	Decreased rental debt	% of decrease in rental debt	0	60%	New Objective	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
2.1.1	Direct Outcome	Improved asset and property management	% of assets accounted for										
2.1.1.1	Activity	Implementation of operational property management programme	% implementation of operational property management programme										
2.1.1.2	Activity	Implementation of a complaints management strategy	% decrease in complaints from the tenants	0	0	New Objective	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

12. DEPARTMENT HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme													
							2011/2012 SDBIP				2012/13				2013/14		2014/15		2015/16	
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 3	Yr 4	Yr 5	Yr 5		
	National Outcome	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship																		
1	Ultimate Outcome	Improved competence of workforce	Number of employees that have been assessed for competence	0	16000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.1	Intermediate Outcome	Improved skills and qualification profile across EMM	% completion of skills and qualification profile	50%	100%	0%	100%	Audit of Political Office and all new Councilors	Audit of Water services, IS and Electricity and Energy	Audit of SRAC, Environment Development and Health	Audit of CCC, City Planning and Human Settlement.	Audit of CM's office, Community Safety, EMPD, Finance, HR, Corporate and Legal and ICT.	0%	0%	0%	0%	0%	0%	0%	
1.1.1	Direct Outcome	Increased implementation of interventions targeting critical and scarce skills	Number of programmes targeting scarce and critical skills areas implemented	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.1.1.1	Activity	Implement recognition of prior learning for the identified technical departments	Number of employees assessed against technical qualifications	100	500	100	25	25	25	25	25	25	25	25	25	25	25	25	25	
1.1.1.2	Activity	Implement Bursary/Community development programme	Number Bursaries allocated	50	360	60	0	0	0	60	0	60	70	80	90	90	90	90	90	
1.1.1.3	Activity	Implement Learner ship/Community Development Programme	Number of Learner ship programmes	3	8	3	1	1	0	0	1	1	2	1	1	1	1	1	1	
1.1.1.4	Activity	Implementation of annual WSP	Number of employees trained in respect of the WSP focus areas	4000	16 000	4000	1250	1250	1250	1250	1250	2000	3000	3000	3000	3000	3000	3000	3000	
1.1.1.5	Activity	Train and assess employees on NT Minimum Competency requirements	Number of employees meeting Minimum Competency requirements	100	450	69	0	25	25	25	25	80	90	100	105	105	105	105	105	
2	Ultimate Outcome	Reduced attrition for critical and scarce skills	Improved staff turnover rate in critical and scarce skill positions	10%	5%	10%	0%	0%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
2.1	Intermediate Outcome																			

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme							
							2011/2012 SDBIP							
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5
2.1.1	Direct Outcome	Introduce salary packaging to Cost to Company packages for critical and scarce skills	% of Cost to Company packages introduced	None	0%	0%	0%	0%	0%	100%	100%	100%	100%	100%
2.1.1.1	Activity	Benchmarking salary packages with other organs of state and submit to SALGBC	Benchmarking report finalised	None	100%	None	0%	0%	0%	100%	100%	100%	100%	100%
2.1.1.2	Activity	Rapid advancement of scarce and critical skills	Number of rapid advancement schemes	2	10	2	0	0	3 schemes developed	7 schemes developed	0	0	0	0
2.1.1.3	Direct outcome	Matching and placing of existing staff	% of personnel assessed	0	100%	0	0	0	0	100% Roll-out to levels 5-8	100% Roll-out to levels 9-12	100% Roll-out to levels 13-15	100% Roll-out to levels 16-18	25%
3	Ultimate Outcome	Reduced undesirable incidents related to EE issues	% of undesirable incidents related to EE issues occurred	0	100%	0	0	0	25%	25%	25%	25%	25%	25%
3.1	Intermediate Outcome													
3.1.1	Direct outcome	Improved management of EE issues in the Metro	Structures , processes and systems in place	0	100%	0	5%	5%	5%	20%	20%	20%	20%	20%
3.1.1.1	Activity	Cultivate a Culture of valuing diversity	Number of employees trained on Diversity Management	0	4000	0	200	200	200	800	800	800	800	800
3.1.1.2	Activity	Develop and implement gender mainstreaming strategy	% implementation of Approved gender mainstreaming strategy	0	100%	0	0	0	0	100%	100%	100%	100%	100%
3.1.1.3	Activity	Develop and implement Disability strategy	% implementation of Approved Disability strategy	0	100%	0	0	0	100%	100%	100%	100%	100%	100%
3.1.1.4	Activity	Develop EE plan	% of targets achieved	1099	100%	9.6%	5%	5%	5%	20%	20%	20%	20%	20%
4	Ultimate outcome	Improved functionality of the organisational structure that meets the mandate of the Metro	Effective and aligned organizational structure implemented	Macro structure approved	Approved total structure implemented	Macro structure designed and approved	0	0	Rest of structure approved	Roll-out	Roll-out	Roll-out	Roll-out	Approved structure implemented
4.1	Intermediate outcome	Improved alignment of the organizational structure with the EMM Strategy	Level of alignment of the organizational structure with the EMM Strategy	Macro Structure	100%	0			50%	60%	80%	90%	100%	100%
4.1.1	Direct outcome	Implementation of the Institutional review processes	% implementation of the Institutional review processes	0	100%	0	0	0	0	100%	100%	100%	100%	100%

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP					2013/14					2015/16	
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5				
9.1.1.3	Activity	Provide HIV & AIDS counseling and testing in the workplace	Number of employees tested for HIV	1287	4000	1287	150	150	150	150	700	800	900	1000				
9.1.1.4	Activity	Provide support to infected and affected employees	Number of employees supported	360	1200	163	60	60	60	240	240	240	240	240				
9.1.1.5	Activity	Conduct HIV & AIDS awareness campaigns	Number of campaigns	4	20	4	1	1	1	4	4	4	4	4				
10	Ultimate Outcome	Reduced adverse incidents of occupational health and safety	Number of adverse incidents of occupational health and safety	216	0	50 incidents inspected	0	0	0	0	0	0	0	0				
10.1	Intermediate Outcome																	
10.1.1	Direct Outcome	Increased compliance to occupational health and safety act	Level of compliance to occupational health and safety act	40%	80%	40%	0%	0%	50%	60%	70%	75%	80%	80%				
10.1.1.1	Activity	Conduct OHS awareness sessions	Number of OHS awareness sessions conducted	20	100	20	5	5	5	20	20	20	20	20				
10.1.1.1	Activity	Conduct hazard identification and risk assessments (HIRA)	Number of Divisions in Departments where HIRA was conducted	0	20	0	1	1	1	4	4	4	4	4				
10.1.1.2	Activity	Enforce OHS compliance	Number of OHS inspections conducted	50	600	50	30	30	30	120	120	120	120	120				
11	Ultimate Outcome	Effective utilization and functionality of HRIS	% utilization of HRIS	50%	100%	50%	0	0	60%	70%	80%	90%	100%	100%				
11.1	Intermediate Outcome	Increased access to the HR Information system	% of staff with access to the HR Information system	10%	50%	10%	0	0	20%	20%	30%	40%	50%	50%				
11.1.1	Direct Outcome	Increased Implementation and continuous improvement of the Human Resource Information System(HRIS)	Number of Human Resource Information System(HRIS) modules implemented	6	13	7	0	1	1	0	2	1	1	1				
11.1.1.1	Activity	Roll-out of leave, self service and business intelligence modules	% Roll-out of leave, self service and business intelligence modules	0	100%					50%	70%	90%	100%	100%				
11.1.1.2	Activity	Roll-out of the E-recruitment and Employment Equity modules	Roll-out of the E-recruitment and Employment Equity modules	0	100%	0				50%	70%	90%	100%	100%				
11.1.1.3	Activity	Roll-out of the pay-roll module	Roll-out of the pay-roll module	0	100%	0				0%	70%	90%	100%	100%				

13. CUSTOMER CARE AREAS AND URBAN MANAGEMENT

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme								
							2011/2012 SDBIP	2012/13	2013/14	2014/15	2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	
	National Outcomes	A responsive, accountable, effective and efficient local government system													
1	Ultimate Outcome	Increased sustainability of the urban environment	% Attainment on the sustainable index	0	0	0									
1.1	Intermediate Outcome	Increased efficiency and effectiveness of service delivery in the urban environment	Turn-around time for the resolution of service delivery incidents in the urban environment % services delivered meeting the quality services standards in the urban environment	0	70%	40%	0	0	0	20%	30%	40%	55%	70%	
1.1.1	Direct Outcome	Increased implementation of the integrated urban management plan for the urban environment	% implementation of the integrated management plan for the urban environment	0	100%	0	0	0	0	0	100%	100%	100%	100%	
1.1.1.1	Activity	Development of integrated urban management plan	% completion of the integrated urban management plan	0	100%	20%	25%	50%	75%	100%	100%	100%	100%	100%	
1.1.1.2	Activity	Roll-out of the integrated urban management plan	% Roll-out of the integrated urban management plan	0	100%	0%	0%	0%	0%	0%	100%	100%	100%	100%	
1.1.1.3	Activity	Implementation of programs and projects	% implementation of programmes and projects	20%	70%	20%	0	10%	15%	25%	40%	50%	60%	70%	
1.1.1.4	Activity	Development of local area integrated plan	% of Local area integrated plans developed	20%	80%	20%	0	20%	30%	40%	50%	60%	70%	80%	
1.1.2	Direct Outcome	Improved coordination of integrated service delivery	% of reported service delivery incidents resolved	0	80%	0	0%	0%	0%	0%	60%	65%	70%	80%	
1.1.2.1	Activity	Application of a uniform set of standards for the physical urban environment metro-wide	% compliance with the uniform set of standards for the physical urban environment metro-wide	0	80%	0	0%	0%	0%	0%	60%	65%	70%	80%	
1.1.2.2	Activity	Focused interventions on high revenue base areas experiencing urban decay	Number of area based reports on service delivery breakdowns escalated to departments	0	288	0	0	0	0	0	72	72	72	72	
1.1.2.3	Activity	Establish city improvement districts	Number of city improvement districts finalized within the prescribed timeframes	1	100%	1	100%	100%	100%	100%	100%	100%	100%	100%	

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13 SDBIP					2013/14 SDBIP				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
1.1.3	Direct Outcome	Improved co-ordination of by-law enforcement	% contraventions of by-laws in the targeted hot-spots in the urban environment	0	30%	0	100%	90%	80%	70%	60%	50%	40%	30%							
1.1.3.1	Activity	Institutionalization of the integrated by-law enforcement system	% Institutionalization of the integrated by-law enforcement system	0	100%	0	25%	50%	75%	100%	0%	0%	0%	0%							
1.1.3.2	Activity	Conducting regular by-law operational blitzes	Number of operational blitzes	14	600	14	6	6	6	6	144	144	144	144							
1.1.3.3	Activity	By-law awareness	Number of communities reached in respect of by-law awareness	0	588	0	3	3	3	3	144	144	144	144							
1.1.3.4	Activity	Implementation of minimum standards in the physical urban environment	% Implementation of minimum standards in the physical urban environment	10%	60%	20%	0%	5%	10%	15%	25%	35%	45%	60%							
1.1.3.5	Activity	Create awareness by departments on the standards	% departments aware of the minimum standards	0%	60%	0%	0%	5%	10%	20%	30%	40%	50%	60%							
1.1.4	Direct Outcome	Improved monitoring of planned and unplanned service delivery in the built environment	% improvement of monitoring of planned and unplanned service delivery in the built environment	0		0															
1.1.4.1	Activity	To develop an Urban management dashboard	% functionality of Urban Management dashboard	0	100%	0	25%	50%	75%	100%	100%	100%	100%	100%							
1.1.4.2	Activity	To implement an Urban management dashboard	% implementation of the Urban Management Dashboard	0	100%	0	0%	0%	0%	0%	50%	100%	100%	100%							
1.1.4.3	Activity	Implementation of programs and schedules	% implementation of project and programmes in accordance with the scheduled activities	30%	80%	30%	0	10%	20%	30%	40%	50%	65%	80%							
1.1.4.4	Activity	Communicate with stakeholders of programs and schedules	Turnaround time between informing stakeholders and commencement of the project	50%	70%	50%	0	5%	10%	20%	30%	40%	55%	70%							

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme							
							2011/2012 SDBIP							
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5
2	Ultimate Outcome	Improved customer relationship management (technology, business processes, human resources, receiving and feedback mechanisms)	Level of customer satisfaction	20%	80%	20%	0%	20%	30%	40%	50%	60%	70%	80%
2.1	Intermediate Outcome	Increased access by customers to EMM services	Level of access by customers to EMM services	20%	80%	20%	20%	20%	20%	30%	45%	55%	65%	80%
2.1.1.	Direct Outcome	Improved functionality of CRM systems	Level of functionality of the CRM systems	10%	100%	10%	10%	20%	30%	40%	50%	65%	80%	100%
2.1.1.1	Activity	Operationalising the one-stop CCCs	% of the one-stop CCCs fully of operational	20%	100%	20%	20%	20%	30%	40%	50%	60%	80%	100%
2.1.1.2	Activity	Capacitate staff on the requirements of the ICT system	% of staff capacitated on the requirements of the ICT system	20%	80%	20%	25%	30%	35%	40%	50%	60%	70%	80%
2.1.1.3	Activity	Operationalising the on-line customer interface service	% of the services call centre Operationalised	10%	100%	10%	15%	25%	40%	50%	60%	70%	80%	100%
2.1.1.4	Activity	Operationalising the on-line customer interface service	% of the on-line customer interface service Operationalised	10%	80%	10%	15%	20%	30%	40%	50%	60%	70%	80%
2.1.1.5	Activity	Implementation of an integrated intermediary services	% Implementation of an integrated intermediary services	10%	70%	10%	10%	15%	20%	30%	40%	50%	60%	70%
2.1.2	Direct Outcome	Increased functionality of sectoral and ward committees		20%	100%	10%	20%	25%	30%	40%	55%	70%	85%	100%
2.1.2.1	Activity	Coordination of community based planning	Number of wards with community based plans	40%	100%	40%	40%	40%	40%	50%	60%	70%	80%	100%
2.1.2.2	Activity	Improved reporting and feedback mechanism for elected representatives and ward committees	Response times to customer queries or complaints raised with the elected representatives and ward committees	40%	90%	40%	40%	40%	40%	50%	60%	70%	80%	90%
2.1.2.3	Activity	Arrangement area -based meetings	Number of area -based meetings facilitated quarterly	30%	90%	30%	30%	35%	40%	50%	60%	70%	80%	90%

14. DISASTER & EMERGENCY MANAGEMENT SERVICES DEPARTMENT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP	2012/13	2013/14	2014/15	2015/16							
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5				
	National Outcomes	All people in SA are and feel safe																
1	Ultimate Outcome	Reduce loss of life, economic loss and damage to property resulting from emergencies and life threatening situations	Number of adverse incidents reported in respect of emergencies and life threatening situations	1243	5%	1243	0	0	0	5%	5%	5%	5%	5%	5%	5%	5%	5%
1.1.1	Intermediate Outcome	Reduced by-law violations	Number of By-Law Violations.	1050	6650	1020	300	600	900	1200	1250	1300	1400	1500				
1.1	Direct Outcome	implementation of pre-disaster risk and emergency reduction measures to prevent and mitigate consequences of disasters and emergencies	% implementation of pre-disaster risk and emergency reduction measures	50%	90%	50%	10%	20%	40%	55%	60%	70%	80%	90%				
1.1.1.1	Activity	Conduct Public Education and Awareness Campaign Sessions	Number of Public Education and Awareness campaigns sessions conducted.	150 Baseline	910	150 per annum	40	40	40	30	170	180	190	200				
1.1.1.2	Activity	Conduct By-Law Enforcement Operations	Number of By-Law Enforcement Operations conducted.	50 Baseline	250	50	10	10	15	15	50	50	50	50				
1.1.1.3	Activity	Conduct fire prevention Inspections	Number of fire prevention Inspections conducted	500 Baseline	3000	500	250	250	250	250	500	500	500	500				
1.1.4.1	Activity	Conduct risk assessments on premises with reportable dangerous goods	Number of risk assessments conducted on Premises with reportable dangerous goods.	1300 Baseline	30000	1300	350	350	350	350	1500	1600	1700	1800				
1.1.3.3	Activity	Functional Disaster Management Advisory Forum	Number of Disaster Management Advisory Forum Meetings held.	1 Baseline	20	1	1	1	1	1	4	4	4	4				
1.1.2	Direct Outcome	Reduced emergencies in informal settlements	% reduction of emergency incidents reported in informal settlements	405 Baseline	5% Accumulative	405	0	0	0	5%	10%	15%	20%	25%				
1.1.2.1	Activity	Implement a Risk Reduction Programme for informal settlements	Number Risk Reduction Programme implemented in targeted informal settlements	6	100	6	5	5	5	5	20	20	20	20				

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme						
							2011/2012 SDBIP						
							Q1	Q2	Q3	Q4	Yr 1-5		
1.1.2.2	Activity	Implementation of an Integrated disaster and emergency response programme for informal settlements	Number of community members trained on Emergency Response Team (CERT) Program	40 Baseline	780	40	20	20	20	100	150	200	250
1.1.3	Direct Outcome	Increased management efficiency of emergencies	% of compliance with the prescribed SANS 10090 standards	75% Baseline	100%	75%	75%	77%	80%	85%	90%	95%	100%
1.1.3.1	Activity	Replacement of old aged specialized Emergency Vehicles	Number of specialized Emergency Vehicles replaced.	25 Baseline	25	5	0	0	5	5	5	5	5
1.1.3.2	Activity	Monitor emergency response times	Time (minutes) within which Emergency calls are taken and dispatched.	3.2 Baseline	3	3.2	3	3	3	3	3	3	3
1.1.3.4	Activity	Implementation of an integrated Metro wide system for Special Events	% Implementation of an integrated Metro wide system for Special Events	50%	100%	50%	55%	60%	65%	75%	85%	95%	100%
1.1.3.5	Activity	Implementation of the missed calls recovery system for Life Threatening Calls in the Call Taking Centre	% of Life Threatening missed calls recovered	0%	100%	0%	50%	75%	95%	100%	100%	100%	100%
1.1.3.6	Activity	Construction of new fire stations	No of new fire stations constructed	27 Baseline	3	1	0	0	1	0	1	0	1
1.1.3.7	Activity	Consolidation of disintegrated call taking and dispatching centers.	Number of consolidated integrated call taking and dispatching centers.	0	1	0	0	0	0	0	1	0	0
1.1.3.8	Activity	Establishment of new disaster management satellite offices/focal point.	No of new disaster management satellite offices/focal point	3 Baseline	1	2	0	0	1	0	0	0	0
1.1.3.9	Activity	Conduct Disaster Risks and Vulnerability assessment in EMM.	Number of Disaster Risks and Vulnerability Assessments conducted.	1 Baseline	2	0	0	0	1	0	0	1	0

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13					2013/14		2014/15		2015/16
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 3	Yr 4	Yr 5				
2.	Ultimate Outcome	Reduced incidents of fraud and corruption in the issuing of licenses	Number of incidents of fraud and corruption in the issuing of licenses	2	0	2	0	0	0	0	0	0	0	0	0	0					
2.1	Intermediate Outcome	Increased EMM license applicants issued with a license	% EMM license applicants issued with a license	172 667	300 000	172 667	51800	51800	51800	227 920	284900	299 145	300 000								
2.1.1	Direct Outcome	Reduced turn-around times in the booking and issuing of licenses	Average lead time in months and days.	4 months	1 month	4 Months	3 months.	3 months.	3 months.	2 months.	45 days	30 days	30 days								
2.1.1.1	Activity	Establishment of Licensing Hubs in EMM.	Number of New Hubs Established.	0	2	0	0	0	0	0	0	1	1			1					
2.1.1.2	Activity	Implementation of business desks.	Number of Business Desks Implemented.	0	3	0	0	0	1	1	1	0	0			0					
2.1.1.3	Activity	Implementation of alternate methods of payment and cash management systems (Drop saves, debit and credit cards)	Number of Licensing Centers and where Credit cards, Debit Cards and Drop saves are implemented.	0	20	0	0	0	20	0	0	0	0			0					
2.1.1.4	Activity	Implement an Outreach Programmes.	Number of Licensing Outreach Programmes implemented.	40 Baseline	800	40	40	40	40	160	160	160	160			160					
2.1.1.5	Activity	Set up operational Licensing Services Points in EMM	Number of licensing services pay points established in the CCAs	0	20	0	0	0	5	15	20	0	0			0					

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP					2013/14					2014/15	2015/16
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5				
2.1.1.3	Activity	Resurface or rehabilitation of paved roads.	Km of roads resurfaced or rehabilitated	2000km?	1200km	240km	40	80	140	240	240	240	240	240	240			
2.1.2	Direct Outcome	Improved condition of unpaved roads	Km of unpaved roads meeting minimum standards	2500km	200km	Unknown	5km	10km	20km	40km	40km	40km	40km	40km	40km			
2.1.2.1	Activity	Re-gravelling and grading of gravel roads in formal areas.	Km of gravel roads maintained	3100km	450km	Unknown	10	20	50	90	90	90	90	90	90			
2.1.2.2	Activity	Construction, re-gravelling and grading of gravel roads in informal areas.	Km of gravel roads constructed or maintained	200km?	200km	Unknown	5	15	25	40	40	40	40	40	40			
2.1.3	Direct Outcome	Increased provision of pedestrian walkways.	Km of pedestrian walkways provided.	1000km?	1100km	1000km	1000	1004	1010	1020	1040	1060	1080	1100	1100			
2.1.3.1	Activity	Construction of new pedestrian walkways	km of new pedestrian walkways constructed	2000km?	100km	20km	0	4	10	20	20	20	20	20	20			
3	National Outcomes	An efficient, competitive and responsive economic infrastructure network																
3.1	Ultimate Outcome	Expansion of our strategic road network.	Km strategic road network expanded	200km	5km	0km	0	0	0	1	1	1	1	1	1			
3.1.1	Intermediate Outcome	Increased maintenance and improvement of our strategic road network.	Km of road network maintained															
3.1.1.1	Direct Outcome	Reduced levels of congestion.	Km of road where the level of congestion is reduced	Unknown	40km	Unknown	0	2	4	8	8	8	8	8	8			
3.1.1.1.1	Activity	Construction of new roads and improvements to existing major roads (classes 2,3 & 4)	km of newly constructed or upgraded roads.	500km	20km	4	0	1	2	4	4	4	4	4	4			
3.1.1.1.2	Activity	Improvement of signal timings and/or intersection changes to improve mobility	Number of intersections improved	Unknown	60 Intersections	Unknown	3	6	9	12	12	12	12	12	12			

15. DEPARTMENT OF ROADS, PUBLIC TRANSPORT AND CIVIL WORKS
BUILT ENVIRONMENT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme												
							2011/2012 SDBIP				2012/13				2013/14		2014/15		2015/16
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5					
1	National Outcomes	Sustainable human settlements and improved quality of life																	
	Ultimate Outcome	Improved safety of the built environment	% loss of life	10	0	10	0	0	0	0	0	0	0	0	0	0	0	0	
1.1	Intermediate Outcome	Reduced degradation of the built environment	Levels of degradation of the built environment	20%	10%	70%	65%	60%	55%	50%	40%	20%	10%						
1.1.1	Direct Outcome	Increased compliance with regulation of the built environment	% Compliance with the act	69%	90%	69%	71%	73%	75%	80%	90%	90%	90%						
1.1.1.1	Activity	Building inspections conducted	Number of completion of building inspections conducted expressed in a productivity matrix of building inspectors	50%	95%	50%	60%	60%	65%	70%	80%	95%	95%						
1.1.1.2	Activity	Non Compliance to Legal notices issued	% of non compliance notices referred to Corporate and legal for prosecution	60%	80%	60%	62%	63%	64%	68%	72%	76%	80%						
1.1.1.3	Activity	Eradication of illegal advertising signs in road reserve and visible from road reserve	% compliance to the execution of the strategic plan for outdoor advertising	20%	90%	20%	24%	25%	28%	35%	45%	70%	90%						
1.1.1.4	Activity	Building inspections conducted	Number of completion of building inspections conducted expressed in a productivity matrix of building inspectors	50%	95%	50%	60%	60%	65%	70%	80%	95%	95%						
1.1.1.5	Activity	Non Compliance to Legal notices issued	% of non compliance notices referred to Corporate and legal for prosecution	60%	80%	60%	62%	63%	64%	68%	72%	76%	80%						
1.1.1.6	Activity	Eradication of illegal advertising signs in road reserve and visible from road reserve	% compliance to the execution of the strategic plan for outdoor advertising	20%	90%	20%	24%	25%	28%	35%	45%	70%	90%						

15. DEPARTMENT OF ROADS, PUBLIC TRANSPORT AND CIVIL WORKS REAL ESTATE

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at July 2011	5 Year Target	Actual Performance Year	Projected Service Delivery Programme							
							2011/2012 SDBIP		Yr 2	Yr 3	Yr 4	Yr 5		
							Q1	Q2					Q3	Q4
	National Outcomes	A responsive, accountable, effective and efficient local government system.												
1.	Ultimate Outcome	Increased integrated management of EMM property portfolio by effective, economic development and maintenance of councils building assets	Level of functionality of an integrated facilities management department	0		0								
1.1	Intermediate Outcome	Improved efficiency and quality of EMM property portfolio	Level of efficiency and quality of EMM property portfolio											
1.1.1	Direct Outcome (Departmental Objectives)	Establish a Facilities Management Department,	Approved and funded integrated organizational structure											
1.1.1.1	Activity	Improve the look and feel of EMM property,												
1.1.1.2	Activity	Improved compliance with OHS, greening and disability and branding												
1.1.1.3	Activity	Pro active maintenance on a turnkey approach according to a prioritization model	% council properties maintained	90%	50%	%	2%	5%	8%	10%	15%	20%	40%	50%
1.1.1.4	Activity	Compliance of new municipal buildings to council and built environment standards	% of new municipal building complying with green building, disability and branding requirements	10%	80%	8%	8%	12%	16%	20%	32%	50%	70%	80%
1.1.1.5	Activity	Council to stop all lease agreements for office space and move into EMM owned facilities	% utilization of EMM office accommodation	10 leased office buildings	100%	0%	0%	0%	0%	10%	20%	30%	90%	100%
1.1.1.6	Activity	Set a realistic and achievable expenditure target attributed to physical achievements.	% of the Building Development (new buildings) CAPEX budget actually spent on capital projects identified for the particular financial year in terms of the IDP	95%	95%	45%	5%	25%	50%	75%	90%	90%	95%	95%

16. DEPARTMENT ICT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme												
							2011/2012 SDBIP												
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5					
	National Outcomes	A responsive, accountable, effective and efficient local government system																	
1	Ultimate Outcome	Improved ICT infrastructure as a key enabler to position EMM to be a Smart city which is globally competitive	Level of functionality of the ICT infrastructure in support of EMM to be a smart city and globally competitive	5%	100%	5%	33%	60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
1.1	Intermediate Outcome	Increased productivity and resourceful application of ICT infrastructure	Level of productivity and resourceful application of ICT infrastructure	5%	100%	5%	33%	60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
	Direct Outcome	Increased functionality of the fiber optic network to support the Aerotropolis	Level of functionality of the fiber optic network	60%	100%	60%	80%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Activity	Installation of fiber optic cable throughout the Aerotropolis	% of the Aerotropolis with fiber optic cable	70%	100%	70%	80%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1	Direct Outcome	Increased implementation of the Digital City Strategy	% functionality of the digital city	5%	100%	5%	33%	60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Activity	Increased security of ICT infrastructure and systems	Level of security of ICT infrastructure and systems	5%	100%	5%	40%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1.1	Activity	Migration of service onto the next generation network (NGN)	Level of stability of ICT infrastructure and systems	0%	100%	0%	20%	40%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1.2	Activity	Implementation of a digital City services	% Implementation of a digital City services	0%	100%	0%	2%	5%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1.3	Activity	Establishment of ICT Network / Security / Services Operations Center	% functionality of ICT Network / Security / Services Operations Center	0%	100%	0%	2%	5%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.2	Direct Outcome	Improved Knowledge and Information Management	% improvement of Knowledge and Information Management	0	100%	0	20%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.2.1	Activity	Implement Master Data Management (MDM)	% implementation of Master Data Management (MDM)	0	100%	0	20%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.2.2	Activity	Implement Knowledge and Information Management framework	% implementation of knowledge management framework	50	100%	0	0	0	105	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5							
1.2	Intermediate Outcome	Improved ICT governance	Level of effectiveness of ICT governance	35%	100%	50%	40%	53%	60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1	Direct Outcome	Improved alignment between ICT, business and customers	% alignment between ICT, business and customers Effective IT Governance	35%	100%	50%	40%	53%	60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1.1	Activity	Develop and operationalising ICT security Framework	% operationalisation of ICT security framework	5%	100%	5%	20%	60%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1.2	Activity	Implement ICT business continuity plan	% implementation of ICT business continuity plan	50%	100%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1.3	Activity	Sustainable CT skills development	Number of internships and learnerships completed	50	100	50	0	0	0	30	30	30	30	30	30	30	30	30	30	30											
1.2.1.4	Direct Outcome	Increased automation of processes	Level of functionality of automated business processes	10%	100%	2.5%	10%	33.3%	60%	83.3%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1.5	Activity	Establish permanent EMM service call centre	Level of functionality of permanent call centre	0%	100%	0%	10%	30%	50%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1.6	Activity	Complete development of CRM solution	Level of functionality of CRM solution	10%	100%	10%	20%	40%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1.7	Activity	Implementation of an Electronic Documents and Records Management (EDRM)	% implementation of an Electronic Documents and Records Management (EDRM)	0%	100%	0%	10%	30%	50%	70%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%											
1.2.1.8	Activity	Implementation of Business Processes Management	Number of automated business processes implemented	0	80	0	6	4	5	5	10	10	10	10	10	10	10	10	10	10											

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP					2013/14					2014/15	2015/16
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5				
	Intermediate Outcome	Increased success rate of athletes in all code of sport at provincial, national and international levels	% of talented athletes performing at provincial, national and international levels	0	15%	0	1%	3%	5%	7%	9%	12%	15%					
	Direct Outcome	Improved performance of elite athletes.	Number of athletes participating at club level	0	500	0	200	220	280	300	400	450	500					
	Activity	Hosting of National and International Sport events	Number of National and International Events hosted	3	16	3	3	3	4	7	10	13	16					
	Intermediate Outcome	Improved effective, integrated and quality systems for sport	Number of functional sporting facilities with an integrated programme	20	150	20	30	40	80	100	120	130	150					
	Direct Outcome	Increased utilization of sporting facilities by communities	Utilization rate of sporting facilities by communities	5 hrs/2 days a week	5 hrs/6 days a week	5 hrs/2 days a week	5 hrs/3 days a week	5 hrs/3 days a week	5 hrs/4 days a week	5 hrs/4 days a week	5 hrs/5 days a week	5 hrs/5 days a week	5 hrs/6 days a week					
	Activity	Upgrading of existing Sport and Recreation Facilities	Number of existing Sport and Recreation Facilities upgraded	10	65	10	12	15	20	30	40	50	65					
	Activity	Provision of Sport facilities including facilities for the poorest and least mobile communities.	Number of new Sport facilities constructed	3	18	3	3	4	6	8	12	16	18					
	Direct Outcome	Increased functionality of all sporting facilities	Number of sporting facilities that are fully functional	200	400	200	220	240	260	290	320	360	400					
	Activity	Development of a sports facility management plan	Adoption of a sports facility management plan	0	100%	0	100%	100%	100%	100%	100%	100%	100%					
	Activity	Development of a sports facility maintenance plan	Adoption of a sports facility maintenance plan	0	100%	0	100%	100%	100%	100%	100%	100%	100%					
	Intermediate Outcome	Increased level of performance amongst learners participating in school sport	% of learners participating in sport with raised academic levels	0	40%	0	15%	15%	20%	25%	30%	35%	40%					
	Direct Outcome	Increased participation of learners in school sport	% of learners participating in school sports	Unknown	50%	Unknown	17%	25%	35%	40%	45%	47%	50%					
	Activity	Establishment of school sport leagues	Number of schools participating in school sport leagues	Unknown	500	Unknown	50	70	100	200	300	400	500					
	Activity	Establishment of coaching clinics for Educators	Number of educators participating in the coaching clinics	TBD	1000	Unknown	100	140	200	400	600	800	1000					

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme														
							2011/2012 SDBIP					2012/13					2013/14				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
Activity	Establishment of school sport festivals	Number of schools participating in school sport festivals	TBD	60	Unknown	4	8	12	16	20	40	50	60	20	40	50	60				
Intermediate Outcome	Improved skills levels of communication and problem solving amongst children who participate in recreation programmes	% of children who participate in recreation programmes demonstrating higher levels of communication and problem solving abilities	TBD	35%	Unknown	5%	10%	15%	20%	25%	30%	35%	35%	25%	30%	35%	35%				
Direct Outcome	Increased participation of children and youth in community based recreation programmes	% of children and youth participating in community based recreation programmes	TBD	60%	Unknown	15%	20%	25%	30%	40%	50%	50%	60%	40%	50%	50%	60%				
Activity	Increased implementation of community based recreation programmes	Number of community based recreation programmes implemented	27	500	27	25	50	75	100	200	300	400	500	200	300	400	500				
Direct Outcome	Increased capacity of sports and recreation personnel	Number of sports and recreation with the requisite personnel	60%	90%	60%	60%	60%	65%	65%	70%	75%	80%	90%	70%	75%	80%	90%				
Activity	Obtain Council approval on sports and recreation business plan and divisional organizational structure	Approved Structure by target date	0	Approved structure	0	0	0	Q3	1	1	1	1	1	1	1	1	1				

17. DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE ARTS, CULTURE & HERITAGE

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5									
	Ultimate Outcome	Established creative industries program to develop, promote and sustain the arts in Ekurhuleni	% increase of programs developed and implemented	40%	100%	40%	40%	60%	60%	50%	60%	60%	60%	60%	80%	80%	100%	100%	100%												
	Intermediate Outcome	Increased implementation of arts and culture programmes across the development continuum	Number of arts and culture programmes implemented across the development continuum	36	50	36	36	36	25	30	36	40	45	50	50	50	50	50	50												
	Direct Outcome	Increase horizontal development of communities in arts and culture activities	% of communities participating in arts and culture activities	Unknown	8%	3%	3%	2.5%	1.5%	3%	3%	4%	5%	6.5%	8%	8%	8%	8%	8%												
	Activity	Present mass participatory programs	Number of programs presented	16	30	16	16	18	15	20	20	22	24	26	30	30	30	30	30												
	Activity	Present capacity building programs	Number of capacity building programs implemented	6	20	6	6	8	8	10	10	12	15	18	20	20	20	20	20												
	Intermediate Outcome	Increased development and nurturing of the identified talent	% of people with identified talent being nurtured and developed	Not known	100%	Not known	Not known	0	0	15%	15%	33%	53%	66%	100%	100%	100%	100%	100%												
	Direct Outcome	Increased identification and nurturing of the artistic talent in Schools.	Number of people identified with talent	Not known	15	Not known	Not known	0	0	2	2	5	7	10	15	15	15	15	15												
	Activity	Present Fine Art Development School	Number of Fine Art Development Classes conducted	850	4250	850	850	630	420	850	850	1700	2550	3400	4250	4250	4250	4250	4250												
	Activity	Present Music Elementary Classes	Number of Music Elementary Classes conducted	144	600	144	144	90	60	120	120	240	360	480	600	600	600	600	600												
	Activity	Present Cinematography Classes	Number of Cinematography Classes conducted	TBD	240	0	0	30	20	40	40	90	140	190	240	240	240	240	240												
	Activity	Present Photography Classes	Number of Photography Classes conducted	TBD	240	0	0	30	20	40	40	90	140	190	240	240	240	240	240												
	Intermediate Outcome	Increased success rate of people in the performing arts at provincial, national and international levels	% of Ekurhuleni based talented artists performing at provincial, national and international levels	Not known	40%	Not known	Not known	6%	4%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%												

Reference	Planning Level	Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5							
	Direct Outcome	Improved performance of professionals and mainstream artists.	Number of artists participating at mainstream metro wide events	TBD	200	Not known	10	20	30	40	80	120	160	200																	
	Activity	Present Music Festivals	Number of festivals presented	1	5	1	0	0	1	1	2	3	4	5																	
	Activity	Present commemorative programs	Number of commemorative programs presented	3	15	3	1	2	2	3	6	9	12	15																	
	Activity	Present theatre productions	Number of theatre productions presented	5	50	5	3	5	7	10	20	30	40	50																	
	Activity	Present visual art exhibitions/competitions	Number of visual art exhibitions/competitions presented	2	10	2	1	0	2	2	2	3	4	10																	
	Intermediate Outcome	Improved effective, integrated and quality systems for arts and culture activities	Number of functional arts and culture facilities with an integrated programme	3	9	3	0	0	0	3	4	6	7	9																	
	Direct Outcome	Increased utilization of arts and culture facilities by communities	Utilization rate of arts and culture facilities by communities	8 hours/ 5 days	12 hours/ 6 days	8 hours/ 5 days	8hrs/ 5 days	8hrs/ 5 days	8hrs/ 5 days	8 hrs/ 5 days	8 hours/ 5 days	12 hours/ 6 days	12 hours/ 6 days	12 hours/ 6 days																	
	Activity	Facility Utilization Schedule Developed	Number of Arts & Culture Organizations utilizing the facility	59	500	59	25	50	75	100	100	350	400	500																	
	Direct Outcome	Increased functionality of all arts and culture facilities	% arts and culture facilities that are functional																												
	Activity	Upgrading of arts & culture facilities	Number of arts & culture facilities upgraded	3 art centers	9	3 art centers	3	3	3	4	6	7																			
	Direct Outcome	Increased implementation of an Early Childhood Arts Development Programme for children age 3 to 6 years	Number of Early Childhood Arts Development Programme for children age 3 to 6 years implemented	0	15	0	0	1	2	3	6	9	12	15																	
	Activity	Present Arts and Culture ECD program	Number of Arts and Culture ECD programs presented	0	15	0	0	1	2	3	6	9	12	15																	
	Intermediate Outcome	Increased opportunities for income generation through marketing of arts, crafts and cultural products	Number of income generation opportunities provided for the marketing of arts, crafts and cultural products	3	15	3	0	1	2	3	6	9	12	15																	

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme												
							2011/2012 SDBIP				2012/13				2013/14		2014/15		2015/16
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 4	Yr 5			
	Direct Outcome	Improved good governance in the heritage Sector through alignment of heritage policy and legislation.	Level of alignment of heritage policy and legislation	1	5	1	1	1	1	2	3	4	5						
	Activity	Establish heritage policies	Number heritage policies established : <ul style="list-style-type: none"> Language Naming and Re-naming Declaration 	1	5	1	1	1	1	2	3	4	5						
	Direct Outcome	Increased awareness created of the significance of Indigenous culture and knowledge systems	Number of communities reach through awareness raised in terms of the significance of Indigenous culture and knowledge systems	4	40	4	4	6	7	16	24	32	40						
	Activity	Presentation of Indigenous Knowledge system	Number of Indigenous Knowledge system programs presented	1	10	1	1	1	1	4	6	8	10						
	Activity	Presentation of Oral History	Number of Oral history programs presented	3	30	3	3	3	4	12	18	24	30						
	Direct Outcome	Increased promotion of commemoration and Celebration of South African cultural heritage.	Number of events promoting commemoration and Celebration of South African cultural heritage.	3	20	3	3	4	4	8	12	16	20						
	Activity	Presentation of Commemorative programs	Number of commemorative programs presented : <ul style="list-style-type: none"> Chris Hani Month Africa Day September Month OR Tambo Month 	3	20	3	3	4	4	8	12	16	20						
	Direct Outcome	Increased capacity of arts, culture and heritage personnel	Number of arts, culture and heritage with the requisite personnel	11%	80%	11%	11%	12%	14%	20%	40%	60%	80%						
	Activity	Obtain Council approval on arts, culture and heritage business plan and divisional organizational structure	Approved Structure	0	Approved structure	0	0	0	Approved structure	1	1	1	1						

18. ENTERPRISE-WIDE PROJECT MANAGEMENT OFFICE

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme										
							2011/2012 SDBIP Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5			
	National Outcomes	A responsive, accountable, efficient and effective, local government system															
1	Ultimate Outcome	Increased number of enterprise projects completed within time, budget and specification	% of projects completed within time, budget and specification	not available	100%	not available	25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%
1.1	Intermediate Outcome	Increased utilization of the enterprise projects management system	% utilization of the enterprise projects management system														
1.1.1	Direct Outcome	Increased functionality of the enterprise projects management system	Level of functionality of the enterprise projects management system														
1.1.1.1	Activity	Development/enhancement of project management tools	% availability of Project management tools	20%	100%	20%	25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.1.2	Activity	Conduct training of project managers in using project management tools	Number of identified project managers fully trained in utilising project management tools	220 officials semi trained	100%	0	55	110	165	220	0	0	0	0	0	0	0
1.1.1.3	Activity	Develop/enhance automated link between project close down report and asset register	% of projects with links between the project closed own report with asset register	0%	100%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.2	Direct Outcome	Increased number of projects aligned to the strategic goals of the objective	Percentage of projects aligned to the strategic goals	Zero	100%		50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.2.1	Activity	Develop GIS interface with project management tool	Fully functional GIS interface with project management tool	Zero	100%		25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.2.2	Activity	Develop mechanism to link projects with strategic goals	Fully functional mechanism to link projects to strategic goals	Zero	100%		50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.2.3	Activity	Develop mechanism to capture job creation information per project	Fully functional mechanism to capture job creation statistics	Zero	100%		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.1.3	Direct Outcome	Increased project management capacity to manage the enterprise wide projects	Level of project management capacity to manage the enterprise wide projects														

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5	Yr 2	Yr 3	Yr 4	Yr 5									
1.1.3.1	Activity	Development of the EPMO organisational structure	EPMO organisational structure developed by target date	0%	100%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%								
1.1.3.2	Activity	Appointment of relevant staff members	% of EPMO staff establishment filled	0%	100%	0%	25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							
1.1.3.3	Activity	Implement project management training modules enterprise wide	% of managers trained in project management training modules enterprise wide	0%	100%	0%	25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%							

19. RISK MANAGEMENT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme						
							2011/2012 SDBIP						
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
1	Ultimate Outcome	Improved governance standards, practices to increase business integrity and achievement of organisational objectives.	% of goals accomplished from recent approved IDP and SDBIP	0%	95%	95%				60%	70%	80%	95%
1.1	Intermediate Outcome	Improved operational efficiency and effectiveness and economic use of resources.	% goals accomplished from recent approved IDP and SDBIP	0%	95%	70%				60%	70%	80%	95%
1.1.1	Direct Outcome	Improved level of accountability and compliance with code of ethics and conduct.	% decrease in number of unethical conduct issues identified/ reported.	0%	90%	30%				40%	60%	70%	90%
1.1.1.1	Activity	Operationalise the governance framework and monitor compliance thereof.	% implementation of the governance framework.	0	100%	40%				10%	10%	100%	100%
1.1.1.2	Activity	Operationalise business integrity framework and monitor compliance.	% implementation of the business integrity framework.	0%	100%	20%				5%	10%	95%	100%
1.2.1	Direct Outcome	Improved control environment maturity from level 3 to 4.	% decrease of internal control deficiencies reported by AG and IA.	30%	90%	40%				60%	80%	85%	90%
1.2.1.1	Activity	Operationalise the internal control framework and monitor compliance thereof	% implementation of the internal control framework	0	100%	40%				0%	20%	100%	100%
1.2.1.2	Activity	Redesign internal controls of critical processes to ensure adequacy and effectiveness	Number of critical processes internal control deficiencies redesigned.	0	10	2				1	1	2	2
2	Ultimate Outcome	Reduced impact and likelihood of risk exposures and seized business opportunities.	% in risk incidents with high business impact	0	95%	95%				60%	70%	80%	95%
2.1	Intermediate Outcome	Improved organisational performance and achievement of objective.	% decrease in risk incidents with high business impact	0%	95%	70%				60%	70%	80%	95%
2.1.1	Direct Outcome	Increased risk management maturity level from 3 to 5.	% in risk incidents with high business impact	0%	95%	40%				40%	70%	80%	95%

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5									
2.1.1.1	Activity	Operationalise the risk management framework.	% implementation of the risk management framework.	0	100%	60%	20%	10%	15%	15%	15%	15%	70%	80%	90%	100%	100%														
3.1.1	Direct Outcome	Reduced operational losses, surprises and business interruptions.	% reduction of operational losses and business interruptions.	0%	95%	35%							60%	70%	85%	95%	95%														
3.1.1.1	Activity	Operationalise the business continuity management plans	% implementation of the business continuity plans	0%	100%	10%							50%	70%	100%	100%	100%														
3.1.1.2	Activity	Implementation of risk mitigation strategies	% of risk mitigation plans executed on time.	20%	100%	60%	20%	20%	20%	20%	20%	20%	100%	100%	100%	100%	100%														
4	Ultimate Outcome	Reduced contingent liabilities & penalties and clean audit opinion	% reduction of contingent liabilities and penalties paid.	0%	30%	30%							5%	10%	20%	30%	30%														
4.1	Intermediate Outcome	Improved level of compliance	% decrease of non compliance issues identified and reported.	0%	95%	80%							50%	80%	85%	95%	95%														
4.1.1	Direct Outcome	Clean audit opinion	% decrease of non compliance issues identified and reported.	0%	95%	20%							50%	80%	85%	95%	95%														
4.1.1.1	Activity	Operationalise the Compliance framework and monitor compliance thereof.	% implementation of the compliance framework	0	100%	20%	0%	0%	0%	0%	0%	0%	50%	80%	100%	100%	100%														
4.1.1.2	Activity	improve organisational and departmental compliance risk profiles.	Number of compliance and departmental risk profiles completed	0	20	3	0	1	1	1	1	1																			
4.1.1.3	Activity	review and align organisational critical policies and procedures with applicable legislations.	Number of policies reviewed and aligned with applicable legislations completed.	0	20	3	0	1	1	1	1	1																			
4.1.1.4	Activity	Monitor implementation of compliance measures recommended.	% of implementation of the compliance measures recommended.	0%	100%	80%	0%	0%	30%	50%	50%	50%																			
5	Ultimate Outcome	Reduced risk transfer costs	% reduction of risk transfer costs	0%	10%	10%							4%	6%	8%	10%	10%														
5.1	Intermediate Outcome	Improved risk transfer standards and methods	% reduction of risk transfer costs	0%	10%	6%							4%	6%	8%	10%	10%														
5.1.1	Direct Outcome	Increased level of functionality of the risk financing and agency risk management models	% reduction of risk transfer costs	0%	10%	2%							4%	6%	8%	10%	10%														

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme					
							2011/2012 SDBIP		2012/13	2013/14	2014/15	2015/16
							Q1	Q2	Q3	Q4	Yr 4	Yr 5
5.1.1.1	Activity	Operationalise the risk transfer framework and standards.	% implementation of the risk transfer framework and standards.	0%	100%	20%		10%	60%	80%	100%	100%
5.1.1.2	Activity	Structuring of the EMM insurance portfolio	% reduction of insurance costs.	0%	10%	2%		0%	2%	2%	2%	2%
5.1.1.3	Activity	Coordination of identified risks and mitigating strategy impacting negatively on the achievement of acceptable Credit Rating to attract institutional investments	Attainment of Credit Rating of AA2za (Moody's rating scale)	AA2za	AA2za	AA2za		N/A	N/A	AA2za	AA2za	AA2za

20. INSTITUTIONAL STRATEGY, MONITORING, EVALUATION AND RESEARCH

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme											
							2011/2012 SDBIP											
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5				
	National Outcomes	A responsive, accountable, effective and efficient local government system																
1	Ultimate Outcome	Increased strategic planning capability metro-wide	Level of strategic planning capability metro-wide	N/A	Mature													
1.1	Intermediate Outcome	Improved strategic planning metro wide	% integration of the planning function															
1.1.1	Direct Outcome	Increased functionality of strategic planning	% functionality of the strategic planning unit	N/A						100%								
1.1.1.1	Activity	Establishment of a Corporate Strategy Unit	% finalization of the establishment of the Corporate Strategy unit structure	N/A	100%	N/A					100% (approved)							
1.1.1.2	Activity	Development standardized planning process, methodologies and tools metro wide	% development of the standardized planning process, methodologies and tools metro wide	0%	100%	N/A					100% (approved)							100%
1.1.1.3	Activity	Quality assurance of metro wide plans	% implementation of the quality assurance systems	0%	100%	N/A					100% (approved)							100%
1.1.1.4	Activity	Capacitate the strategic planning the unit	% capacitating of staff establishment within the strategic planning unit	0%	100%	N/A					50%							100%
1.1.1.5	Activity	Capacitate metro-wide staff in the development of plans	% of metro-wide staff capacitated in the development of plans	0%	100%	N/A					50%							100%
1.1.1.6	Activity	Development of the medium and long term strategy	Approved GDS and IDP by target date	0%	100%	N/A					50%							100%
1.1.1.7	Activity	Implementation of the medium and long term strategy	% implementation of the medium and long term strategy	0%	100%	N/A					0%							95%
1.1.1.8	Activity	Alignment across different planning instruments and planning cycles	Level of alignment across different planning instruments and planning cycles	0%	100%	N/A					0%							100%
2	Ultimate Outcome	Increased research capability Metro wide	Functional Research office	N/A	Mature													
2.1	Intermediate Outcome	Improved evidence based research metro wide	Level of functionality of the Research Office															
2.1.1	Direct Outcome	Increased evidence based planning Metro wide	% of plans that are evidence based	N/A														100%

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme						
							2011/2012 SDBIP						
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4
2.1.1.1	Activity	Establishment of a Research Office	% finalization of the establishment of the Research Office structure	0%	100%	N/A							
2.1.1.2	Activity	Development standardized research process, methodologies and tools metro wide	% development of the standardized research process, methodologies and tools metro wide	0%	100%	N/A	0%	50%	100%	100%	100%	100%	100%
2.1.1.3	Activity	Quality assurance of metro wide research plans	% implementation of the quality assurance plans	0%	100%	N/A	0%	0%	100%	100%	100%	100%	100%
2.1.1.4	Activity	Capacitate the Research Office	% capacitation of staff establishment within the strategic planning unit	0%	100%	N/A	0%	0%	50%	100%	100%	100%	100%
2.1.1.5	Activity	Capacitate metro-wide staff in the development of plans	% of metro-wide staff capacitated in the development of plans	0%	100%	N/A	0%	0%	50%	100%	100%	100%	1000%
2.1.1.6	Activity	Development of the medium and long term research strategy	Approved research strategy by target date	0%	Quarter 4	0	0%	50%	Quarter 4	0	0	0	0
2.1.1.7	Activity	Implementation of the medium and long term strategy	% implementation of the medium and long term research strategy	0%	100%	N/A	0%	0%	50%	80%	85%	90%	95%
2.1.1.8	Activity	Alignment across different Research functions Metro-wide	Level of alignment across different research instruments and planning cycles	0%	100%	N/A	0%	0%	85%	95%	97%	100%	100%
3	Ultimate Outcome	Increased utilization (archival and retrieval) of the knowledge management system	Level of functionality of a Knowledge Management system	N/A	Mature								
3.1	Intermediate Outcome	Improved Knowledge Management systems metro-wide	% functionality of the knowledge Management system										
3.1.1	Direct Outcome (Departmental Objectives)	Improved functionality of a Knowledge Management system	Level of functionality of a Knowledge Management system	N/A	100%	N/A							
3.1.1.1	Activity	Establishment of a Knowledge Management Office	% finalisation of the establishment of the Knowledge Management Office structure	0%	100%	N/A	50% (draft)		100%				
3.1.1.2	Activity	Development standardised Knowledge management process, methodologies and tools metro wide	% development of the standardised Knowledge Management process, methodologies and tools metro wide	0%	100%	N/A	0%	50%	100%				

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme																								
							2011/2012 SDBIP					2012/13					2013/14					2014/15					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	
3.1.1.3	Activity	Quality assurance of metro wide Knowledge Management plans	% implementation of the quality assurance systems	0%	100%	N/A	0%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	50%	100%	100%	100%	100%	100%	100%					
3.1.1.4	Activity	Capacitate the Knowledge Management Office	% capacitation of staff establishment within the Knowledge Management Office	0%	100%	N/A	0%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	50%	100%	100%	100%	100%	100%	0					
3.1.1.5	Activity	Capacitate Metro wide staff in the knowledge management plans	% of metro-wide staff capacitated in the development of Knowledge Management plans	0%	100%	N/A	0%	0%	0%	80%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%	50%	80%	100%	100%	100%	1000%					
3.1.1.6	Activity	Development of the medium and long term Knowledge Management strategy	Approved Knowledge Management strategy by target date	0%	Quarter 4	N/A	0%	50%	80%	Quarter 4	0	0	0	0	0	0	0	0%	0%	80%	Quarter 4	0	0	0	0	0					
3.1.1.7	Activity	Implementation of the medium and long term Knowledge Management Strategy	% implementation of the medium and long term Knowledge Management strategy	0%	100%	N/A	0%	0%	0%	50%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%	50%	80%	85%	90%	95%	95%					
3.1.1.8	Activity	Alignment across different knowledge management instruments and planning cycles	Level of alignment across different knowledge management instruments and planning cycles	0%	100%	N/A	0%	0%	0%	85%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%	85%	90%	95%	97%	100%	100%					
3.1.1.9	Activity	Migration of the data archives Office	% Integration of the archives function into the Knowledge management Office	0%	100%	N/A	0%	50%	80%	85%	100%	100%	100%	100%	100%	100%	100%	0%	0%	80%	85%	90%	100%	100%	100%	100%					
3.1.1.10	Activity	Integration of knowledge management functions in the Metro-wide	% Integration of the Knowledge Management function	0%	100%	N/A	0%	50%	80%	85%	100%	100%	100%	100%	100%	100%	100%	0%	0%	80%	85%	90%	95%	100%	100%	100%					
3.1.1.11	Activity	Improved functionality of integrated Management information system	%Functionality of the integrated management information system	0%	100%	N/A	0%	50%	80%	85%	100%	100%	100%	100%	100%	100%	100%	0%	0%	80%	85%	90%	95%	100%	100%	100%					
4	Ultimate Outcome	Improved monitoring and reporting on organizational performance	Level of functionality of a M&E system	N/A	Mature																										
4.1	Intermediate Outcome	Functionality of an M&E system	%integration of an M&E system	N/A																						100%					
4.1.1	Direct Outcome	Improved functionality of an M&E system	Level of functionality of a M&E system	N/A	100%	N/A																				100%					

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme												
							2011/2012 SDBIP					2012/13							
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5					
4.1.1.1	Activity	Establishment of a M&E Office	% finalisation of the establishment of the M&E Office structure	0%	100%	N/A													
4.1.1.2	Activity	Development standardised M&E process, methodologies and tools metro wide	% development of the standardised M&E process, methodologies and tools metro wide	0%	100%	N/A	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.1.1.3	Activity	Quality assurance of metro wide M&E plans	% implementation of the quality assurance E&M systems	0%	100%	N/A	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.1.1.4	Activity	Capacitate the M&E Office	% capacitation of staff establishment within the M&E Office		100%	N/A	0%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.1.1.5	Activity	Capacitate metro-wide staff in the development of system	% of metro-wide staff capacitated in the development of the M&E	0%	100%	N/A	0%	0%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.1.1.6	Activity	Development of the medium and long term M&E strategy	Approved M&E strategy by target date	0%	Quarter 4	N/A	0%	50%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.1.1.7	Activity	Implementation of the medium and long term M&E strategy	% implementation of the medium and long term M&E strategy	0%	100%	N/A	0%	0%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4.1.1.8	Activity	Alignment across different M&E instruments and planning cycles	Level of alignment across different M&E instruments and planning cycles	0%	100%	N/A	0%	0%	85%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
4.1.1.9	Activity	Integration of M&E in the organization	% Integration of the M&E function	0%	100%	N/A	0%	50%	85%	90%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme													
							2011/2012 SDBIP					2013/14					2014/15		2015/16	
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5						
2.1.1	Direct Outcome (Departmental Objectives)	Increased number of jobs created	Number of job opportunities created	1000	5000		200	200	200	200	1000	1100	1100	1100	1100					
2.1.1.2	Activity	Quantify the number of beneficiaries based on the above	Number of planned beneficiaries				5000				200	200	1000	1100	1100					
3	National Outcome	An efficient, competitive and responsive economic infrastructure network																		
3.1	Ultimate Outcome	Reduced water losses	% Reduction in water losses		10%		0.25%	0.25%	0.25%	0.25%	2%	2%	2%	2%	3%					
3.1	Intermediate Outcome	Increased accuracy of billing information	% accuracy of billing information		95%		85%	85%	86%	86%	90%	92%	93%	93%	95%					
3.1.1	Direct Outcome	Align information with finance	% of alignment across all information in respect of water services		95%		85%	85%	86%	86%	90%	92%	93%	93%	95%					
3.1.1.3	Activity	Devise interventions to minimize the exception report	% implementation of interventions to minimize water losses																	
	National Outcome 10	Environmental assets and natural resources that are well protected and continually enhanced.																		
4.1.1	Direct Outcome	Reduced unmetered properties	Reduction in number of unmetered households (hh)		50,000		1000	1000	1000	1000	5000	10000	10000	10000	20000					
4.1.1.1	Activity	Confirm the number of unmetered houses with Housing and Finance Depts	Number of unmetered houses with Housing and Finance Depts		50,000		1000	1000	1000	1000	5000	10000	10000	10000	20000					
4.1.1.2	Activity	Develop a prioritization and implementation plan	% implementation of prioritization plan																	
4.1.1.3	Activity	Implement the plan	Number of households metered to Progress plan		50,000		1000	1000 h	1000	1000	5000	10000	10000	10000	20000					
5	Ultimate Outcome	Decreased dependence on coal generated electricity for the City's operations	% Decrease on the dependence on coal generated electricity as a power source		0.1%		0%	0%	0%	0%	0%	0%	0%	0%	0.1%					
5.1	Intermediate Outcome (Departmental Goal)																			
5.1.1	Direct Outcome	Implement Researched options of converting wastewater treatment by products, such as sludge, to energy	% of implementation of Researched options of converting wastewater treatment by products, such as sludge, to energy	N/A	TBE		Research	Research	Research	Research	Research	Research	Research	Research						

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme									
							2011/2012 SDBIP					2013/14				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5		
5.1.1.1	Activity	Undertaken Research the different options of converting waste to energy	% completion of the Research undertaken to investigate different options of converting waste to energy	1 Pilot project implemented		Research	Research	Research	Research	TBE	TBE	TBE	TBE	TBE		
5.1.1.2	Activity	Prioritize the most cost effective and determine cost benefit ratios	% Prioritize the most cost effective implementation plan							TBE	TBE	TBE	TBE	TBE		
5.1.1.3	Activity	Implement the prioritised option(s)	Implementation plan							TBE	TBE	TBE	TBE	TBE		
6	National Outcome 10	Environmental assets and natural resources that are well protected and continually enhanced.														
6.1	Ultimate Outcome	Improved quality of water	% improvement in the quality of water	2 %	0.05%	0.05%	0.05%	0.05%	0.05%	0.20%	0.20%	0.20%	0.40%	1%		
6.1.1	Intermediate Outcome	Increased compliance with national standards	% compliance with national standards	> 95% I	95%	95%	95%	95%	95%	95%	95%	95%	> 95%	> 95%		
6.1.1.1	Activity	Report the results	% of Sample analyses reportat compliance level	> 95%	95%	95%	95%	95%	95%	95%	95%	95%	> 95%	> 95%		
6.1.1.2	Activity															
7	National Outcome 6	An efficient, competitive and responsive economic infrastructure network														
7.1	Ultimate Outcome	Reduced unplanned interruptions	% Reduction in unplanned interruptions	20%	0.50%	0.50%	0.50%	0.50%	0.50%	3.00%	5.00%	5.00%	5.00%	5%		
7.1.1	Intermediate Outcome	Reduced water and sanitation maintenance backlog	% Reduction of water and sanitation maintenance backlog	20%	0.5%	0.5%	0.5%	0.5%	0.5%	3%	5%	5%	5%	5%		
7.1.1.1	Activity	Establish the Quantify the backlog	% of backlog addressed													
7.1.1.2	Activity	Implement the plan to eradicate backlog	% reduction of the maintenance back eradicated	20%	0.5%	0.5%	0.5%	0.5%	0.5%	3%	5%	5%	5%	5%		
8	National Outcome 10	Environmental assets and natural resources that are well protected and continually enhanced.														
7.1	Ultimate Outcome (Departmental Goal)	Environmental assets and natural resources that are well protected and continually enhanced.	% improvement in the quality of treated wastewater	2%	0.05%	0.05%	0.05%	0.05%	0.05%	0.20%	0.20%	0.20%	0.40%	1%		
7.1.1	Direct Outcome (Departmental Objectives)	Increased compliance of water quality with national standard, i.e. SANS 241: 2010	% compliance with national standards	2%	0.05%	0.05%	0.05%	0.05%	0.05%	0.2%	0.2%	0.2%	0.4%	1%		

22. ECONOMIC DEVELOPMENT

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme													
							2011/2012 SDBIP		2012/13		2013/14		2014/15		2015/16					
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5						
	National Outcomes	Decent employment through inclusive economic growth																		
1	Ultimate Outcome	Increased operationalising of the Aerotropolis	Level of functionality of the Aerotropolis	10%	100%	10%	10%	10%	20%	40%	60%	80%	100%							
1.1	Intermediate Outcome	Increased creation of job opportunities	Number of jobs created across the Aerotropolis	277	100	277	0	150	200	400	600	800	1000							
1.1.1	Direct Outcome	Provide logistical infrastructure that reduces costs and increases effectiveness and efficiency of doing business	% utilisation of that logistical infrastructure	10%	100%	10%	10%	14%	20%	40%	60%	80%	100%							
1.1.1.1	Activity	Develop a costed plan for setting up the logistical infrastructure	% implementation of costed plan	10%	100%	10%	10%	14%	20%	40%	60%	80%	100%							
1.1.1.2	Activity	Establish the logistical hub	Number of Business Logistics parks developed	0	5	0	0	0	1	2	3	4	5							
1.1.1.3	Activity	Operationalise the logistical infrastructure	% functionality of logistical infrastructure	TBE	100%	TBE	10%	14%	20%	40%	60%	80%	100%							
1.1.1.4	Activity	Create logistics business in partnership with other spheres of government	Number of logistics business in partnership with other spheres of government	TBE	5	TBE	0	0	1	2	3	4	5							
1.1.1.5	Activity	Provide opportunities for business to operate within the Aerotropolis	Number of opportunities for business to operate within the Aerotropolis	TBE	5	TBE	0	0	1	2	3	4	5							
1.1.2	Direct Outcome	Increased corridor opportunities across the province	Number of corridor opportunities across the province	TBE	5	TBE	0	0	1	2	3	4	5							
1.1.2.1	Activity	Promote investment opportunities created in the aerotropolis across the province	Number of investment opportunities created across the province	TBE	5	TBE	0	0	1	2	3	4	5							
1.1.3	Direct Outcome	Identified competitive advantages arising from the inter-links across the metro/province with increased establishment of linkages between them	Number of opportunities arising from the inter-links across the metro/province with increased establishment of linkages between them	TBE	5	TBE	0	0	1	2	3	4	5							
1.1.3.1	Activity	Form partnerships with relevant partners	Number of partnerships formed	TBE	5	TBE	0	0	1	2	3	4	5							

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme													
							2011/2012 SDBIP				2012/13									
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5	Yr 4	Yr 5				
1.2	Intermediate Outcome	Increased investment across the IDZ as a specialized export oriented growths centre	Number of new businesses investing in IDZ																	
1.2.1	Direct Outcome	Increased development to the traditional manufacturing base of Ekurhuleni	Number of new businesses established in the IDZ	TBE	5	TBE	0	0	1	2	3	4	5							
1.2.1.1.	Activity	Promote development opportunities in the IDZ	Number of development opportunities in the IDZ	TBE	10	TBE	2	2	2	4	6	8	10							
1.2.1.2	Activity	Support businesses intending to develop in IDZ	% of businesses supported	TBE	80%	TBE	0%	0%	5%	20%	40%	60%	80%							
2	Ultimate Outcome	Increased transition of micro enterprises into small and medium enterprises	% of micro enterprises transitioned into small and medium enterprises	TBE	80%	TBE	0%	0%	0%	20%	20%	60%	80%							
2.1	Intermediate Outcome	Growth of SMMEs and cooperatives which took advantage of options and mechanism available	% of successful and sustainable SMMEs and cooperatives	0%	50%	0%	0%	0%	20%	30%	40%	50%	50%							
2.1.1.	Direct Outcome	Options and mechanisms available for SMME and cooperative development	% of SMME and cooperative with development Options and mechanisms available	27%	100%	27%	0%	0%	27%	40%	60%	80%	100%							
2.1.1.1	Activity	Implement programs to stimulate development of entrepreneurs in the metro and provide Incubation Services,	Number of Incubation Centres in operation	2	3	2	0	0	0	2	2	3	3							
2.1.1.2	Activity	Operationalise tender advice centres	Number of Tender Advice Centres in operation	0	3	0	0	0	1	1	2	3	3							
2.1.1.3	Activity	Operationalise the centres of excellence	%operationalisation of the Centre of Excellence	0	100%	100%			100%	0	0	0	0							
2.1.1.4	Activity	Provision of street training facilities	Number of street trading facilities provided	9	9	9	0	0	3	6	9	9	9							
2.1.1.5	Activity	Provide access to incentive schemes for Cooperatives	Number of cooperatives who participate in the Cooperatives Incentive Scheme.	0	50	10	2	3	2	10	10	10	10							

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme									
							2011/2012 SDBIP					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5		
2.1.2	Direct Outcome	Increased provision of business support services to SMME and cooperatives in the city and township	Level of capacity of SMMEs and cooperatives in the city and township	TBE	100%	TBE	10%	10%	20%	30%	50%	60%	80%	100%		
2.1.2.1	Activity	Provide business development technical skills	Number of Businesses provided with business development services through BLCs	232	1160	232	116	174	232	464	696	928	1160			
2.1.2.2	Activity	Provision of access to financial institutions	Number of SMMEs provided with access to finance	31	155	31	0	31	31	62	93	124	155			
2.1.2.3	Activity	Provide access to local, provincial and national markets	Number of SMMEs provided with access to markets	31	155	31	0	31	31	62	93	124	155			
2.1.2.4	Activity	Provide mentorship to SMMEs	Number of SMMEs under mentorship program	31	155	31	0	31	31	62	93	124	155			
2.1.2.5	Activity	Provide mentorship to cooperatives SMMEs	Number of cooperatives mentored	50	60	50	3	3	1	10	10	15	15			
2.1.2.6	Activity	Develop township enterprise development hubs	Number of Township enterprise development hubs developed	1	5	1	0	0	1	2	3	4	5			
2.1.2.7	Activity	Develop Shared Industrial Production Facilities in Townships	Number of Shared Industrial Production Facilities	1	5	1	0	0	1	2	3	4	5			
2.1.2.8	Activity	Production facilities	Number of piggery structures constructed	2	20	0	2	3	0	4	0	4	4			
2.1.2.9	Activity	Build poultry structures	Number of Poultry structures	2	20	0	2	3	0	4	0	4	4			
2.1.2.10	Activity	Provide trading facilities in Towns and Townships	Number of trading facilities provided	9	18	9	0	2	3	5	7	9	9			
2.1.3	Direct Outcome	Improved Business Licensing Function	% of Business Licenses issued	0%	80%	0%	0%	0%	10%	20%	40%	60%	80%			
2.1.3.1	Activity	Set up an institutional mechanism to issue business license	% functionality of Multi-departmental team set up	0%	100%	0%	0%	10%	20%	40%	60%	80%	100%			
2.1.3.2	Activity	Provide support to business applying for license	% Support provided to business applicants	0%	100%	0%	0%	10%	20%	40%	60%	80%	100%			
2.1.3.3	Activity	Provide business licenses to qualifying applicants	% business licenses issued	0%	80%	0%	0%	0%	10%	20%	40%	60%	80%			
2.2		Increased number of jobs created in the local economy	% increase in number of jobs created	TBE	20%	TBE	20%	20%	20%	20%	20%	20%	20%			

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme									
							2011/2012 SDBIP					2013/14				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5		
2.2.1	Direct Outcome	Increased development of the manufacturing and other vulnerable sectors	% strength of the other sectors of economy in relation to manufacturing strength	68%	75%	68%	68%	68%	69%	70%	73%	74%	75%			
2.2.1.1	Activity	Support value added manufacturing and beneficiation sectors	Number of value added manufacturing and beneficiation businesses supported	2	10	2	0	0	2	4	6	8	10			
2.2.1.2	Activity	Support Agro-processing to provide market for small and emerging producers	Number of Agro-processing producers supported	0	5	0	0	0	1	2	3	4	5			
2.2.1.3	Activity	Encourage and support film industry	Number of film industry programmes supported	0	5	0	0	0	1	2	3	4	5			
2.2.2	Direct Outcome	Increased development of economic clusters across sectors and metro-wide	% Development support given to economic clusters across sectors metro-wide	20%	100%	20%	20%	20%	20%	40%	60%	80%	100%			
2.2.2.1	Activity	Support and promote Recycling and green economy programmes	Number of Recycling and green economy programmes supported	2	10	2	0	0	2	4	6	8	10			
2.2.2.2	Activity	Establish and support aquaculture and fisheries in municipal water bodies (SAMSA)	Number of programmes and projects established in municipal water bodies (SAMSA)	0	4	0	0	0	1	2	3	4	4			
2.2.3	Direct Outcome	Increased skilled human resources in priority sectors	% Skilled human resources placed in jobs	20%	100%	20%	0%	0%	10%	32%	55%	78%	100%			
2.2.3.1		Identified Skills Shortage in Priority Sectors	Number of identified Priority Sectors with skills shortage	TBE	5	TBE	2	2	2	3	4	5	5			
2.2.3.2	Activity	Support targeted skills development for manufacturing, infrastructure development and other sectors of the economy	Number of targeted skills programmes supported	5	10	5	0	0	5	6	7	8	10			
2.2.3.3	Activity	Improve knowledge of the gap between supply and demand of skills required in various economic sectors	% skilled human resources deployed in jobs in relation to skills needed	0%	80%	0%	0%	0%	10%	20%	40%	60%	80%			
2.2.3.4	Activity	Support Entrepreneurial Training Programmes	% increase in Entrepreneurial training budget	0%	20%	0%	0%	0%	2%	4%	8%	16%	20%			
2.2.3.5		Support Recognition of Prior Learning programmes	% increase in Entrepreneurial training budget	0%	20%	0%	0%	0%	2%	4%	8%	16%	20%			

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme													
							2011/2012 SDBIP					2015/16								
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5						
2.2.4	Direct Outcome	Increased implementation of employment support programmes																		
2.2.4.1	Activity	Construction of food bank	Number of satellites constructed	0	5	0	0	0	1	1	2	3	4							
2.2.4.2		Construction of food bank	Number of Food Banks established	1	5	0	0	1	1	1	1	1	1							
2.2.5	Direct Outcome	Increased investment and trade investment support.	Rand value of Investments in Ekurhuleni Metropolitan Municipality	R6bn	R30bn	R6bn	0	0	R6bn	R12bn	R18bn	R24bn	R30bn							
2.2.5.1	Activity	Increase investment and trade support activities	Number of Investment Promotion activities implemented																	
2.2.6	Direct Outcome	Increased access to markets and finance for BBBEE	% Contracts awarded to BBBEE businesses, Start-up business and Cooperatives	30%	55%	30%	30%	30%	30%	40%	45%	50%	55%							
2.2.6.1	Activity	Provide Tender Support to business through Tender Advice Centre	% of tenders rejected on the basis of technicalities	50%	10%	50%	50%	45%	35%	30%	20%	10%	10%							
3	Ultimate Outcome	Increased revenue generated through investments in EMM																		
3.1	Intermediate Outcome	Improved investment management																		
3.1.1.	Direct Outcome	Improved economic infrastructure	% availability of economic infrastructure available	70%	100%	70%	70%	70%	70%	80%	80%	90%	100%							
3.1.1.1	Activity	Promote the Digital City	Number of end users benefiting from the Digital City	50	500	50	60	100	200	300	400	500	500							
3.1.1.2	Activity	Expand Springs Fresh Produce Market to support Agro-processing	% Occupancy of the Springs Fresh Produce Market to support Agro-processing	0%	100%	0%	0%	0%	0%	50%	100%	100%	100%							
3.1.1.3	Activity	Rehabilitate Historic Manufacturing areas	% of identified Manufacturing Areas rehabilitated	0%	100%	0%	0%	0%	0%	20%	40%	80%	100%							
3.1.1.4	Activity	Rehabilitate Business and Industrial Areas	% Rehabilitation of identified Business and Industrial Areas	0%	100%	0%	0%	0%	0%	20%	40%	80%	100%							
3.1.1.5	Activity	Develop Township Economic Areas	Number of business Hubs Developed in Township Economic Areas	0	5	0	0	1	2	3	4	5	5							

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme									
							2011/2012 SDBIP					2015/16				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5		
4	Ultimate Outcome	Increased income opportunities created through tourism	% increase in income opportunities	2%	5%	1%	2%	0%	0%	2%	3%	4%	5%			
4.1	Intermediate Outcome	Increased number of tourist visiting the city	% increase in number of tourists visiting Ekurhuleni	2%	5%	1%	2%	0%	0%	2%	3%	4%	5%			
4.1.1	Direct Outcome	Improved Ekurhuleni positioning as a business tourism destination of choice	% improvement of Ekurhuleni positioning as a business tourism destination of choice	1%	5%	1%	0%	0%	1%	2%	3%	4%	5%			
4.1.1.1	Activity	Construction of an International Convention Centre	% completion of ICC	0%	100%	0%	0%	0%	0%	0%	0%	50%	100%			
4.1.1.2	Activity	Bidding and hosting of provincial/national and international conferences/events	No of events/conferences successfully hosted	0	10	2	0	0	0	1	2	3	4			
4.1.2	Direct Outcome	Improved leisure tourism product offering	No of tourism products improved	72	582	60	30	0	25	90	116	142	167			
4.1.2.1	Activity	Construction of CODESA Centre	% completion of CODESA Centre	0%	0%	0%	0%	0%	0%	0%	75%	100%	100%			
4.1.2.2	Activity	Construction of Thokoza Centre	% completion of Thokoza Centre	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%			
4.1.3	Direct Outcome	Quality Assurance of tourism products (grading, signage, service excellence, capacity building)	No of tourism products quality assured	70	510	60	30	0	25	80	100	120	140			
4.1.3.1	Activity	Establish tourism business linkages	No of small businesses linked to big business	2	72	0	0	0	0	10	15	20	25			
4.1.3.2	Activity	Increased promotion of tourism product offering	% increase in promotion of tourism product offering	30%	100%	30%	10%	5%	10%	50%	80%	100%	100%			
4.1.3.3	Activity	Promote Eco-tourism around Ekurhuleni Lakes and Wetlands	% increase in utilisation of the City lakes and wetlands	0%	100%	0%	0%	0%	0%	25%	50%	75%	100%			
4.1.3	Activity	Promote Cultural/Heritage tourism	% increase in utilisation of Cultural/ Heritage products in the City	5%	100%	5%	5%	0%	0%	25%	50%	75%	100%			
4.1.3.4	Activity	Implementation of tourism awareness programmes	No of successful Joint Ventures with private sector	1	21	1	1	0	0	2	4	6	8			
4.1.3.5	Activity	Develop public and private sector partnerships	% completion of research	100%	100%	50%	60%	70%	80%	100%	100%	100%	100%			
4.1.3.6	Activity	Undertake tourism statistical research														

Reference	Planning Level	Planning Statements	Indicators	Baseline and Backlog at 1 July 2011	5 Year Target	Actual Performance Previous Year	Projected Service Delivery Programme									
							2011/2012 SDBIP					2012/13				
							Q1	Q2	Q3	Q4	Yr 2	Yr 3	Yr 4	Yr 5		
5	Ultimate Outcome	Transformed Economy of the City	% Economic Equity Ownership in various sectors of economy by HDIs	30%	55%	30%	30%	30%	30%	40%	45%	50%	55%			
5.1	Intermediate Outcome	Improved Economic Equity Ownership by HDIs	% Economic Equity Ownership by HDIs	30%	55%	30%	30%	30%	30%	40%	45%	50%	55%			
5.1.1	Direct Outcome	Improved preferential procurement bias towards BBBEE business, Start-up business and Cooperatives	% Contracts awarded to BBBEE businesses, Start-up business and Cooperatives	30%	55%	30%	30%	30%	30%	40%	45%	50%	55%			
5.1.1.1.	Activity	Conduct Business Development services through Business Linkage Centers	Number of business developed	232	1160	232	58	116	174	464	696	928	1160			
5.1.1.2	Activity	Provide Tender Support to business through Tender Advice Center	% of tenders rejected on the basis of technicalities	50%	10%	50%	0	45%	40%	30%	20%	10%	10%			
5.1.1.3	Activity	Assess and support Informal Sector businesses to enter Formal Sector economy	Number of informal businesses supported to enter formal economy	300	1500	300	0	0	0	150	225	300	300			
5.1.1.4	Activity	Support emerging Entrepreneurs to foster wider participation in the formal economy	Number of successful and sustainable entrepreneurship supported	0	50%	0	0	0	20%	30%	40%	50%	50%			

PERFORMANCE INDICATORS AND BENCHMARKS

Table 101: Supporting Table SA8 - Performance Indicators And Benchmarks

GT000 Ekurhuleni Metro Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2007/8		2008/9		2009/10		Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14		
Funding measures															
Cash/cash equivalents at the year end - R'000	18(1)b	1	2,318,387	1,064,929	664,625	1,226,790	1,338,905	4,514,426	664,625	4,985,653	5,752,821	6,835,653			
Cash + investments at the yr end less applications - R'000	18(1)b	2	1,988,582	(28,404)	(1,134,603)	305,518	49,380	109,206	-	710,446	1,750,933	2,559,137			
Cash year end/monthly employee/supplier payments	18(1)b	3	3.4	1.3	0.7	1.1	1.1	3.8	-	3.9	3.9	3.9			
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584			
Service charge rev % change - macro CPIX target exclusive	18(1)a(2)	5	N.A.	7.6%	21.3%	25.9%	(6.0%)	(8.6%)	(106.0%)	10.2%	10.6%	10.9%			
Cash receipts % of Ratepayer & Other revenue	18(1)a(2)	6	117.9%	87.8%	82.4%	115.4%	108.1%	130.8%	0%	121.9%	122.5%	121.8%			
Debt impairment expense as a % of total billable revenue	18(1)a(2)	7	18.5%	17.9%	13.7%	10.1%	12.2%	12.5%	0.0%	9.7%	9.5%	9.4%			
Capital payments % of capital expenditure	18(1)c:19	8	104.0%	101.7%	100.2%	100.0%	96.8%	94.0%	0.0%	107.0%	106.2%	107.9%			
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	(8.4%)	46.9%	43.3%	46.1%	81.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
Grants % of Govt. legislated/gazetted allocations	18(1)a	10													
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	3.1%	8.8%	20.8%	(17.2%)	0.0%	(100.0%)	0.0%	(0.2%)	(0.1%)			
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	(4.0%)	96.6%	(49.1%)	96.6%	0.0%	(100.0%)	6.2%	6.5%	6.7%			
R&M % of Property Plant & Equipment	20(1)(vi)	13	2.1%	2.3%	2.2%	3.6%	2.5%	2.4%	0.0%	5.3%	5.8%	0.0%			
Asset renewal % of capital budget	20(1)(vi)	14	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	335.2%	93.7%	98.7%	0.0%			

SOCIAL, ECONOMIC AND DEMOGRAPHIC STATISTICS AND ASSUMPTIONS

Table 102: Supporting Table SA9 - Social, Economic And Demographic Statistics And Assumptions

GT000 Ekurhuleni Metro - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Basis of calculation	2011/12 Medium Term Revenue & Expenditure Framework									
		1996 Census	2001 Census	2007 Survey	2007/8	2008/9	2009/10	Current Year 2010/11	2011/12 Medium Term Revenue & Expenditure Framework		
Demographics											
Population		2,027	2,480	2,724	2,699	2,685	2,724	2,806	2,946	3,182	3,436
Females aged 5 - 14		179	200	220	235	244	214	220	229	247	267
Males aged 5 - 14		184	196	213	222	235	208	215	223	241	260
Females aged 15 - 34		483	489	502	441	489	413	426	443	478	517
Males aged 15 - 34		454	532	536	502	512	377	389	404	436	471
Unemployment		235	332	434	439	390	1,098	1,125	117	126	136
Household income (households) (1.)											
None		265,437	255,367	201,320	188,456	201,458	236,412	243,504	255,679	276,133	298,224
R1 - R4800		93,074	101,062	285,302	295,345	302,459	299,456	308,440	320,778	346,440	374,155
R4800 - R9600		178,534	260,716	281,567	288,473	289,456	282,304	289,362	298,043	321,886	347,637
Poverty profiles (2.)											
Insert description						0.37	0.35	0.32	0.31		
Household/demographics (000)											
Number of people in municipal area		1,954,323	2,462,202	2,724,229	2,699	2,685	94	96	97		
Number of poor people in municipal area		335,490	402,456	386,091	340	356	360	363	370		
Number of households in municipal area											
Number of poor households in municipal area											
Definition of poor household (R per month)		R2 per day	R5 per day	R6 per day	R7 per day	R5 per day	Less than R900	Less than R1100	Less than R1300		
Housing statistics (3.)											
Formal		324,789	385,743	396,520	483,559	622,658	541,885	568,979	597,428	645,222	696,840
Informal		34,219	66,563	104,005	151,310	230,034	307,464	315,151	318,303	343,767	371,269
Total number of households		359,008	452,306	500,525	634,869	852,692	849,349	884,130	915,731	988,989	1,068,109
Dwellings provided by municipality (4.)											
Dwellings provided by province/s											
Dwellings provided by private sector (5.)											
Total new housing dwellings		-	-	-	-	-	-	-	-	-	-
Economic (6.)											
Inflation/inflation outlook (CPIX)											
Interest rate - borrowing											
Interest rate - investment											
Remuneration increases											
Consumption growth (electricity)											
Consumption growth (water)											
Collection rates (7.)											
Property tax/service charges											
Rental of facilities & equipment											
Interest - external investments											
Interest - debtors											
Revenue from agency services											

FUNDING MEASUREMENT

Table 103: Supporting Table SA10 - Funding Measurement

GT000 Ekurhuleni Metro Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2007/8	2008/9	2009/10	Current Year 2010/11				2011/12 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	2,318,387	1,064,929	664,625	1,226,790	1,338,905	4,514,426	664,625	4,985,653	5,752,821	6,835,653
Cash + investments at the yr end less applications - R'000	18(1)b	2	1,988,582	(28,404)	(1,134,603)	305,518	49,380	109,206	-	710,446	1,750,933	2,559,137
Cash year end/monthly employee/supplier payments	18(1)b	3	3.4	1.3	0.7	1.1	1.1	3.8	-	3.9	3.9	3.9
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	17,755	(2,383,009)	(1,427,443)	(552,581)	(446,964)	(810,195)	-	243,208	508,194	837,584
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	7.6%	21.3%	25.9%	(6.0%)	(8.6%)	(106.0%)	10.2%	10.6%	10.9%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	117.9%	87.8%	82.4%	115.4%	108.1%	130.8%	0%	121.9%	122.5%	121.8%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	18.5%	17.9%	13.7%	10.1%	12.2%	12.5%	0.0%	9.7%	9.5%	9.4%
Capital payments % of capital expenditure	18(1)c:19	8	104.0%	101.7%	100.2%	100.0%	96.8%	94.0%	0.0%	107.0%	106.2%	107.9%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	(8.4%)	46.9%	43.3%	46.1%	81.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	3.1%	8.8%	20.8%	(17.2%)	0.0%	(100.0%)	1.5%	(0.2%)	(0.1%)
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	(4.0%)	96.6%	(49.1%)	96.6%	0.0%	(100.0%)	6.2%	6.5%	6.7%
R&M % of Property Plant & Equipment	20(1)(vi)	13	2.1%	2.3%	2.2%	3.6%	2.5%	2.4%	0.0%	5.3%	5.8%	0.0%
Asset renewal % of capital budget	20(1)(vi)	14	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	335.2%	93.7%	98.7%	0.0%

References

1. Positive cash balances indicative of minimum compliance - subject to 2
2. Deduct cash and investment applications (defined) from cash balances
3. Indicative of sufficient liquidity to meet average monthly operating payments
4. Indicative of funded operational requirements
5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
6. Realistic average cash collection forecasts as % of annual billed revenue
7. Realistic average increase in debt impairment (doubtful debt) provision
8. Indicative of planned capital expenditure level & cash payment timing
9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing
10. Substantiation of National/Province allocations included in budget
11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
12. Indicative of realistic long term arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection
14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

Supporting indicators												
% incr total service charges (incl prop rates)	18(1)a			13.6%	27.3%	31.9%	0.0%	(2.6%)	(100.0%)	16.2%	16.6%	16.9%
% incr Property Tax	18(1)a			8.3%	16.8%	19.3%	0.0%	(1.6%)	(100.0%)	7.2%	9.1%	9.3%
% incr Service charges - electricity revenue	18(1)a			23.2%	38.6%	33.4%	0.0%	0.0%	(100.0%)	22.1%	20.4%	20.5%
% incr Service charges - water revenue	18(1)a			3.5%	19.8%	61.9%	(8.0%)	(12.8%)	(100.0%)	6.5%	10.2%	10.4%
% incr Service charges - sanitation revenue	18(1)a			(9.3%)	(1.0%)	6.1%	38.1%	(0.0%)	(100.0%)	20.1%	16.7%	16.7%
% incr Service charges - refuse revenue	18(1)a			14.4%	21.9%	14.0%	0.0%	(6.5%)	(100.0%)	12.2%	16.7%	16.7%
% incr in Service charges - other	18(1)a			29.8%	2.5%	9.7%	0.0%	(2.9%)	(100.0%)	5.3%	6.5%	6.7%
Total billable revenue	18(1)a		7,179,953	8,138,702	10,352,228	13,633,555	13,633,573	13,290,152	-	15,847,502	18,465,504	21,573,625
Service charges			7,122,129	8,092,072	10,303,509	13,591,684	13,591,702	13,237,535	-	15,790,493	18,403,843	21,506,742
Property rates			1,741,913	1,886,599	2,203,207	2,627,703	2,627,703	2,586,646	-	2,817,729	3,074,048	3,359,908
Service charges - electricity revenue			3,291,695	4,054,170	5,617,639	7,493,919	7,493,919	7,493,919	-	9,151,547	11,022,123	13,281,658
Service charges - water revenue			1,140,613	1,180,942	1,414,368	2,290,334	2,106,890	1,837,192	-	2,243,276	2,472,090	2,729,188
Service charges - sanitation revenue			505,761	458,599	454,099	481,776	665,238	665,054	-	798,765	932,157	1,087,826
Service charges - refuse removal			404,660	463,108	564,339	643,243	643,243	601,625	-	721,582	842,086	982,714
Service charges - other			37,486	48,655	49,858	54,708	54,708	53,098	-	57,595	61,339	65,448
Rental of facilities and equipment			57,823	46,630	48,719	41,871	41,871	52,617	-	57,009	61,661	66,883
Capital expenditure excluding capital grant funding			1,214,726	2,024,005	1,434,377	1,477,693	1,476,825	1,476,825	419,714	1,078,602	891,865	777,755
Cash receipts from ratepayers	18(1)a		9,270,681	7,469,165	9,016,133	16,541,094	16,431,349	17,903,808	-	21,555,750	24,829,238	28,508,436
Ratepayer & Other revenue	18(1)a		7,463,058	8,466,032	10,726,356	14,083,039	15,206,448	13,684,718	-	17,507,311	20,263,181	23,402,507
Change in consumer debtors (current and non-current)			402,873	40,737	217,405	245,154	-	-	(1,778,741)	(210,342)	8,759	12,548
Operating and Capital Grant Revenue	18(1)a		2,062,158	1,971,772	2,352,858	2,805,411	1,751,991	2,811,634	-	1,944,866	2,092,429	2,219,797
Capital expenditure - total	20(1)(vi)		1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	689,906	2,374,785	2,299,855	2,320,646
Capital expenditure - renewal	20(1)(vi)		1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	2,312,617	2,224,555	2,269,646	-

HOUSEHOLD BILLS

Table 104: Supporting Table SA14 - Household Bills

GT000 Ekurhuleni Metro - Supporting Table SA14 Household bills

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12 % incr.	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Rand/cent											
Monthly Account for Household - 'Large' Household	1										
Rates and services charges:											
Property rates		1,334.00	1,374.00	525.00	568.75	568.75	568.75	6.8%	607.14	652.68	702.94
Electricity: Basic levy		-	-	-	-	-	-	-	-	-	-
Electricity: Consumption		438.00	565.00	680.50	900.42	900.42	900.42	20.8%	1,087.71	1,310.04	1,578.60
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		145.00	154.00	174.60	201.60	201.60	201.60	12.9%	227.61	246.96	268.45
Sanitation		54.00	58.00	72.30	85.86	85.86	85.86	15.0%	98.74	113.55	130.58
Refuse removal		62.00	67.00	76.48	87.97	87.97	87.97	15.0%	101.17	116.35	133.80
Other		-	-	-	-	-	-	-	-	-	-
sub-total		2,033.00	2,218.00	1,528.88	1,844.60	1,844.60	1,844.60	15.1%	2,122.37	2,439.58	2,814.37
VAT on Services		97.86	118.16	140.54	178.62	178.62	178.62	-	212.13	250.17	295.60
Total large household bill:		2,130.86	2,336.16	1,669.42	2,023.22	2,023.22	2,023.22	15.4%	2,334.50	2,689.75	3,109.97
% increase/-decrease			9.6%	(28.5%)	21.2%	-	-	15.4%	15.4%	15.2%	15.6%
Monthly Account for Household - 'Small' Household	2										
Rates and services charges:											
Property rates		445.00	458.00	150.00	162.50	162.50	162.50	6.8%	173.47	186.48	200.84
Electricity: Basic levy		-	-	-	-	-	-	-	-	-	-
Electricity: Consumption		194.00	250.00	324.77	375.60	375.60	375.60	20.8%	453.72	546.46	658.48
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		111.00	118.00	135.60	156.60	156.60	156.60	12.9%	176.80	191.83	208.52
Sanitation		46.00	50.00	62.45	74.16	74.16	74.16	15.0%	85.28	98.07	112.78
Refuse removal		43.00	47.00	62.58	71.97	71.97	71.97	15.0%	82.77	95.19	109.47
Other		-	-	-	-	-	-	-	-	-	-
sub-total		839.00	923.00	735.40	840.83	840.83	840.83	15.6%	972.04	1,118.03	1,290.09
VAT on Services		55.16	65.10	81.96	94.97	94.97	94.97	-	111.80	130.42	152.50
Total small household bill:		894.16	988.10	817.36	935.80	935.80	935.80	15.8%	1,083.84	1,248.45	1,442.59
% increase/-decrease			10.5%	(17.3%)	14.5%	-	-	15.8%	15.8%	15.2%	15.6%
Monthly Account for Household - 'Small' Household receiving free basic services	3										
Rates and services charges:											
Property rates		-	-	-	-	-	-	-	-	-	-
Electricity: Basic levy		-	-	-	-	-	-	-	-	-	-
Electricity: Consumption		-	-	-	-	-	-	-	-	-	-
Water: Basic levy		-	-	-	-	-	-	-	-	-	-
Water: Consumption		-	-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-	-
Refuse removal		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services		-	-	-	-	-	-	-	-	-	-
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease			-	-	-	-	-	-	-	-	-

INVESTMENT PARTICULARS BY TYPE

Table 105: Supporting Table SA15 - Investment Particulars by Type

GT000 Ekurhuleni Metro - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand										
Parent municipality										
Securities - National Government		-	-	-	-	-	-	-	-	-
Listed Corporate Bonds		-	-	-	-	-	-	-	-	-
Deposits - Bank		1,330	688	334	359	200	200	347	495	608
Deposits - Public Investment Commissioners		-	-	-	-	-	-	-	-	-
Deposits - Corporation for Public Deposits		-	-	-	-	-	-	-	-	-
Bankers Acceptance Certificates		-	-	-	-	-	-	-	-	-
Negotiable Certificates of Deposit - Banks		-	-	-	-	-	-	-	-	-
Guaranteed Endowment Policies (sinking)		36	-	-	-	-	-	-	-	-
Repurchase Agreements - Banks		-	-	-	-	-	-	-	-	-
Municipal Bonds		-	-	-	-	-	-	-	-	-
Municipality sub-total	1	1,366	688	334	359	200	200	347	495	608
Entities										
Securities - National Government		-	-	-	-	-	-	-	-	-
Listed Corporate Bonds		387	-	-	-	-	-	-	-	-
Deposits - Bank		-	-	-	-	-	-	-	-	-
Deposits - Public Investment Commissioners		-	-	-	-	-	-	-	-	-
Deposits - Corporation for Public Deposits		-	-	-	-	-	-	-	-	-
Bankers Acceptance Certificates		-	-	-	-	-	-	-	-	-
Negotiable Certificates of Deposit - Banks		-	-	-	-	-	-	-	-	-
Guaranteed Endowment Policies (sinking)		-	-	-	-	-	-	-	-	-
Repurchase Agreements - Banks		-	-	-	-	-	-	-	-	-
Entities sub-total		387	-	-	-	-	-	-	-	-
Consolidated total:		1,753	688	334	359	200	200	347	495	608

INVESTMENT PARTICULARS BY MATURITY

Table 106: Supporting Table SA16 - Investment Particulars by Maturity

GT000 Ekurhuleni Metro - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Expiry date of investment	Monetary value	Interest to be realised
Name of institution & investment ID	1	Yrs/Months			Rand thousand	
Parent municipality						
INVESTEC BANK - TR1815		11 YRS	ZERO COUPON	30 June 2011	-	2,461,851
INVESTEC BANK - 30000383748		10 YRS	ENCUMBERED DBSA	30 June 2014	23,813,578	1,453,411
STANLIB - 290332		10 YRS	ZERO COUPON	30 June 2011	-	5,983,009
STANLIB - 200331841		ON CALL	CALL DEPOSIT	21 December 2010	-	1,940
STANLIB - CONTRACT		ON CALL	CALL DEPOSIT	21 December 2010	-	14,093
STANDARD BANK - 53967019		15 YRS	MONEY MARKET	10 April 2015	3,334,088	203,489
STANDARD BANK - ALBE-00-0001		13 YRS	ZERO COUPON	30 June 2011	-	3,062,969
SANLAM CAPITAL MARKETS - 5005		11 YRS	PROMISSORY NOTE	30 June 2011	-	1,938,416
RAND AIRPORT			SHAREHOLDING		4,000,000	-
SANLAM - CONTRACT		ON CALL	FUND MANAGING	On call	119,010	7,577
RAND MERCHANT BANK - 62386		10 YRS	MONEY MARKET	30 June 2014	25,184,044	1,537,054
RAND MERCHANT BANK - 338		15 YRS	GUARANTEED TRUST	31 July 2015	2,578,904	234,446
RAND MERCHANT BANK - ZB11F3003		13 YRS	ZERO COUPON	30 June 2011	-	3,330,691
RAND MERCHANT BANK - 356		18 YRS	GUARANTEED TRUST	28 October 2016	11,251,285	1,022,844
RAND MERCHANT BANK - 50619016740		20 YRS	STRUCTURED DEP	28 July 2020	61,698,325	
INCA - BENO-00-0003		12 YRS	ZERO COUPON	30 June 2011	-	2,828,094
INCA - KHAY-00-0001		12 YRS	GUARANTEED GRWTH	30 June 2011	-	5,680,281
INCA - ZA 25		20 YRS	ZERO COUPON	30 November 2014	20,855,699	1,895,973
ABSA BANK - 2070663319		4 YRS	FIXED DEPOSIT	30 June 2014	27,312,500	2,312,500
VARIOUS INSTITUTIONS		SHORT TERM	FIXED DEPOSIT	30 June 2011	20,000,000	1,300,000
Municipality sub-total					200,147	35,269
Entities						
Entities sub-total					-	-
TOTAL INVESTMENTS AND INTEREST	1				200,147	35,269

CONSOLIDATED MONTHLY BUDGET CASH FLOW

Table 107: Supporting Table SA30 - Consolidated Monthly Budget Cash Flow

GT000 Ekurhuleni Metro - Supporting Table SA30 Consolidated budgeted monthly cash flow

R thousand	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	
Cash Receipts by Source																
Property rates	270,644	270,644	270,644	270,644	270,644	270,644	270,644	270,644	270,644	270,644	270,644	270,644	3,247,723	3,546,513	3,879,886	
Property rates - penalties & collection charges	8,986	8,986	8,986	8,986	8,986	8,986	8,986	8,986	8,986	8,986	8,986	8,986	107,835	114,845	122,539	
Service charges - electricity revenue	912,787	1,825,574	2,647,082	3,377,311	4,107,541	4,837,770	5,568,000	6,206,951	6,845,901	7,484,852	8,215,082	9,000,982	9,127,868	10,992,430	13,244,572	
Service charges - water revenue	200,330	200,330	200,330	200,330	200,330	200,330	200,330	200,330	200,330	200,330	200,330	200,330	2,403,963	2,649,168	2,924,681	
Service charges - sanitation revenue	81,799	81,799	81,799	81,799	81,799	81,799	81,799	81,799	81,799	81,799	81,799	81,799	981,588	1,145,513	1,336,814	
Service charges - refuse revenue	58,831	58,831	58,831	58,831	58,831	58,831	58,831	58,831	58,831	58,831	58,831	58,831	705,972	823,869	961,455	
Service charges - other	42,358	98,836	155,314	218,851	289,448	324,747	416,523	473,001	522,419	578,897	635,375	(3,698,175)	57,595	61,339	65,448	
Rental of facilities and equipment	3,500	7,000	10,500	14,000	17,500	21,000	24,500	28,000	31,500	35,000	38,500	(161,000)	70,000	110,241	191,489	
Interest earned - external investments	25,219	25,219	25,219	25,219	25,219	25,219	25,219	25,219	25,219	25,219	25,219	25,219	302,630	348,024	400,228	
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines	12,084	12,084	12,084	12,084	12,084	12,084	12,084	12,084	12,084	12,084	12,084	12,084	145,005	156,931	170,233	
Licenses and permits	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151	2,151	25,807	27,484	29,326	
Agency services	15,872	15,872	15,872	15,872	15,872	15,872	15,872	15,872	15,872	15,872	15,872	15,872	190,468	202,848	216,439	
Transfer receipts - operational	757,442	1,167,722	1,230,843	1,230,843	1,798,924	2,272,325	2,272,325	2,272,325	2,335,445	3,156,006	3,156,006	(18,494,198)	3,156,006	3,459,183	3,763,760	
Other revenue	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(77,169)	(926,034)	(1,031,805)	(1,151,813)	
Cash Receipts by Source	2,319,584	3,702,629	4,647,235	5,444,502	6,816,910	8,059,339	8,884,845	9,583,774	10,338,763	11,858,253	12,648,460	(64,650,858)	19,653,436	22,668,438	26,222,108	
Other Cash Flows by Source																
Transfer receipts - capital	22,721	90,884	204,489	295,374	397,618	477,142	533,944	681,631	840,679	954,284	1,045,168	(4,407,882)	1,136,052	1,341,660	1,460,646	
Contributions recognised - capital & Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Cash Receipts by Source	2,342,305	3,793,514	4,851,725	5,739,876	7,214,528	8,536,481	9,416,790	10,265,405	11,179,441	12,812,536	13,693,628	(69,058,740)	20,789,488	24,010,099	27,682,754	
Cash Payments by Type																
Employee related costs	359,419	359,419	359,419	359,419	359,419	359,419	359,419	359,419	359,419	359,419	359,419	359,419	4,313,030	4,668,788	5,064,084	
Remuneration of councillors	6,548	6,548	6,548	6,548	6,548	6,548	6,548	6,548	6,548	6,548	6,548	6,548	78,572	84,072	90,126	
Collection costs	9,045	9,045	9,045	9,045	9,045	9,045	9,045	9,045	9,045	9,045	9,045	9,045	108,534	115,589	123,334	
Interest paid	-	-	357,855	357,855	357,855	736,760	926,213	926,213	1,263,018	1,263,018	1,263,018	(6,963,577)	488,227	576,019	640,648	
Bulk purchases - Electricity	777,027	1,554,053	1,972,453	2,390,852	2,809,251	3,167,878	3,526,506	3,944,905	4,363,304	4,721,932	5,200,102	(28,451,133)	5,977,129	7,573,620	9,596,534	
Bulk purchases - Water & Sewer	158,353	336,500	494,853	652,206	831,353	989,706	1,148,059	1,326,206	1,484,559	1,642,912	1,801,264	(8,887,558)	1,979,412	2,382,066	2,593,337	
Other materials	182,813	182,813	182,813	182,813	182,813	182,813	182,813	182,813	182,813	182,813	182,813	182,813	2,193,750	2,382,066	2,593,337	
Contracted services	57,963	57,963	57,963	57,963	57,963	57,963	57,963	57,963	57,963	57,963	57,963	57,963	695,554	705,987	741,287	
Grants and subsidies paid - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and subsidies paid - other	8,250	20,625	30,938	45,375	74,250	63,938	101,063	123,750	142,313	156,750	169,125	(730,126)	206,250	239,394	278,774	
General expenses	97,281	97,281	97,281	97,281	97,281	97,281	97,281	97,281	97,281	97,281	97,281	97,281	1,167,367	1,227,363	1,309,597	
Cash Payments by Type	1,856,697	2,624,246	3,569,165	4,160,355	4,785,776	5,671,349	6,414,908	7,034,141	7,966,260	8,497,679	9,146,577	(44,319,327)	17,207,825	17,572,899	20,437,720	
Other Cash Flows/Payments by Type																
Capital assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	1,856,697	2,624,246	3,569,165	4,160,355	4,785,776	5,671,349	6,414,908	7,034,141	7,966,260	8,497,679	9,146,577	(44,319,327)	17,207,825	17,572,899	20,437,720	
NET INCREASE/(DECREASE) IN CASH HELD	685,608	1,169,268	1,282,560	1,579,521	2,428,752	2,865,132	3,003,882	3,231,264	3,213,181	4,314,868	4,547,051	(24,739,413)	3,581,663	6,437,199	7,245,035	
Cash/cash equivalents at the monthly year begin:	664,625	1,350,233	2,519,501	3,802,061	5,381,582	7,810,334	10,675,466	13,679,348	16,910,612	20,123,792	24,438,650	28,985,702	664,625	4,246,289	10,683,488	
Cash/cash equivalents at the monthly year end:	1,350,233	2,519,501	3,802,061	5,381,582	7,810,334	10,675,466	13,679,348	16,910,612	20,123,792	24,438,650	28,985,702	4,246,289	10,683,488	17,928,523		

CONSOLIDATED CAPITAL EXPENDITURE ON NEW ASSETS BY ASSET CLASS

Table 108: Supporting Table SA34a - Consolidated Capital Expenditure on New Assets by Asset Class

GT000 Ekurhuleni Metro - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		712,147	1,427,732	1,136,694	1,112,122	1,204,896	1,204,896	1,283,492	1,227,923	1,130,730
Infrastructure - Road transport		390,347	966,288	535,313	443,680	502,202	502,202	384,356	379,414	324,967
Roads, Pavements & Bridges		390,347	966,288	535,313	443,680	502,202	502,202	384,356	379,414	324,967
Storm water										
Infrastructure - Electricity		196,018	352,545	377,272	275,958	310,578	310,578	357,754	267,908	292,133
Generation										
Transmission & Reticulation		196,018	352,545	344,539	227,200	277,041	277,041	312,654	229,933	254,333
Street Lighting				32,733	48,758	33,537	33,537	45,100	37,975	37,800
Infrastructure - Water		44,280	45,607	54,612	92,739	132,092	132,092	134,433	172,750	153,700
Dams & Reservoirs										
Water purification										
Reticulation		44,280	45,607	54,612	92,739	132,092	132,092	134,433	172,750	153,700
Infrastructure - Sanitation		-	-	26,964	84,685	46,567	46,567	204,878	248,031	193,048
Reticulation										
Sewerage purification				26,964	84,685	46,567	46,567	204,878	248,031	193,048
Infrastructure - Other		81,502	63,291	142,534	215,060	213,457	213,457	202,071	159,820	166,882
Waste Management		81,502	63,291	63,134	53,000	40,000	40,000	42,696	28,900	44,932
Transportation										
Gas										
Other				79,400	162,060	173,457	173,457	159,375	130,920	121,950
Community		198,358	178,145	317,371	273,472	308,215	308,215	215,797	243,660	225,494
Parks & gardens		-	-	83,470	53,335	84,290	84,290	22,400	25,900	27,750
Sportsfields & stadia		65,868	74,377	65,885	15,000	31,000	31,000	8,100	15,000	6,600
Swimming pools										
Community halls										
Libraries				16,607	36,800	32,900	32,900	30,500	7,500	36,000
Recreational facilities				25,281	6,800	11,711	11,711	10,000	31,000	4,500
Fire, safety & emergency		99,099	29,417							
Security and policing		-								
Buses				23,429	5,000	-	-	1,000	2,000	3,000
Clinics		33,391	74,351	82,013	106,420	99,250	99,250	84,885	128,158	88,542
Museums & Art Galleries				529	3,500	1,600	1,600	20,300	4,000	48,000
Cemeteries										
Social rental housing										
Other				20,157	46,617	47,465	47,465	38,612	30,102	11,102
Heritage assets		-	-	-	-	-	-	-	-	-
Buildings										
Other										
Investment properties		171,638	261,107	270,341	303,528	320,854	320,854	285,850	190,465	207,639
Housing development		171,638	261,107	270,341	303,528	320,854	320,854	285,850	190,465	207,639
Other										
Other assets		387,712	659,616	209,292	470,969	397,080	397,080	527,479	562,507	705,783
General vehicles		-		47,136	113,545	125,307	125,307	72,847	78,700	68,585
Specialised vehicles										
Plant & equipment				33,212	28,185	35,860	35,860	28,061	28,900	27,290
Computers - hardware/equipment				683						
Furniture and other office equipment		387,712	659,616	16,297	34,391	43,420	43,420	31,168	34,467	29,893
Abattoirs										
Markets					8,165	7,450	7,450	7,200		
Civic Land and Buildings										
Other Buildings										
Other Land				74,964	192,462	128,074	128,074	189,202	198,655	186,724
Surplus Assets - (Investment or Inventory)										
Other				37,000	94,222	56,969	56,969	199,001	221,785	393,291
Agricultural assets		-	-	-	-	-	-	-	-	-
List sub-class										
Biological assets		-	-	-	-	-	-	-	-	-
List sub-class										
Intangibles		-	-	-	-	-	-	-	-	-
Computers - software & programming										
Other (list sub-class)										
Total Capital Expenditure on new assets	1	1,469,856	2,526,600	1,933,699	2,160,091	2,231,046	2,231,046	2,312,617	2,224,555	2,269,646
Specialised vehicles		-	-	-	-	-	-	62,168	75,300	51,000
Refuse								62,168	75,300	51,000
Fire										
Conservancy										
Ambulances										

CONSOLIDATED CAPITAL EXPENDITURE ON EXISTING ASSETS BY ASSET CLASS

Table 109: Supporting Table SA34b - Consolidated Capital Expenditure on Existing Assets by Asset Class

GT000 Ekurhuleni Metro - Supporting Table SA34b Consolidated capital expenditure on existing assets by asset class

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	
R thousand	1										
Capital expenditure on renewal of existing assets by Asset Class/Sub-class											
Infrastructure		712,147	1,427,732	1,136,694	1,112,122	1,204,896	1,204,896	1,204,896	1,283,492	1,227,923	1,130,730
Infrastructure - Road transport		390,347	966,288	535,313	443,680	502,202	502,202	502,202	384,356	379,414	324,967
Roads, Pavements & Bridges		390,347	966,288	535,313	443,680	502,202	502,202	502,202	384,356	379,414	324,967
Storm water											
Infrastructure - Electricity		196,018	352,545	377,272	275,958	310,578	310,578	310,578	357,754	267,908	292,133
Generation											
Transmission & Reticulation		196,018	352,545	344,539	227,200	277,041	277,041	277,041	312,654	229,933	254,333
Street Lighting				32,733	48,758	33,537	33,537	33,537	45,100	37,975	37,800
Infrastructure - Water		44,280	45,607	54,612	92,739	132,092	132,092	132,092	134,433	172,750	153,700
Dams & Reservoirs											
Water purification											
Reticulation		44,280	45,607	54,612	92,739	132,092	132,092	132,092	134,433	172,750	153,700
Infrastructure - Sanitation		-	-	26,964	84,685	46,567	46,567	46,567	204,878	248,031	193,048
Reticulation											
Sewerage purification				26,964	84,685	46,567	46,567	46,567	204,878	248,031	193,048
Infrastructure - Other		81,502	63,291	142,534	215,060	213,457	213,457	213,457	202,071	159,820	166,882
Waste Management		81,502	63,291	63,134	53,000	40,000	40,000	40,000	42,696	28,900	44,932
Transportation	2										
Gas											
Other	3			79,400	162,060	173,457	173,457	173,457	159,375	130,920	121,950

CONSOLIDATED REPAIRS AND MAINTENANCE BY ASSET CLASS

Table 110: Supporting Table SA34c - Consolidated Repairs and Maintenance by Asset Class

GT000 Ekurhuleni Metro - Supporting Table SA34c Consolidated repairs and maintenance by asset class

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		547,168	797,907	772,575	1,043,899	843,384	817,376	1,181,364	1,329,776	1,503,966
Infrastructure - Road transport		173,008	288,387	293,843	438,205	281,078	327,042	249,503	265,671	282,860
Roads, Pavements & Bridges		173,008	288,387	293,843	438,205	281,078	327,042	249,503	265,671	282,860
Storm water										
Infrastructure - Electricity		224,192	276,716	284,718	363,720	362,802	295,878	711,305	827,127	966,316
Generation										
Transmission & Reticulation		224,192	276,716	284,718	363,720	362,802	295,878	711,305	827,127	966,316
Street Lighting										
Infrastructure - Water		119,968	122,399	106,929	121,379	109,529	98,280	140,768	152,020	164,335
Dams & Reservoirs										
Water purification										
Reticulation		119,968	122,399	106,929	121,379	109,529	98,280	140,768	152,020	164,335
Infrastructure - Sanitation		30,000	60,765	34,116	44,383	23,481	35,993	23,552	25,079	26,701
Reticulation		30,000	60,765	34,116	44,383	23,481	35,993	23,552	25,079	26,701
Sewerage purification										
Infrastructure - Other		-	49,640	52,969	76,213	66,496	60,184	56,236	59,880	63,754
Waste Management		-	49,640	52,969	76,213	66,496	60,184	56,236	59,880	63,754
Transportation										
Gas										
Other										
Community		-	-	-	-	-	-	-	-	-
Parks & gardens										
Sportsfields & stadia										
Swimming pools										
Community halls										
Libraries										
Recreational facilities										
Fire, safety & emergency										
Security and policing										
Buses										
Clinics										
Museums & Art Galleries										
Cemeteries										
Social rental housing										
Other										
Heritage assets		147,921	160,651	123,964	231,893	204,729	188,437	901,640	977,260	1,060,792
Buildings		147,921	160,651	123,964	231,893	204,729	188,437	901,640	977,260	1,060,792
Other										
Investment properties		-	-	-	-	-	-	-	-	-
Other assets		94,140	101,318	108,349	143,476	134,763	113,766	132,457	141,040	150,165
General vehicles		54,190	56,871	59,883	87,898	87,944	52,113	64,885	69,102	73,560
Specialised vehicles		11,901	14,417	16,504	17,023	17,031	16,417	20,441	21,760	23,173
Plant & equipment		3,433	3,079	2,896	3,623	3,624	19,541	24,330	25,900	27,583
Computers - hardware/equipment										
Furniture and other office equipment		24,616	26,952	29,066	34,932	26,163	25,696	22,801	24,278	25,849
Other										
Agricultural assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	789,229	1,059,875	1,004,887	1,419,268	1,182,876	1,119,579	2,215,461	2,448,076	2,714,923
Specialised vehicles		11,901	14,417	16,504	17,023	17,031	16,417	20,441	21,760	23,173
Refuse		9,878	11,966	13,698	14,129	14,136	13,626	16,966	18,061	19,234
Fire		1,904	2,307	2,641	2,724	2,725	2,627	3,270	3,482	3,708
Conservancy		-	-	-	-	-	-	-	-	-
Ambulances		119	144	165	170	170	164	204	218	232

CONSOLIDATED FUTURE FINANCIAL IMPLICATIONS OF THE CAPITAL BUDGET

Table 111: Supporting Table SA35 - Consolidated Future Financial Implications Of The Capital Budget

GT000 Ekurhuleni Metro - Supporting Table SA35 Consolidated future financial implications of the capital budget

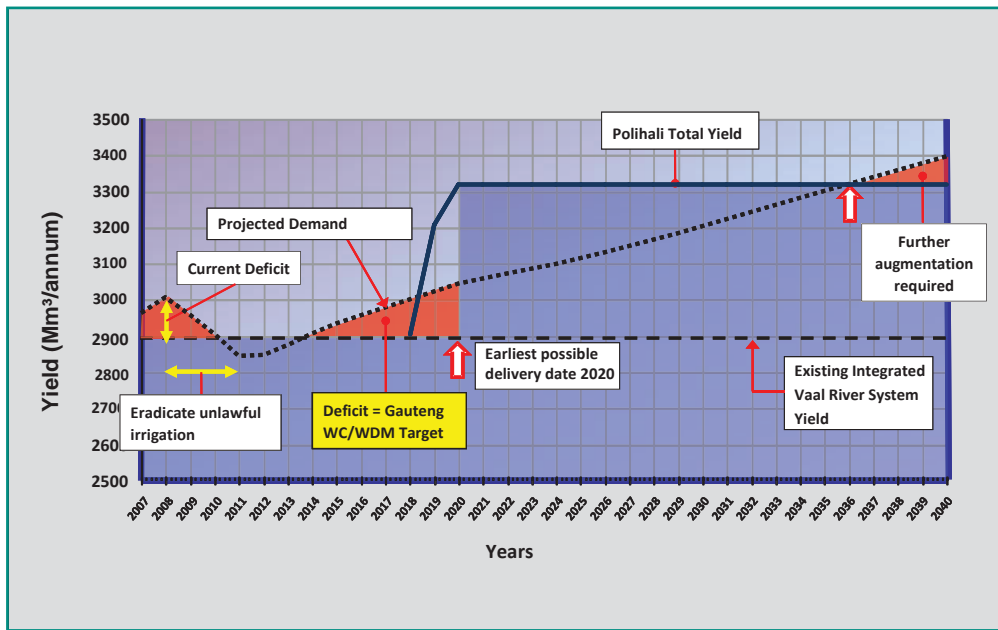
Vote Description	Ref	2011/12 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Present value
R thousand								
Capital expenditure	1							
Vote1 - Political Office		4,360	878	1,119				
Vote2 - City Manager		104,720	109,410	101,793				
Vote3 - Finance		179,025	206,405	359,237				
Vote4 - Corporate Legal		3,900	5,215	4,558				
Vote5 - Human Resources		450	450	450				
Vote6 - ICT		89,000	89,590	89,590				
Vote7 - Health		113,894	146,458	104,185				
Vote8 - Infrastructure		1,044,816	989,650	848,275				
Vote9 - Housing		26,800	41,110	81,829				
Vote10 - SRAC		94,681	91,900	104,000				
Vote11 - Emergency & Disaster Management		108,882	111,194	107,288				
Vote12 - Environmental Resource Management		183,145	183,882	176,599				
Vote13 - Energy		385,254	298,675	317,133				
Vote14 - Strategic Services		35,860	25,038	24,590				
Vote15 - Vote 15		-	-	-				
<i>List entity summary if applicable</i>								
Total Capital Expenditure		2,374,785	2,299,855	2,320,646	-	-	-	-
Future operational costs by vote	2							
Vote1 - Political Office								
Vote2 - City Manager								
Vote3 - Finance								
Vote4 - Corporate Legal								
Vote5 - Human Resources								
Vote6 - ICT								
Vote7 - Health								
Vote8 - Infrastructure								
Vote9 - Housing								
Vote10 - SRAC								
Vote11 - Emergency & Disaster Management								
Vote12 - Environmental Resource Management								
Vote13 - Energy								
Vote14 - Strategic Services								
Vote15 - Vote 15								
<i>List entity summary if applicable</i>								
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source	3							
Property rates								
Property rates - penalties & collection charges								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Service charges - other								
Rental of facilities and equipment								
<i>List other revenues sources if applicable</i>								
<i>List entity summary if applicable</i>								
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		2,374,785	2,299,855	2,320,646	-	-	-	-

UNACCOUNTED FOR WATER

Gauteng water demand exceed supply

Gauteng will still be experiencing a shortfall in bulk water supply from around 2013/14 to approximately 2020 when the next phase of the Lesotho Highlands Water Project could be constructed. Refer to the red components in Graph 1 below indicating periods of expected shortfall in supply. A shortfall in supply could mean that supply to municipalities in Gauteng could be curtailed, but it will definitely have a major impact on the price of bulk purchases.

Figure 21: Gauteng Water Demand Exceed Supply (VRS demand vs Supply)



Water saving targets

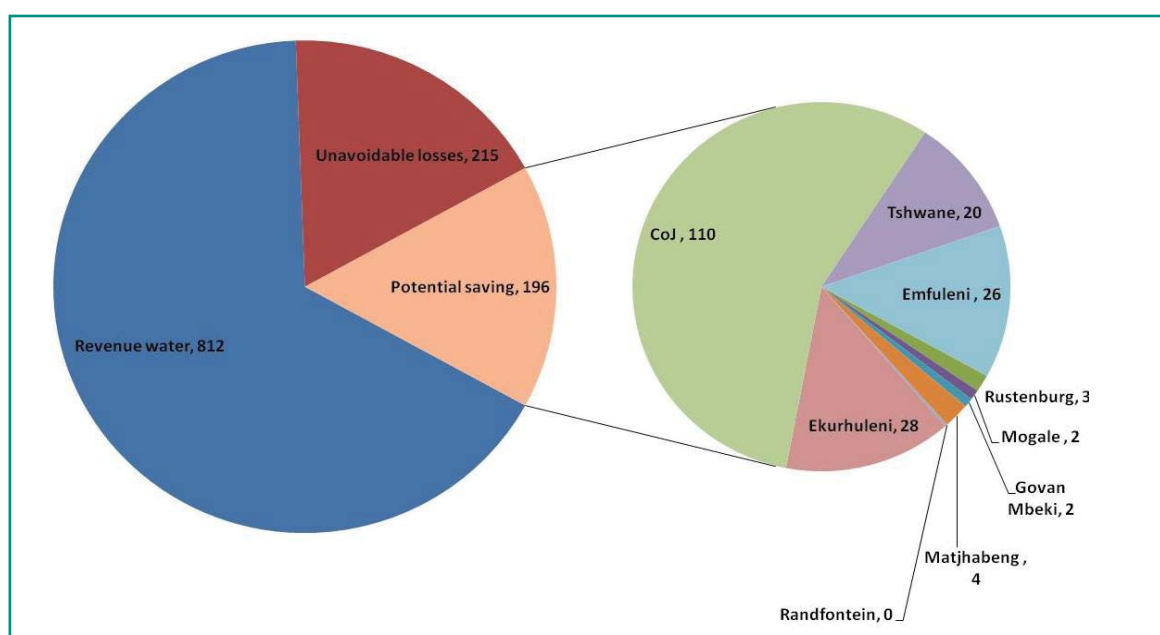
DWA has established water saving targets for each municipality in Gauteng. The target for the whole of Gauteng has been set at 15% (or 196 million m³/annum) to be achieved 2013/14. Refer to Table 1 below. This will alleviate the expected shortfall likely to be experienced from 2014 to 2020. **The proportional target for Ekurhuleni was set at 28.3 million m³/annum.** Ekurhuleni has, however, increased this to an internal target of 50 million m³/annum.

Table 112: DWA Water Saving Target per Municipality

Rand Water Area of Supply	2008/09 Annual Demand (million m³/annum)	2008/09 Non-Revenue Water (million m³/annum)	2005/06 Target Savings (million m³/annum)
Johannesburg	503	161	110.2
Ekurhuleni	327	124	28.3
Tshwane	214	62	20.4
Emfuleni	77	32	26.1
Rustenburg	28	9.8	3.0
Mogale	26	7.1	1.7
Govan Mbeki	20	5.9	1.5
Matjhabeng	19	6.6	4.3
Randfontein	9	2.6	0.4
TOTAL	1 223	411	196

The contributions to target savings by each municipality are given in the pie chart below.

Figure 22: Contributions to Target Savings by Each Municipality Chart



Annual Water Balance

The Water Balance for the nine SDA areas in Ekurhuleni, for 2009/2010 financial year, is provided below. A financial balance is also included.

Table 113: Ekurhuleni Water Balance

Area	Input (kl/annum)	Sales (kl/annum)	NRW (kl/annum)	NRW as % Input
Alberton	28,801,064	17,951,836	10,849,228	37.7%
Benoni	38,251,300	24,696,224	13,555,076	35.4%
Boksburg	43,135,052	28,127,652	15,007,400	34.8%
Brakpan	25,195,628	6,626,649	18,568,979	73.7%
Germiston	72,231,096	43,623,927	28,607,169	39.6%
Kempton Park	56,017,656	36,547,332	19,470,324	34.8%
Lethabong	11,487,960	9,180,827	2,307,133	20.1%
Nigel	10,403,197	7,147,285	3,255,912	31.3%
Springs	34,224,792	22,388,268	11,836,524	34.6%
NRW 2009/2010	319,747,745	196,290,000	123,457,745	38.6%

Brakpan stands out as the area with the highest NRW of 73,7%. This is mainly due to large areas in Tsakane and Langaville being unmetered.

Problem statement

From the above the following are the key identified problems and hence the need for WDM in Ekurhuleni:

- Current water demand in Gauteng exceed supply;
- High water losses: NRW in Ekurhuleni is at 38.9% of system input or at 128 million ³/annum;
- Payment for Water Services is low, especially in low income areas; and
- There is evidence of management, technical and administrative inefficiencies associated with the water supply service in Ekurhuleni.

Strategy

During the past three years extensive work has been undertaken to establish the causes of water losses in Ekurhuleni and a comprehensive Water Conservation/Water Demand Management strategy has been developed. The entire Ekurhuleni have been subdivided into 82 x District Measuring Areas (DMAs) and a water balance (and water loss percentage) have been calculated for each DMA. Cost estimates to

address the problems in each DMA, both CAPEX and OPEX have been established. DMAs were ranked from highest to lowest according to water losses. See the Table 3. It is interesting to note that the highest ranked zone, namely Tsakane, has a water loss of some 94.1%.

Table 114: Ranking of DMAs

Priorty	SDA	BULK ZONE	SALES (kl/annum)	WATER LOSSES (kl/annum)	WATER LOSSES (% System Input)	SYSTEM INPUT VOLUME (kl/annum)	Cumulative Water Losses	Accumulated Water Losses (% of total)
1	Brakpan	TSAKANE_LANGAVILLE_LABORE_GELUKSDAL (3510)	869,821	13,810,879	94.1%	14,680,700	13,810,879	10.8%
2	Germiston	CENTRAL AREAS (GermCentral)	12,576,835	9,224,685	42.3%	21,801,520	23,035,564	18.0%
3	Benoni	2486 (2486_5593)	9,200,085	7,965,815	46.4%	17,165,900	31,001,379	24.3%
4	Kempton	Northridge_Isando_Jan Smuts (Northridge_Combined)	13,630,844	7,624,876	35.9%	21,255,720	38,626,255	30.2%
5	Boksburg	JET_MADELEY_IMPALA (Bok_North)	10,117,981	7,267,963	41.8%	17,385,944	45,894,218	35.9%
6	Germiston	Palm Ridge (2272)	10,265,967	4,426,633	30.1%	14,692,600	50,320,851	39.4%
7	Springs	PAM BRINK (1746, 1880) (1746_1880)	5,927,740	4,417,760	42.7%	10,345,500	54,738,611	42.8%
8	Kempton	TEMBISA (RW1744) (1744)	8,065,395	4,332,805	34.9%	12,398,200	59,071,416	46.2%
9	Germiston	CREDI RESERVOIR AND TOWER (259)	6,681,114	4,327,256	39.3%	11,008,370	63,398,672	49.6%
10	Boksburg	VOSLOORUS (RW2622) (2622)	7,552,848	4,278,152	36.2%	11,831,000	67,676,824	53.0%
11	Boksburg	DAWN PARK+ SUNWARD PARK (Bok_South)	3,926,202	3,866,643	49.6%	7,792,845	71,543,467	56.0%
12	Benoni	BENONI CENTRAL (Benoni_Central)	6,055,699	3,774,847	38.4%	9,830,546	75,318,314	58.9%
13	Nigel	NIGEL EASTERN (RW2636, RW2646) (2636_2646_5589)	2,984,070	2,997,970	50.1%	5,982,040	78,316,284	61.3%
14	Benoni	1848	4,258,751	2,974,749	41.1%	7,233,500	81,291,033	63.6%
15	Boksburg	VOGELFONTEIN(RW 3976) (Bok_Cen)	4,758,935	2,852,459	37.5%	7,611,394	84,143,492	65.8%
16	Springs	KWATHEMA (RW2492) (2492)	4,472,974	2,633,226	37.1%	7,106,200	86,776,718	67.9%
17	Germiston	ZONE 110 (Windsor Road) (1389)	2,225,675	2,621,525	54.1%	4,847,200	89,398,243	69.9%
18	Germiston	BEDFORDVIEW FIRE (17)	0	2,571,090	100.0%	2,571,090	91,969,333	72.0%
19	Kempton	KEMPTON WEST RESERVOIRS (1632)	5,332,614	2,002,786	27.3%	7,335,400	93,972,119	73.5%
20	Germiston	RW2107 (2107)	1,047,036	1,879,734	64.2%	2,926,770	95,851,853	75.0%
21	Brakpan	SALLIES TOWER (Combined)	1,373,773	1,874,387	57.7%	3,248,160	97,726,240	76.5%
22	Kempton	CLAYVILLE (1900)	5,466,885	1,346,115	19.8%	6,813,000	99,072,355	77.5%
23	Kempton	UMTAMBEKA RESERVOIR (2744)	1,654,317	1,205,043	42.1%	2,859,360	100,277,398	78.5%
24	Lethabong	ISANDOVALE (RW1643) (1643)	2,742,921	1,193,379	30.3%	3,936,300	101,470,777	79.4%
25	Germiston	ZONE 150 (Roodekop Township) (1208)	1,289,416	1,155,374	47.3%	2,444,790	102,626,151	80.3%

Water losses in the six highest ranked zones amounts to 50 million m³/annum and are responsible for some 39.4% water losses in the entire Ekurhuleni. The above mentioned six zones will therefore be focused on as a short-term priority intervention to achieve the Department of Water Affairs (DWA) water saving target by 2013/2014. The highest 25 ranked zones (out of a total of 82 zones) represent 80.2% of water losses in Ekurhuleni.

Over-and-above the above zonal approach there have been positive results realised through the 2% maintenance levy that was introduced in EMM. Some strategic interventions currently undertaken and to be continued over coming years will include:

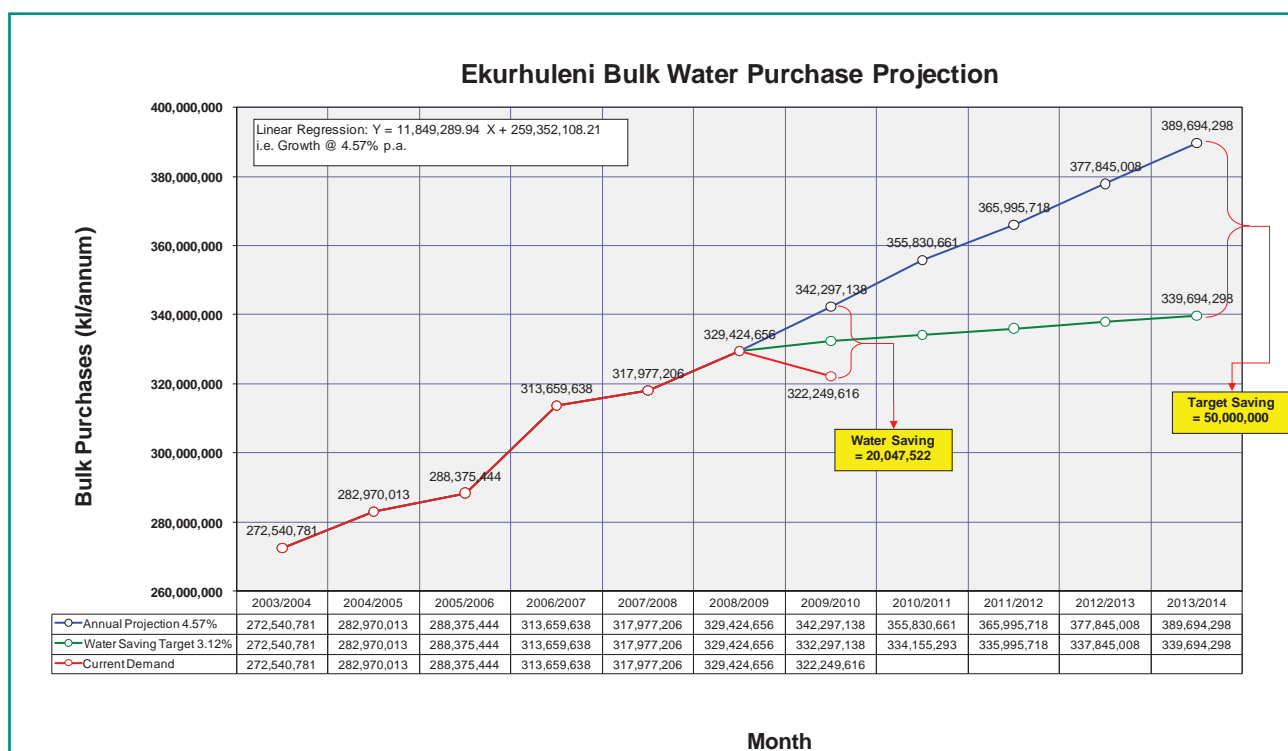
- Retrofitting and indigent leak fixing projects;
- Infrastructure upgrade projects;
- Infrastructure rehabilitation projects;
- Sectorization of zones;
- Pressure management;
- Active leakage detection projects;
- Consumer awareness programmes;
- Cathodic protection;
- Top consumer audits;
- Meter replacement programme;
- Metering unmetered areas such as housing development programmes implemented by the Housing Departments of EMM and Province;
- Mid-block pipe removal; and
- Monitoring water savings in Ekurhuleni.

In Graph 2 (page 256) there is the water demand projection (blue line) in Ekurhuleni which is based on historical bulk purchases from Rand Water and from Johannesburg Water from 2003/2004 to 2008/2009. Water demand during this period has been growing at a steady rate of 4.57% p.a. The green line provides an indication of the internal Ekurhuleni bulk purchase target saving (50 million m³/annum) to be achieved by 2013/2014. The current bulk purchases are indicated by the red line.

A significant achievement is that 322.2 million m³ was purchased during 2009/2010 compared to the 329.4 million m³ the previous financial year. This represent a reversal in the historical trend as well as a saving of approximately 7.2 million m³/a compared to the previous financial year (or R 25.6 million based on the average bulk purchase price of water), indicating that Ekurhuleni is well on its way of meeting the DWA water saving target.

Bulk Purchase Target Monitoring (30 June 2010)

Figure 23: Ekurhuleni Bulk Water Purchase Projection



Funding requirement

Funding remains a challenge. A summary of the funding requirements to undertake water loss projects in the six highest ranked zones is given in Table 4. This will allow Ekurhuleni to meet its short-term water saving target.

Table 115: WC/WDM Funding Requirement

DESCRIPTION	SDA	PHASE	TOTAL (Excl VAT)
1. TSAKANE / LANGAVILLE / LABORE / GELUKSDAL	Brakpan	Phases 3-6	R 209,000,000
2. GERMISTON CBD	Germiston (Central)	Phases 4	R 2,500,000
3. DAVEYTON / ETWATWA	Benoni	Phases 3-6	R 205,000,000
4. NORTHRIDGE / ISANDO / JAN SMUTS	Kempton Park	Phase 1	R 2,500,000
5. JET PARK / MADELEY / IMPALA	Boksburg North	Phase 1	R 2,500,000
6. PALM RIDGE/KATLEHONG	Germiston	Phase 1	R 2,500,000
TOTAL (Excluding VAT)			R 424,000,000
Contingency			R 14,000,000
VAT			R 62,000,000
TOTAL (Including VAT)		say	R 500,000,000

Quality of Water

Due to water being such a scarce resource the Department of Water Affairs (DWA) has set a target for the Rand Water drainage area. Consequently this target filters through to all municipalities receiving potable water from Rand Water. Each municipality must reduce its volume purchased from Rand Water to pre-set sub-targets, based on their individual purchase volumes, in order to eventually achieve the total target of a reduction of 15% for the next three years.

This is an important target to reach as the Integrated Vaal River System is running short of supplying sufficient water to the Gauteng Province to meet the ever increasing demand. The earliest that the second phase of the Lesotho Highlands Water Scheme can start augmenting supply to Gauteng is only in 2018.

Due to the good rainy season the Gauteng area experienced this past season, purchase volumes have dropped satisfactorily. Notwithstanding this saving in bulk potable water purchase, it should be borne in mind that the next financial year may indicate an increase in consumption/

usage.

Water Conservation / Water Demand Management (WC/WDM) remains one of our crucial challenges. The Water Services will therefore focus hugely on projects which positively impacts towards achieving this requirement. Projects such as the relocation, isolation of midblocks and pressure management initiatives has a direct positive impact (economical) towards WDM.

Ekurhuleni Metropolitan Municipality (EMM) is responsible for providing its citizens with clean and healthy water. In order to ensure that municipalities achieve this goal, the Department of Water Affairs (DWA) has introduced Blue Drop certification. This prestigious certification is only awarded to municipalities that achieve a score above 95% of the Blue Drop certification programme criteria. In 2009 EMM was one of the first municipalities to obtain the prestigious Blue Drop Certification, issued by the Department of Water Affairs. Through our dedication to providing our consumers with excellent water services, we have managed to obtain the certification for the second consecutive year since the Blue Drop Certification was introduced. The Blue Drop status achieved by EMM is indicative of EMM's efficiency with regards to overall management of drinking water quality.

Ekurhuleni's Blue Drop score increased from 96% to 96.8%. These scores fall within the 95% - <100% scoring category and that means Ekurhuleni is "managing drinking water quality with excellence." "Compliance with this scoring category implies that the specific water supply system qualifies for Blue Drop certification. This would imply that the DWAF has confidence that the water services institution (municipality) is capable of sustaining safe quality of water supply and will act responsibly when deviation in tap water quality is detected (which might pose a health risk) through continuous efficient operational and compliance monitoring." (Blue and Green Drop (p13), 2010)

Water quality is the physical, chemical and biological characteristics of water. It is most frequently used by reference to a set of standards against which compliance can be assessed. The quality and drinkability of water is measured against a national standard, known as the South African National Standard for Drinking Water (SANS) 241:2006 Edition 6.1. According to SANS 241, it is required that municipalities publish a yearly report on the quality of the water supplied to its consumers. As part of our efforts towards transparency we are publishing this report highlighting Ekurhuleni's Water Quality compliance with SANS 241. The standard compares the quality of water supplied by a municipality to its residents against chemical and microbiological parameters. These parameters are briefly described below.

Microbiological Compliance: Microbial water quality is the state of the water with respect to the absence (good water quality) or presence (poor water quality) of certain disease causing micro-organisms. Microbial water quality is usually indicated by reporting the number of E. Coli bacteria present in a given volume of water. SANS 241 requires 97% compliance.

Chemical Compliance: Chemical water quality refers to the nature and concentration of dissolved substances such as salts, metals and organic chemicals. SANS 241 requires an annual compliance of 95%.

Total Compliance: Total compliance is the overall compliance

of all water samples taken within the EMM's water network and is inclusive of both microbiological compliance and chemical compliance.

As indicated in the graph below, EMM has met all the compliance requirements for SANS 241:2006. This means that the water in Ekurhuleni is of a very high quality and safe to drink.

Figure 24: Ekurhuleni Water Quality Monthly Compliance

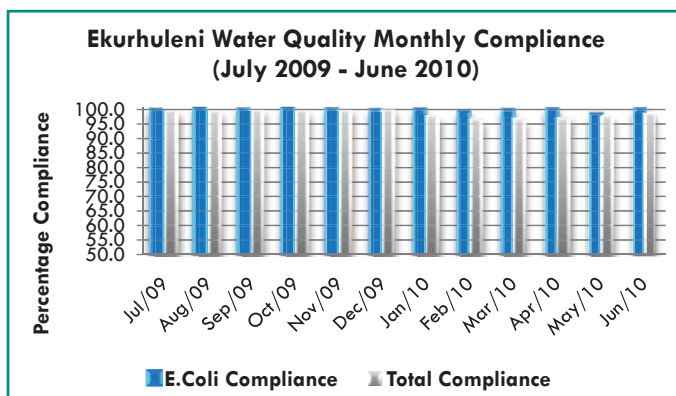


Table 116: Full Water Quality Compliance Report for the Year from July 2009-June 2010

Full Water Quality Compliance Report for the year from July 2009 to June 2010.

Element	No of Analyses	No of Compliant Analyses	Percentage Compliancy
Aluminium as Al	229	225	98.3
Calcium as Ca	25	25	100.0
Cadmium as Cd*	5	0	0
Chloride	228	228	100.0
Free Chlorine	2 190	2 190	100.0
Cobalt as Co	105	105	100.0
Colour	6	6	100.0
Conductivity	3 222	3 222	100.0
Chromium as Cr	105	105	100.0
Copper as Cu	105	105	100.0
E Coli Form Bacteria	3 337	3 316	99.4
Fluoride as F	226	226	100.0
Iron as Fe	635	587	92.4
Mercury as Hg*	55	0	0
Heterotrophic Plate Count	3 335	3 313	99.3
Potassium as K	104	104	100.0
Magnesium as Mg	104	104	100.0
Manganese as Mn	227	225	99.1
Ammonia Nitrogen as N	1	1	100.0
Sodium as Na	227	227	100.0
Nickel as Ni	105	105	100.0
Nitrate and Nitrite	228	228	100.0
Orthophosphate as P	1	1	100.0
Lead as Pb	227	225	99.1


Element	No of Analyses	No of Compliant Analyses	Percentage Compliance
pH	3 223	3 220	99.9
Phenols*	4	0	0
Residual Chlorine+	1 566	1 177	75.2
Antimony as Sb*	1	0	0
Sulphates as SO ₄	228	228	100.0
Total Coliform Bacteria	3 345	3 299	98.6
Total Dissolved Solids	25	25	100.0
Temperature (°Celsius)	14	14	100.0
Total Chlorine	2 245	2 245	100.0
Turbidity	3 186	3 154	99.0
Vanadium as V	25	25	100.0
Zinc as Zn	105	105	100.0
	28 999	28 365	97.8

*Note ** The detection limits of our laboratory equipment cannot reach the very low detection limits required for SANS 241 compliance for Cadmium, Mercury, Phenols and Antimony. It is important to note that even though these parameters are reported as non-compliances, they are not really non-compliances but appear as such due to the limitations of our laboratory equipment. These parameters are monitored by Rand Water up to the detection limits required by SANS 241 and are always within limits. These parameters are, therefore, not a risk to the health of our consumers.

Note + The residual chlorine levels are below the compliance level. Ekurhuleni has, however, embarked on an increase in sampling points in accordance to the Blue Drop System requirements. This included taking samples up to the end point consumer taps. Although the bacteriological analysis showed compliance, this resulted in some of the samples having residual chlorine results that are less than the required levels. Changes have also been made to the analysis methods used to determine residual chlorine so as to be directly in line with how Rand Water determines their residual chlorine.

MUNICIPAL MANAGER'S QUALITY CERTIFICATION

I hereby certify that all ratepayers and consumers are accounted for in the annual budget calculations and that billing systems including property records and metering information are up to date and consistent with the revenue projections in the annual budget.



K NGEMA

CITY MANAGER

April 2011

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ANNEXURE A
BUDGET RELATED
POLICIES



Ekurhuleni
METROPOLITAN MUNICIPALITY



ANNEXURE A

BUDGET RELATED POLICIES

ELECTRICITY TARIFF POLICY

1. Application and Scope

The policy is applicable to the Ekurhuleni Metropolitan Municipality.

The policy, as amended, will be effective as from 1 July 2011.

2. Objectives of Policy

- To comply with guidelines received from the National Energy Regulator of South Africa
- To determine cost reflective tariffs, as far as is possible
- To ensure equitable pricing
- To ensure affordability of basic services to the community
- To ensure compliance with the Municipal Systems Act

3. Introduction

Ekurhuleni structural tariff adjustments will be in synch with the pricing signals received from Eskom and attempt to persuade electricity customers to avoid peak periods and seasons. Any proposed increase will also be in line with the mission statement of this municipality in that it provides sustainable and people-centred electricity tariff structures and prices, that are also affordable.

Tariffs will also contain signals that encourage energy efficiency and the investment in efficient appliances.

Any adjustments effected to Council's tariffs should take cognisance of the above realities and need to be balanced in terms of cost-reflectivity and operational budgetary requirements, whilst at the same time meeting the regulatory requirements of the National Energy Regulator of South Africa.

Council's current Tariffs A and B were restructured and replaced with the NERSA prescribed Inclining Block tariff, whilst Tariffs C, D and E are applicable to the larger business and industry component as well as large domestic users (townhouse complexes, blocks of flats). Tariff A (Business) and Tariff B (Business) were created to refine tariff application to specialized consumers.

4. Tariff Structure

The following is a brief description of each of Ekurhuleni's electricity tariffs.

Table 117 Ekurhuleni's Electricity Tariffs

#	Tariff	Description, Customers targeted
1	Tariff A (Business)	<ul style="list-style-type: none"> • This tariff is available for small business only. • This tariff is available for single-phase 230 V connections with a single phase capacity of up to 60 A. • This tariff will suit low consumption micro business customers.
2	Tariff A (IBT)	<ul style="list-style-type: none"> • This tariff is available for all residential customers single-phase 230 V or multi-phase 400/230 V connections with a capacity of up to 150 A per phase or 100 kVA. • This tariff will suit low, medium and high consumption residential customers. • This tariff is not available for medium and high voltage customers. • This tariff is based on the inclining block principle, that is, the more units used, the higher the rate becomes. • This tariff replaces all previous residential tariffs in compliance with an instruction by the National Energy Regulator of South Africa (Guideline on Municipal Electricity Price Increase for 2011/12, dated 25 November 2010). • Free Basic Electricity to registered indigents only
3	Tariff B (Business)	<ul style="list-style-type: none"> • This tariff is available for all business single-phase 230 V or multi-phase 400/230 V connections with a capacity of up to 150 A per phase or 100 kVA. • This tariff is not available for medium and high voltage customers. • This tariff will suit medium to high consumption small business customers.
4	Tariff C (3 part tariff)	<ul style="list-style-type: none"> • This tariff is available for bulk supplies at any voltage and with a capacity of at least 25 kVA. • This tariff will suit large residential, business and industrial customers. • This tariff is for existing Tariff C customers only, no new customers will be allowed on this tariff. • This tariff is not available for high voltage customers (supply voltage exceeding 11 kV). • Customers wishing to change to another tariff, away from Tariff C, will not be subject to a 12 month waiting period.
5	Tariff D (multi part tariff)	<ul style="list-style-type: none"> • This tariff is available for bulk supplies at any voltage and with a capacity of at least 1 MVA and a network access charge of at least 1 MVA over the previous 12 months. • This tariff will suit large residential, business and industrial customers. • Existing customers on this tariff, as at 30 June 2011, with a previous 12 months rolling NAC of less than 1 MVA will be moved to Tariff E.
7	Tariff E (multi part tariff)	<ul style="list-style-type: none"> • This tariff will suit small to medium size business, industrial and residential complexes. • The tariff is available for bulk supplies at any voltage and with a capacity of > 25kVA and a NAC of < 1 MVA. • This tariff is available for new and existing customers.

#	Tariff	Description, Customers targeted
8	Tariff F	<ul style="list-style-type: none"> This tariff will be suitable for street light and traffic light consumption.
9	Tariff G	<ul style="list-style-type: none"> This tariff will be suitable for the purchase of "green" electricity, if available.
10	Tariff H (Residential Time Of Use)	<ul style="list-style-type: none"> This tariff is available for all residential customers single-phase 230 V or multi-phase 400/230 V connections with a capacity of up to 150 A per phase or 100 kVA. This tariff is not available for medium and high voltage customers. This tariff will suit medium to high consumption residential customers. The tariff allows residential customers, typically with a consumption greater than 1000kWh per month to benefit from lower energy costs should they be able to assist the national grid by shifting their loads away from peak periods and towards standard/off-peak periods.

NOTE:- The implementation of this tariff is dependent on the availability of advanced metering infrastructure and smart meters.

5. Maintenance fund

A determined percentage of the electricity tariffs shall feed into a maintenance fund. This fund is used for refurbishment of the existing electricity networks. This is not a levy as defined by the Municipal Fiscal Powers and Functions Act.

6. Energy Efficiency fund

A determined percentage of the electricity tariffs shall feed into an energy efficiency fund. This fund is used for projects aimed at increasing electricity efficiency. This is not a levy as defined by the Municipal Fiscal Powers and Functions Act.

DEBTORS MANAGEMENT POLICIES

PROVISION FOR DOUBTFUL DEBT AND DEBT WRITE-OFF

1. Application and Scope

The Provision for Doubtful Debt and Debt Write-Off Policy is applicable to the Ekurhuleni Metropolitan Municipality as well as to all of the municipal entities of the Metro, being:

- Brakpan Bus Company
- East Rand Water Care Company
- Ekurhuleni Development Company, including Pharoeh Park, Phase Two and Lethabong Housing Institute

The policy, as amended, will be effective as from 1 July 2011.

2. Objectives of Policy

- To ensure that debtors disclosed in the annual financial statements are stated at amounts that are deemed to be collectable.
- To ensure that uncollectable debt is written off within guidelines of existing policies and applicable legislation.

3. Introduction

The effective management of debtors include, amongst others, the following processes:

- Implementation / Maintenance of the appropriate ICT Systems and Business Processes.
- Accurate Billing
- Customer Care and Accounts enquiry management
- Effective and timeous Credit control
- Impairment of Debtors (Provision for Doubtful Debtors)
- Write-off of Uncollectable Debtors

This policy provides guidelines on the treatment of the Impairment and Write-off of debtors.

4. Impairment of Debtors

Consumer debtors, long term receivables and other debtors are stated at cost less a provision for bad debts. The provision is made on an individual basis or, based on expected cash flows.

In accordance with IAS 39, an objective assessment of financial assets is made at financial year-end in order to determine possible impairment. Impairment loss is recognized as an expense in the Statement of Financial Performance.

Individual classes of loans and receivables are assessed for impairment using the following methodologies:

4.1. Consumer Debtors

Consumer Debtors are evaluated at each reporting date and impaired as follows:

Table 118: Evaluation of Consumer Debtors at Each Reporting Date

Category of Debtor	Percentage of Debt regarded as Collectable	Percentage of Debt Provided for as Irrecoverable (i.e. Impairment Percentage)
Credit balances	Zero	Zero
In-active accounts	Zero	100%
Hand-over accounts to panel of debt collectors, legal hand-overs and clearance handover (Debt outside Section 118)	Zero	100%
Approved Indigents	Zero	100%
Pending Indigents	Zero	100%
No payment received during preceding 6 months	Zero	100%
Formal arrangement debt in excess of 30 days	Zero	100%
Disconnection of services in excess of 6 times during preceding 12 months	Zero	100%
Debt ageing 1080+ Days (36 Months)	Zero	100%
Debt ageing between 1080 and 180 days	Average payment collection rate over preceding 12 months	100% less Average payment collection rate over preceding 12 months
Debt ageing less than 180 days	100%	Zero
Housing Rental Debtors		
Debt ageing 30 days+	Zero	100%
Current debt	100%	Zero

4.2. Study Loans

Amounts outstanding in respect of Study Loans represents debt in respect of the old policy on Staff Study Loan policy in terms of which the council granted an advance to the member for the cost of the course enrolled for. Should the candidate fail, the cost of loan was to be recovered from the staff member. If the candidate passed the course, the advance was expensed in the Statement of Financial Performance. It is a condition of the policy that the staff member receiving such a bursary has to stay in the service of the municipality for the same period of the study course paid for by the municipality. Should the employee leave the service of the municipality such employee is required to repay the municipality pro-rata in respect of each month or part thereof from the date of termination of service to the date when the bursary period would have expired.

Study Loans are therefore assessed at every Statement of Financial Position date and the portion of the loan that expired during the year is expensed. The balance of these loans up to the date of termination of the contract is considered to be fully recoverable.

4.3. Sundry Deposits

Sundry deposits are assessed for impairment to ensure that no objective evidence exists that these deposits are irrecoverable.

4.4. Sundry Debtors

Sundry Debtors are those Suspense Control Accounts classified as financial instruments with debit balances as at year-end. Sundry Debtors are assessed individually for impairment to ensure that no objective evidence exists that these debtors are irrecoverable.

5. Write-off of Doubtful Debtors

Where debts are identified as being irrecoverable (in periods subsequent to debtors being impaired), the process of write-off will be treated as follows:

5.1. Amounts equal to or lower than amounts delegated to the Chief Financial Officer by Council from time to time

Regional Income Managers identifying irrecoverable debtors within the delegated powers of the CFO must prepare a report for the attention of the CFO detailing the nature of the underlying debt, conditions that led to the debt being identified as being irrecoverable, details on credit and debt collection processes followed to recover the debt and confirmation that all available avenues to recover the debt have been exhausted and that further actions would be fruitless and not cost effective.

The report of the Regional Income Manager must be scrutinised by the Income Director and his recommendation must be documented in the report.

The final report containing the recommendations of both the Regional Income Manager as well as the Director Income must be presented to the Chief Financial Officer for consideration.

Requests approved by the CFO will be processed against the relevant debtors account and reflected as debit against Bad Debt Provision in the financial ledger.

Reconciliation of the Provision for Doubtful Debtors Account must be prepared annually by the Director Income and retained for audit purposes.

5.2. Amounts exceeding the CFO's delegated authority

The process for the consideration of write-off of debts in respect of amounts in excess of Chief Financial Officer delegated authority must be dealt with as follows:

Regional Income Managers identifying irrecoverable debts in excess of Chief Financial Officer delegations and prepare report detailing the nature of the underlying debt, conditions that led to the debt being identified as

being irrecoverable, details on credit and debt collection processes followed to recover the debt and confirmation that all available avenues to recover the debt have been exhausted and that further actions would be fruitless and not cost effective.

The report of the Regional Income Manager must be scrutinised by the Income Director and his recommendation must be documented in the report.

The final report containing the recommendations of both the Regional Income Manager as well as the Director Income must be presented to the Chief Financial Officer for consideration.

If approved by the CFO, a formal report must be submitted to the Finance Portfolio Committee, Mayoral Committee and Council for consideration.

Approvals granted by council must be processed against the relevant debtors account and reflected as debit against Bad Debt Provision in the financial ledger.

Reconciliation of the Provision for Doubtful Debtors Account must be prepared annually by the Director Income and retained for audit purposes.

5.3. Application of Prescription Act

The provisions of Prescription Act will apply to all services debt, excluding assessment rates. Applications and / or claims for prescription from debtors will only be assessed if no formal credit control or legal actions have been instituted during prescription debt period of three (3) years.

Regional Income Manager will assess application in terms of prescribed requirements. If in compliance with Prescription act, approval may be granted to write-off prescribed portion of debt.

Approvals granted must be processed against the relevant debtors account and reflected as debit against Bad Debt Provision in the financial ledger.

Reconciliation of the Provision for Doubtful Debtors Account must be prepared annually by the Director Income and retained for audit purposes.

5.4. Specific Debt-Write-off incentives.

Director Income to identify and investigate specific uncollectable debt categories. Report with full details as to the reasons for categorized debt write-off to be submitted to council for approval.

Approvals granted must be processed against the relevant debtors account and reflected as debit against Bad Debt Provision in the financial ledger.

Reconciliation of the Provision for Doubtful Debtors Account must be prepared annually by the Director Income and retained for audit purposes.

5.5. Other write-offs.

Department / Entity identify deemed irrecoverable debts and prepare report detailing the nature of the underlying debt, conditions that led to the debt being identified as being irrecoverable, details on credit and debt collection processes followed to recover the debt and confirmation that all available avenues to recover the debt have been exhausted.

If approved by the CFO, formal report must be submitted to the Finance Portfolio Committee, Mayoral Committee and Council for consideration.

CASH MANAGEMENT AND FUNDING STRATEGY POLICIES

FUNDING AND RESERVES POLICY

1. Application and Scope

The Funding and Reserves Policy is applicable to the Ekurhuleni Metropolitan Municipality as well as to all of the municipal entities of the Metro, being:

- Brakpan Bus Company
- East Rand Water Care Company
- Ekurhuleni Development Company, including Pharos Park, Phase Two and Lethabong Housing Institute

The policy as amended will be effective as from 1 July 2011.

2. Objectives of Policy

- To ensure the operating and capital budgets of council are appropriately funded
- To ensure that provisions and reserves are maintained at the required levels to avoid future year unfunded liabilities

3. Introduction

The funding of the operating and capital budgets is done on an annual basis for a three year horizon. The budget must be balanced both from an accounting perspective as well as a cash perspective.

The impact of movements in the Statement of Financial Position is taken into account when considering the balancing of the budget.

4. Operating Budget Policies

The Operating Budget provides funding to departments for medium term expenditure. The Operating Budget is developed with certain guiding principles, including the following:

- A Balanced Budget is compiled on an annual basis.
- Assessment Rates are levied in terms of the Municipal Property Rates Act based on land and improvements value. The budget is compiled using the latest approved valuation roll as basis and adjusted for expected growth in the property market. Assessment Rates Tariffs and Rebates are determined annually as part of the tariff setting process.
- Billed revenue for metered services comprise Electricity and Water and Wastewater. The actual consumption for the previous financial years will be used as basis, adjusted with expected growth and or contraction in service levels. The tariffs are set on an annual basis as part of the tariff setting process.
- Solid Waste revenue is billed based on number of erven receiving the service. Other income is charged in terms of the approved tariffs. The budget is compiled based on historic trends and adjusted for expected growth and or contraction in service levels.
- Provision for revenue that will not be collected is made against the "Provision for bad debt" line item. Actual

collection levels for the period directly preceding the budget year is used as benchmark for setting the expected collection level.

- Interest from investment income is based on the actual long term investments that the municipality has, as well as the amount reasonably expected to be earned on cash amounts held during the year. The budgeted financial statements are used as guide on cash amounts that will be available to generate interest income.
- No provision is made for dividends from municipal entities as there is no expectation of dividends as detailed in the Entities Policy.
- No provision is made for income from transfer of assets as only incidental asset transfers are taking place at present.
- Transfers from the accumulated surplus to fund operating expenditure will only be allowed for specific once off projects (and with no recurring operating expenditure resulting thereof).
- The increased depreciation impact as a result of the implementation of GRAP 17 will be phased in over a ten year period (funding from accumulated surplus).
- It will be endeavoured to limit tariff increases to the annual inflation rate or the bulk purchases increases from Council's service providers. Any increases in excess of the above will be to fund additional capital expenditure to address service delivery backlogs and to upscale maintenance activities.
- The budget is compiled net of VAT, i.e. the amounts budgeted for will be the net cost to Council after VAT has been taken into consideration.
- The Ekurhuleni Metropolitan Municipality is registered on the Payments Basis for VAT with the Turnover Based Method as the apportionment calculation method.
- 100% VAT is claimable on all departments for expenditure items that comply with the relevant VAT legislation.
- The offsetting of income and expenditure amounts is not supported and income and expenditure amounts are budgeted for where recoverable jobs are undertaken. This includes recoveries from staff on telephone accounts.
- A detailed salary budget is compiled on an annual basis. All funded positions are budgeted for in total and funded vacancies are budgeted for at 50% of the total package. In addition to this, an amount is determined on an annual basis to fund critical new positions. This amount is budgeted for centrally and transferred to the relevant departments as and when allocations are made by the City Manager.
- Provision for Bad Debts is based on the annual income targets set in the IDP and SDBIP. Full provision is made for penalties on property rates and interest on debtor's accounts.
- Council supports the principle of making sufficient provision for the maintenance of existing assets and infrastructure, yet affordability does result in maintenance budgets being lower than the levels recommended by the World Bank.
- Individual line items in the Operating Budget are to be reviewed each year when developing the budget to ensure proper control over the expenditure and to examine the possibility of rationalization.
- A budget implementation circular is issued on an annual basis to provide guidance on the utilisation of the various line items in the operating budget.

5. Capital Budget Policies

An annual capital budget will be developed as part of the annual budget. Expenditure on capital will be in terms of the annual capital budget. Provision on the annual capital budget will be limited to available internal and external funds.

Allocations made to departments from the available internal funding, will be based on the Growth and Development Strategy. The Budget Steering Committee facilitates the allocation of resources.

5.1. Allocation of internal funds

The Ekurhuleni Metropolitan Municipality has huge service delivery backlogs, especially Infrastructure. Far more funds should be made available on an annual basis to eradicate the backlog. However, to provide services in an equitable and balanced manner throughout the community, certain other projects must also be implemented. Communities need the “softer services”, such as health facilities or sport and recreational facilities just as much as core infrastructure services. Similarly, the safety and security of the community must be addressed to secure a safe environment. It is furthermore critical to grow the local economy. Job creation, one of the national priorities, must be addressed in this budget. This capital budget aims to stimulate job creation and economic growth by means of allocating funds towards the city development segment. Job creation will not only be addressed by the city development segment but also by all other segments in the execution of the capital budget. Certain projects will be executed in terms of the principles of the “Expanded Public Works Programme” to ensure maximum job creation.

Allocations made to departments from the available internal funding, are based on the Growth and Development Strategy.

The following principles must, as far as possible, be addressed in the implementation of the capital budget:

- ~ Job creation;
- ~ Labour based construction;
- ~ Advancement of SMME's; and
- ~ Supporting of BBBEE.

Multi-year allocations will be made using the following prioritisation methodology:

1. Revenue generating projects (with aim of generating revenue to provide services) – (Example: Water & Electricity meters). The projects must be linked to the Capital Investment Framework as contained in the Metro Spatial Development Framework.
2. Projects to reduce cost (Examples: Protective structures, fuel management system, telephone management system and consumption management system – indigent excess consumption).
3. Refurbishment of Infrastructure resulting from the

maintenance backlog. The condition of the assets will be rated as follows for prioritisation purposes:

- a. 1: If the asset is not refurbished in the next financial period, it will have to be replaced within 2 – 3 years at a higher cost.
- b. 2: Current maintenance cost of the assets is exceptionally high.
- c. 3: Pro-active refurbishments – Road resurfacing will in future years be included in this component and not operating expenditure as agreed with the AG.
- d. Creation of sustainable human settlements in terms of infrastructure services (as contemplated by the National Human Settlements Department).
- e. Eradication of access backlogs (towns already promulgated but not yet fully integrated, i.e. residents do not have access to all required service). The services sub-prioritised as follows:
 - Essential Services: No 1: Water and Sanitation, No 2: Electricity, No 3: Roads and Stormwater (non negotiable services).
 - Social Infrastructure: No 1: Health facilities, No 2: Emergency facilities, No 3: Prevention of Crime, No 4: Libraries (Education), No 5: Other community and sports facilities
- f. Formalisation of Informal Settlements into sustainable human settlements. The services sub-prioritised as follows:
 - Essential Services: No 1: Water and Sanitation, No 2: Electricity, No 3: Roads and Stormwater (non negotiable)
 - Social Infrastructure: No 1: Health facilities, No 2: Emergency facilities, No 3: Prevention of Crime, No 4: Libraries (Education), No 5: Other community and sports facilities

Note: The split between the funding allocated to eradication of access backlogs and formalisation of informal settlements will have to be further workshopped as part of the development of the prioritisation model.

5.2. Impact of capital budget on future operating budgets

All capital projects have a recurring effect on future operating budgets. The following main cost components should be considered before capital projects are approved:

- Additional staff cost required to staff any new facility once operational;
- Additional contracted services, i.e. external security, cleaning services, etc;
- Additional general expenditure, i.e. services cost, stationery, cleaning materials, etc;
- Additional costs to maintain the assets;
- Additional depreciation charges (non cash item); and
- Additional interest and redemption to service loans to fund the capital budget.

Projects may, however, also result in additional revenue generation. The impact that the expenditure has, must be offset by the additional revenue generated to determine the real impact on the operating budget, and the possible effect on tariffs.

5.3 Multi-year budget and commitments

Departments are allowed to commit both the internal and confirmed external funds in accordance with the Multi-year budget.

5.4 Borrowing requirements

The borrowing requirements as contained in the Borrowing Policy provide for the following:

Ekurhuleni's Long Term Financing Strategy has been used as basis to determine the affordability of loans over the Medium Term Income and Expenditure Framework (MTIEF) Period.

The assumptions of the forecast model are as follows:

- The operating income and expenditure will grow with between 6% and 35% per annum (within the current inflation target setting and Eskom indicative price increases);
- Debtor's payment levels of 92% on current billings. In addition, amounts in arrears will be collected and written off with varying amounts over the 3 year period;
- New loans are repaid in 10 annual instalments at an interest rate of 11%; and
- The capital budget has an actual implementation rate of 100%. This was used as indicator of how the cash position will be as "worst-case" scenario.

From the above, the extent of borrowings recommended to be taken up in the MTIEF Period will be determined.

Borrowings of Municipal Entities

All proposed borrowings of Municipal Entities must be authorised by the Ekurhuleni Metropolitan Municipality.

The Ekurhuleni Metropolitan Municipality will consider the provision of guarantees for the borrowings of Entities as approved by Council within limits of affordability.

It will be endeavoured to negotiate consolidated borrowings for the EMM group when possible, however, individual borrowings are allowable in terms of this policy.

6. Funding Policies

6.1. Operating Budget

The municipality categorises services rendered to the community according to its revenue generating capabilities:

- Trading services (services that generate surpluses that can be used to fund other services rendered by the municipality);
- Economic services (services that break-even, but do not generate any surpluses to fund other services rendered by the municipality); and
- Rates and General (services that are funded by assessment rates, government grants or surpluses generated by the trading services).

The operating budget is thus funded from the following main sources of income:

- Assessment Rates;
- Equitable Share;
- Fuel Levy;
- Surplus generated from Electricity Service;
- Surplus generated from Water Service;
- Other Service Charges, fines and sundry income; and
- Other Government Grants.

The funding mix will be presented on an annual basis as part of the operating budget.

6.2. Capital Budget

The capital budget is mainly funded from Government grants and Borrowings at present.

The funding mix will be presented on an annual basis as part of the capital budget.

Funding for capital budgets of future years will be generated through a combination of methods, being depreciation (as main source), grants and donations (with a dedicated effort to lobby for additional grant allocations and private sector injections) as well as borrowings as and when the current debt book is redeemed to ensure maximum use is made of funding options, including gearing at the optimal levels.

The increased asset value as a result of the GRAP 17 asset depreciation will be phased in for tariff setting purposes and more cash will be generated in a progressive manner over the next eight years. At present, the cash generated from depreciation are used for the redemption payments due. It is anticipated that the following cash amounts will be generated through depreciation until 2017/2018:

Table 119: Cash Generated Through Depreciation Budget

Fin Year	Cash generated through Depreciation budget	Less Redemption payments due (utilization of cash)	Available cash before investments made for future year loan redemptions with bullet profiles
2010/2011	712,555,107.36	452,820,219.99	259,734,887.37
2011/2012	867,465,720.54	204,824,338.41	662,641,382.13
2012/2013	1,022,376,333.72	208,730,782.89	813,645,550.83
2013/2014	1,177,286,946.90	632,027,006.34	545,259,940.57
2014/2015	1,332,197,560.09	165,527,759.23	1,166,669,800.85
2015/2016	1,487,108,173.27	177,477,379.12	1,309,630,794.15
2016/2017	1,642,018,786.45	191,350,088.39	1,450,668,698.06
2017/2018	1,796,929,399.63	206,629,259.23	1,590,300,140.40

In other words, depreciation will generate cash (the difference between the annual depreciation charged to the statement of financial performance and the offset depreciation used to phase the additional depreciation in) as indicated above until 1718 (based on current depreciation levels – as the asset base increases with capital investments, the amount of cash generated through depreciation will also increase).

The current debt book must be repaid in terms of the repayment conditions from this cash and the balance is then available for utilisation. A portion must be used to set up zero coupon bonds / sinking funds (or other alternative investments that will be utilised for the redemption of the bonds when they become due). The balance will then be available for capital funding.

7. Reserves

As required by GRAP, only provisions are shown separately on the face of the Statement of Financial Position. All reserves are “ring-fenced” as internal reserves within the Accumulated Surplus. Ring-fenced reserves are as follows:

- Assets fair value reserve; and
- Bulk contributions reserves (Electricity, Water and Sanitation, Roads and Parks).

The Assets fair value reserve is not supported by cash but is only used for the phasing in of increased depreciation charges as a result of the full implementation of GRAP 17.

The Cash Management Policy provides for the cash requirements for provisions and reserves. Reserves must be funded and cash backed as detailed in the Cash Management Policy.

BORROWING POLICY

1. Application and Scope

The Borrowing Policy is applicable to the Ekurhuleni Metropolitan Municipality as well as to all of the municipal entities of the Metro, being:

- Brakpan Bus Company;
- East Rand Water Care Company; and
- Ekurhuleni Development Company, including Pharoe Park, Phase Two and Lethabong Housing Institute.

The adoption of the policy will result in the repealing of the Funding Strategy compiled in March 2004.

The policy as amended will be effective as from 1 July 2011.

2. Objectives of Policy

To regulate the borrowing framework of the Ekurhuleni Metro to ensure optimum use is made of financial gearing.

Specific objectives:

- To maintain or reduce the average cost of borrowing;
- To maintain the following financial ratios:
 - ~ Interest cost to total expenditure to not exceed 8%;
 - ~ Long term debt to internal funds and reserves to not exceed 50%;
 - ~ Long term debt to fixed assets to not exceed 50%
- To maintain a long-term credit rating of AA;
- To achieve a capital budget of R2 billion plus per annum.

3. Introduction

Given that a large portion of municipal infrastructure has a long-term economic life and a general principle is that the current ratepayers should not pay for the usage of future ratepayers, there is a strong economic argument to finance this capital expenditure through long-term borrowing in order to accelerate the pace of delivery and to mirror the repayment of funds with the economic life of the asset.

The economic life of assets should always be equal to or longer than the tenure of the debt finance.

4. Legislative Framework

Chapter 6 of the MFMA and the National Treasury Municipal Regulations on Debt Disclosure must be complied with.

Municipal Entities must comply with Section 108 of the MFMA in addition to Chapter 6.

4.1. Process

The process as required by the MFMA is as follows:

Section 46

(2) A municipality may incur long-term debt only if-

- (a) a resolution of the municipal council, signed by the mayor, has approved the debt agreement; and
- (b) the accounting officer has signed the agreement or other document which creates or acknowledges the debt.

(3) A municipality may incur long-term debt only if the accounting officer of the municipality-

(a) has, in accordance with section 21A of the Municipal Systems Act-

- (i) at least 21 days prior to the meeting of the council at which approval for the debt is to be considered, made public an information statement setting out particulars of the proposed debt, including the amount of the proposed debt, the purposes for which the debt is to be incurred and particulars of any security to be provided; and

- (ii) invited the public, the National Treasury and the relevant provincial treasury to submit written comments or representations to the council in respect of the proposed debt; and

(b) has submitted a copy of the information statement to the municipal council at least 21 days prior to the meeting of the council, together with particulars of-

- (i) the essential repayment terms, including the anticipated debt repayment schedule; and

- (ii) the anticipated total cost in connection with such debt over the repayment period.

4.2. Other Conditions

Conditions applying to both short-term and long-term debt

Section 47 - A municipality may incur debt only if-

(a) the debt is denominated in Rand and is not indexed to, or affected by, fluctuations in the value of the Rand against any foreign currency; and

(b) section 48(3) has been complied with, if security is to be provided by the municipality.

Section 48 (Security)

(1) A municipality may, by resolution of its council, provide security for-

- (a) any of its debt obligations; (If security is provided, there are additional conditions to be complied with).

Section 49 (Disclosure)

- (1) Any person involved in the borrowing of money by a municipality must, when interacting with a prospective lender or when preparing documentation for consideration by a prospective investor-
- (a) disclose all information in that person's possession or within that person's knowledge that may be material to the decision of that prospective lender or investor; and
 - (b) take reasonable care to ensure the accuracy of any information disclosed.
- (2) A lender or investor may rely on written representations of the municipality signed by the accounting officer, if the lender or investor did not know and had no reason to believe that those representations were false or misleading.

In addition to the above MFMA requirements, the Debt Disclosure Requirements must be complied with in respect of information to be provided.

The following Information to be provided to National Treasury with respect to a long-term debt proposal:

Table 120: Information to be Provided to National Treasury with Respect to a Long-Term Debt Proposal

	Details	MFMA
1	A copy of the information statement required by section 46(3), containing particulars of the proposed borrowing (debt) instrument.	46(3)(a)(i)
2	If not already incorporated in the information statement, please ensure the following information is provided separately (note QBMR = Quarterly Borrowing Monitoring Return to NT, see over page for further information): <ul style="list-style-type: none"> • amount of debt to be raised through borrowing or other means • purposes for which the borrowing (debt) is to be incurred • interest rate(s) applicable (state whether fixed or variable etc) • planned start and end date (term of instrument) • detailed repayment schedule for the duration of the borrowing (debt) (showing dates and all payments of principal and interest, etc) • total estimated cost of the borrowing (debt) over the repayment period • type of instrument (select from QBMR) • security to be provided (select from QBMR) and provide details • source of loan funds (select from QBMR) 	46(3)(b)(i) and (ii)
3	A schedule of consultation undertaken, including: <ul style="list-style-type: none"> • date(s) when the information statement was made public • details of meetings, media adverts and other methods used to consult on the proposed long-term borrowing (debt) 	46(3)(a)(i), (ii)
4	A copy of the approved budget, and relevant documentation supporting the budget, highlighting the asset(s) to be funded by the proposed borrowing (debt) and the revenue to be received. It must be demonstrated that the proposed borrowing (debt) is consistent with the IDP, the capital budget and the revenue is shown accordingly.	46(6) 17(2) 19

	Details	MFMA
5	If the borrowing (debt) is for the purpose of refinancing existing long-term borrowing (debt), the following information: <ul style="list-style-type: none"> • description of the asset(s) for which the original loan was required • the useful remaining life of the asset(s) • the net present value of the asset(s), including the discount rate used and any assumptions in the calculations • the net present value of projected future payments before refinancing, including the discount rate and assumptions used. • the net present value of projected future payments after refinancing, including the discount rate and assumptions used. 	46(5)
6	What source of funding will be used to repay the loan? Please specify the revenue stream(s) and whether this is existing revenue, or new revenue.	19(1)(d)
7	Schedule of all long-term borrowing (debt) obligations in the format of the QBMR showing principal and interest payments for the life of all loans and any associated investments set up as sinking funds etc.	
8	In the case of a municipal entity, details of any guarantee or other forms of security to be issued by the parent municipality(s) in respect to the entity's proposed borrowing (debt).	50
9	Please note: a copy of the council/board of directors' resolution approving the borrowing (debt) instrument should be forwarded once approved.	

5. Interest Rate Risk

As a general principle, when interest rates are expected to decrease, it is advisable that a floating rate be negotiated in order to take advantage of the lower interest rates in the future. If interest rates are expected to increase, it is advisable to obtain a fixed rate so that the benefits of the current low interest rate are maintained.

In a municipal environment, however, it is advisable that interest rate risk be limited insofar as possible. This will ensure stability in terms of annual rates increases and reduce the potential of unfunded liabilities arising during the year without the ability to adjust the revenue of the municipality.

The policy directive is to negotiate fixed interest rates on all long term borrowings. Variable rates should be used for short term debt only.

6. Form of borrowings

Long term borrowings will be taken up in the following forms:

- Balance Sheet loans (both secured and unsecured) from registered South African banks and/or other financial institutions offering balance sheet loans
- Municipal Bonds through the Bond Exchange of South Africa
- Long term debt agreements between the RSA National Government and the municipality (where applicable)
- Long term debt agreements between State Owned Enterprises of the RSA National Government and the municipality (where applicable)
- Long term debt agreements between municipalities (where

applicable)

- Long term debt agreements between the municipality and its municipal entities (where applicable)

7. Limitations

Ekurhuleni's Long Term Financing Strategy has been used as basis to determine the affordability of loans over the Medium Term Income and Expenditure Framework (MTIEF) Period.

The assumptions of the forecast model are as follows:

- The operating income and expenditure will grow with between 6% and 35% per annum (within the current inflation target setting and Eskom indicative price increases).
- Debtor's payment levels of 92% on current billings. In addition, amounts in arrears will be collected and written off with varying amounts over the 3 year period.
- New loans are repaid in 10 annual instalments at an interest rate of 11%.
- The capital budget has an actual implementation rate of 100%. This was used as indicator of how the cash position will be as "worst-case" scenario.

From the above, the extent of borrowings recommended to be taken up in the MTIEF Period will be determined.

8. Borrowings of Municipal Entities

All proposed borrowings of Municipal Entities must be authorised by the Ekurhuleni Metropolitan Municipality.

The Ekurhuleni Metropolitan Municipality will consider the provision of guarantees for the borrowings of Entities as approved by Council within limits of affordability.

It will be endeavoured to negotiate consolidated borrowings for the EMM group when possible, however, individual borrowings are allowable in terms of this policy.

9. Conclusion

The provision of municipal and social infrastructure to the community should be fast-tracked to ensure backlog eradication within the timeframes set by National Government, or as soon as possible thereafter. In order to achieve this, a myriad of funding methods, including borrowings will be applied by the Ekurhuleni Metropolitan Municipality.

CASH MANAGEMENT POLICY

1. Application and Scope

The Borrowing Policy is applicable to the Ekurhuleni Metropolitan Municipality as well as to all of the municipal entities of the Metro, being:

- Brakpan Bus Company
- East Rand Water Care Company
- Ekurhuleni Development Company, including Pharoeh Park, Phase Two and Lethabong Housing Institute

Cash Management will include all amounts disclosed on the financial statements on the following line items:

- Investments (Long Term and Short Term)
- Investments in Municipal Entities
- Cash and Cash Equivalents

The policy as amended will be effective as from 1 July 2011.

2. Objectives of Policy

- To maintain an acceptable level of cash for operational and other requirements
- To maintain a minimum long-term credit rating of AA2za according to Moody's Rating Agency Credit Rating Scale

3. Introduction

Availability of cash is one of the key requirements for financial sustainability for any organisation. Accumulated surplus is not an indicator of available cash and should not be seen as having a direct correlation with surplus cash.

One of the first and most important issues that must be borne in mind is that financial statements of municipalities are compiled on the accrual basis (GRAP/GAAP accounting standards used as basis of compilation) and not on the cash basis as Provincial and National Government. In the past (prior to 1 July 2004) the accrual basis was used, but fund accounting was applied and not GRAP. This change in accounting basis led to the generation of larger than expected accounting surpluses.

4. Determination of minimum cash level to retain

4.1 Investment in Municipal Entities

The amounts shown as Investments in Municipal Entities are to be regarded as a "non distributable reserve" and no cash made available to fund either the operational or capital budget. The amount shown as investment is not required to be held in cash.

4.2 Encumbered Investments

Certain long terms investments were ceded to financial institutions as guarantees for long term loans taken up. These investments are not available to the Ekurhuleni Metropolitan Municipality for any purpose other than the redemption of the loans and the cash can therefore not be made available to fund either the operational or capital budget.

4.3 Balance Sheet Reserves and Provisions:

The Accounting Policy of the Ekurhuleni Metropolitan Municipality contains the following sections relating to provisions:

A provision is recognised when the economic entity has a present obligation (legal or constructive) as a result of a past event and it is probable (i.e. more likely than not) that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

The economic entity does not recognise a contingent liability or contingent asset. A contingent liability is disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is disclosed where an inflow of economic benefits is probable.

Provisions are reviewed annually and those estimated to be settled within the next twelve months are treated as current liabilities. All other provisions are treated as long term liabilities.

Leave Provision

Liabilities for annual leave are recognised as they accrue to employees. The liability is based on the total accrued leave days at year end.

Due to the fact that not all leave balances are redeemed for cash, only 50% of the leave provision is cash backed.

Bonus Provision

The provision is to provide for performance bonuses of the economic entity's section 57 employees.

The Bonus Provision must be cash backed to ensure availability of cash for payment of approved bonuses.

Provision for Workmen's Commissioner Compensation

The provision is for the unpaid periods, estimated in the latest return submitted to the compensation commissioner.

The Workmen's Commissioner Compensation Provision must be cash backed to ensure availability of cash for payment of claims.

COID Provision

The provision for COID pensions and medical aid liability is based on eligible members, their current age and their future life expectancy. Cash flows are projected on the basis of current pension payments escalated at 7% per annum over member's expected lives. Resulting cash flows have been discounted to Net Present Value applying a discount rate of 12%.

The COID Provision must be cash backed to ensure availability of cash for payment of claims.

GMRF provision

The provision is for the economic entity's obligation to the

Germiston Municipal Retirement Fund due to the economic entity failing to meet its obligation to contribute to the fund due to the required investment yield not being achieved.

The GMRF Provision must be cash backed to ensure availability of cash for payment of claims.

Landfill Rehabilitation Provision

The Landfill Rehabilitation Provision is created for the rehabilitation of the current operational sites at the future estimated time of closure.

The value of the Provision is based on the expected future cost to rehabilitate the various sites discounted back to the balance sheet date at the cost of capital, which is currently 12%.

The economic entity has an obligation to rehabilitate these Landfill sites. The cost of such property includes the initial estimate of the costs of rehabilitating the land and restoring the site on which it is located, the obligation for which a economic entity incurs as a consequence of having used the property during a particular period for landfill purposes. The economic entity estimates the useful lives and make assumptions as to the useful lives of these assets, which influence the provision for future costs.

The asset is measured using the cost model:

- (a) subject to (b), changes in the liability are added to, or deducted from, the cost of the related asset in the current period;*
- (b) if a decrease in the liability exceeds the carrying amount of the asset, the excess is recognised immediately in surplus or deficit; and*
- (c) if the adjustment results in an addition to the cost of an asset, the economic entity considers whether this is an indication that the new carrying amount of the asset may not be fully recoverable. If it is such an indication, the asset is tested for impairment by estimating its recoverable amount, and any impairment loss is recognised in surplus or deficit.*

The Landfill Rehabilitation Provision must be cash backed to ensure availability of cash for the rehabilitation of the landfill sites.

Provision for Post Retirement Benefits

For defined benefit plans the cost of providing the benefits is determined using the projected credit method.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan. Past service costs are recognised immediately to the extent that the benefits are already vested, and are otherwise amortised on a straight line basis over the average period until the amended benefits become vested.

To the extent that, at the beginning of the financial period, any cumulative unrecognised actuarial gain or loss exceeds ten percent of the greater of the present value of the projected

benefit obligation and the fair value of the plan assets (the corridor), that portion is recognised in surplus or deficit over the expected average remaining service lives of participating employees. Actuarial gains or losses within the corridor are not recognised.

Gains or losses on the curtailment or settlement of a defined benefit plan are recognised when the economic entity is demonstrably committed to curtailment or settlement.

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as plan assets. In surplus or deficit, the expense relating to a defined benefit plan is presented as the net of the amount recognised for a reimbursement.

The amount recognised in the statement of financial position represents the present value of the defined benefit obligation as adjusted for unrecognised actuarial gains and losses and unrecognised past service costs, and reduces by the fair value of plan assets.

Any asset is limited to unrecognised actuarial losses and past service costs, plus the present value of available refunds and reduction in future contributions to the plan.

Due to the fact that the social contributions to employees are budgeted for on an annual basis, the Provision for Post Retirement Benefits is not cash backed.

Provision for Long Service Awards

The economic entity offers various types of long service awards to its employees. The provision is to recognise the present value of the obligation as at the reporting date.

Due to the fact that the long service awards to employees are budgeted for on an annual basis, the Provision for Long Service Awards is not cash backed.

Donations, Public Contributions and Unspent Grant funding (including developer's contributions to bulk services)

The Accounting Policy of the Ekurhuleni Metropolitan Municipality contains the following section relating to donations and public contributions:

“Revenue received from conditional grants, donations and funding is recognised as revenue to the extent that the Municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions or obligations have not been met a current liability is recognised.”

Unspent amounts in relation to donations, public contributions and unspent grant funding are therefore retained in cash and are not available to fund any items on the operating or capital budget other than in terms of the conditions of the donations, public contributions or grants.

Consumer Deposits, including Rental Deposits

Consumer deposits are regarded as creditors, i.e. the funds are owed to consumers and can therefore not be utilised to fund the operating or capital budget.

Only 50% of Consumer Deposits and Rental Deposits should be retained in cash.

Working Capital

Working capital is required to ensure cash availability in the event of emergencies.

Cash must be measured according to three ratios being:

- Number of days based on total cash and investments
- Number of days based on operating cash
- Number of days based on un-encumbered cash.

The aim is to have the un-encumbered cash at least 0 days, but ideally all reserves must be cash backed as per the cash management policy.

Operating cash of at least 10 - 15 days should be maintained in addition to the funding of the reserves.

The target for total cash is retained at 45 days for the period in which the required reserves are being accumulated. Once the reserves have been increased to the desired levels, the total cash target will be removed and an increased operating cash target will be set.

Non-compliance with the cash requirements will not be seen as a going concern risk as the municipality has the legal power to raise rates and taxes to meet cash requirements.

INVESTMENT POLICY

1. Application and Scope

The Borrowing Policy is applicable to the Ekurhuleni Metropolitan Municipality as well as to all of the municipal entities of the Metro, being:

- Brakpan Bus Company
- East Rand Water Care Company
- Ekurhuleni Development Company, including Pharoe Park, Phase Two and Lethabong Housing Institute

The policy, as amended, will be effective as from 1 July 2011.

2. Objective of Policy

The objective of the policy is to ensure that all investments made by the Ekurhuleni Metropolitan Municipality ("EMM") comply with the Investment Regulations issued by National Treasury in terms of the Municipal Finance Management Act. This Policy, as far as practically applicable, must be consistent with the Supply Chain Management Policy.

3. Legislative Framework

The legislative framework governing investment decisions are:

- Local Government Municipal Systems Act 32 of 2000 (as amended).
- Municipal Finance Management Act 56 of 2003.
- Municipal Investment Regulations published under Government Gazette 27431 on 1 April 2005.
- Municipal Supply Chain Management Regulations published under Government Gazette 27636 on 30 May 2005.

3.1 Permitted Investments

The following are permitted investments in terms of the Government Gazette No. 27431:

"A municipality or municipal entity may invest funds only in any of the following investment types as may be appropriate to the anticipated future need for the funds:

- (a) *Securities issued by the national government.*
- (b) *Listed corporate bonds with an investment grade rating from a nationally or internationally recognised credit rating agency.*
- (c) *Deposits with banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990)*
- (d) *Deposits with the Public Investment Commissioners as contemplated by the Public Investment Commissioners Act, 1984 (Act No. 45 of 1984)*
- (e) *Deposits with the Corporation for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act No. 46 of 1984).*

(f) *Banker's acceptance certificates or negotiable certificates of deposit of banks registered in terms of the Banks Act, 1990*

(g) *Guaranteed endowment policies with the intention of establishing a sinking fund*

(h) *Repurchase agreements with banks registered in terms of the Banks Act, 1990*

(i) *Municipal bonds issued by a municipality; and*

(j) *Any other investment type as the Minister may identify by regulation in terms of section 168 of the Act, in consultation with the Financial Services Board."*

3.2 Investments denominated in foreign currencies

EMM may make an investment only if the investment is denominated in Rand and is not indexed to, or affected by, fluctuations in the value of the Rand against any foreign currency.

4. Definitions

Short-term investments are defined as:

"Any cash or liquid securities owned by the EMM which have a maturity date, and/or callable date reasonably expected to be exercised, that is equal to or less than one year."

Long-term investments are defined as:

"Any cash or liquid securities owned by EMM which have a maturity date, and/or callable date reasonably expected to be exercised, that is greater than one year."

5. Purpose and Objectives of Investments

5.1 Preservation and safety of investments

The probable safety of the investment must in the first instance be considered when making investments. Preservation of capital is accomplished through placement of funds with creditworthy institutions and through portfolio diversification.

5.2 Investment Diversification

Diversification is required to minimize potential losses on individual securities and to maximize the yield from a blend of financial products.

5.3 Liquidity

The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated operating requirements.

5.4 Return on investments

The investment portfolio shall be designed with the objective of attaining a maximum rate of return subject to the investment risk constraints and liquidity requirements of EMM.

6. Standards of Care

6.1 Prudence

The City Manager, in accordance with this policy, must exercise due diligence in carrying out the investment function. EMM has a responsibility to invest public funds with great care and is accountable to the community in this regard. Investments must be made with such judgement and care, under the prevailing circumstances, as a person of prudence, discretion and intelligence would exercise in the management of that person's own affairs. Investments may not be for speculation but must be genuine investments.

6.2 Ethics and Conflicts of Interest

Officials responsible for the investment of funds must steer clear of outside interference, regardless of whether such interference comes from individual Councillors, agents or any other institution. The ethical standards as contained in the Municipal Supply Chain Management Policy are "mutatis mutandis" applicable to investment activities.

Interest rates offered should never be divulged to another institution.

6.3 Payment of Commission

No commission or other award may be paid to an official or councillor of EMM or to a spouse or close family in respect of any investment made or referred by EMM.

If an investee pays any commission or other reward to an external investment manager appointed by the EMM in respect of any investment made by EMM, both the investee and the investment manager must declare such payment to the council by way of a certificate disclosing full details of the payment.

7. Delegation of Authority

Authority to manage EMM's investment portfolio is delegated as follows:

- The City Manager to invest any amount (after taking due cognisance of the liquidity requirements of EMM) of the short-term funds in terms of the provisions of the investment policy.
- The Bid Adjudication Committee to approve the investment of long-term funds in terms of the provisions of the Investment Policy and Municipal Supply Chain Management Regulations in accordance with the process as stipulated in the Supply Chain Management Policy.

8. Rating of Financial Institutions

EMM shall rely on the credit analysis of the financial institutions as obtained from external Credit Rating Agencies as appointed by Council from time to time. The City Manager shall be made aware of real or potential problems related to credit or credit rating issues and their impact on the investment portfolio by the Credit Rating Agency, as this information becomes available.

9. Authorised Investments

All investments must be in the name of the EMM or one of the municipal entities.

10. Investment Limitations

10.1 General Investment Practice

Short-term investments

In order to obtain the greatest security for EMM's funds, short-term investments are not to be made with financial institutions with ratings lower than A1 /F1 as defined in the National Rating Definitions.

EMM's exposure to any one financial institution, for short-term investments, is limited as follows:

- A1+ / F1+ Short Term Rating: 5% of institution's total equity as published from time to time in the Fitch Banking Sector Report;
- A1 / F1 Short Term Rating: 4% of institution's total equity as published from time to time in the Fitch Banking Sector Report;

Long term investments:

Long term investments shall only be made with financial institutions with a minimum long term rating of A. EMM's exposure to any financial institution for long term investments is limited to 2% of the institutions total equity as published from time to time.

Long term investments are regarded as "competitive bids" and must be treated in accordance with the Supply Chain Management Policy, in as far as allowing fair competition among the investing institutions / fund managers that meet the predefined criteria. Investing in permitted investments, in terms of the municipal investment regulation 6 and clause 3.1 of this policy; represents prudent financial management that ensures fund preservation and building cash reserves in the name of the municipality / entity to yield better return while ensuring that there will be sufficient cash liquidity for the municipality to meet its commitments when due and service delivery objectives as a primary premise. Therefore funds investment should be viewed as creating cash diversification for the municipality and not as creating expenditure or obligation as such. In conclusion; the MFMA section 33 or section 46 is not applicable in the investments process.

10.2 Total exposure

EMM's total exposure for short and long-term investments to any financial institution must be limited to 7% of the institution's total equity as published from time to time in the Fitch Banking Sector Report.

11. Investment Managers

Investment or Asset Fund Managers may be appointed to assist with the placing of investments, or to manage a portion of the investment portfolio in order to maximize interest earned without jeopardizing liquidity. The appointment of these service providers must be done in accordance with the Supply Chain Management Policy.

The conditions for their use including their liability in the event of non-compliance with this policy must be included in the bidding

documentation specifying mandates that minimize risk and place the institutions on equal footing.

12. The Process of Investment of Funds

The process of investment of funds must in the first instance be made with the primary regard being to the probable safety of the investment in the second instance to the liquidity needs of EMM and lastly to the probable income derived from the investment.

The investment of funds must be dealt with in accordance with the procedure for the calling of quotations and competitive bids as detailed in the Supply Chain Management Policy.

13. Safekeeping and Custody

The Chief Financial Officer shall establish and maintain an internal control structure designed to ensure the assets of the Metro are protected from loss, theft, or misuse. The controls will be to prevent losses of public funds from fraud, employee errors, misrepresentation by third parties, or imprudent actions by employees and officers of EMM. The controls will include, among others:

- Control of collusion
- Separation of functions
- Separation of transaction authority from accounting and record-keeping
- Custodial safekeeping
- Clear delegation of authority to subordinate staff members
- Specific limitations regarding security losses and remedial action
- Supervisory control of employee actions
- Minimising the number of authorised investment officials
- Effective data management and reporting system for investment activities
- Documentation of transactions and strategies.

14. Reporting

The Municipal Manager must, within 10 working days after the end of each month, submit to the Executive Mayor a report describing, in accordance with generally recognised accounting practice, the investment portfolio as at the end of the month.

The above-mentioned report must set out the following:

- the market value of each investment as at the beginning of the reporting period;
- any changes to the investment portfolio during the reporting period;
- the market value of each investment as at the end of the reporting period; and
- fully accrued interest or yield for the reporting period.

A bank, insurance company or other financial institution which at the end of a financial year holds, or at any time during a financial year held, an investment for EMM, must:

- within 30 days after the end of that financial year notify the Auditor General, in writing, of that investment, including

the opening and closing balances of that investment in that financial year and;

- promptly disclose information regarding the investment when so requested by the National Treasury or the Auditor-General.

15. Policy Review

This policy will be reviewed annually by the Chief Financial Officer to ensure congruence with changing needs, technology, evolving regulatory standards with the MFMA, Investment regulations, and private sector best practices. The process to be followed for the annual revision of the policy will be via the committee system of Council as part of the annual Budget Process.

LONG TERM FINANCIAL PLAN

1. Application and Scope

The Long Term Financial Plan is applicable to the Ekurhuleni Metropolitan Municipality.

The policy, as amended, will be effective as from 1 July 2011.

2. Objectives of Policy

- To ensure the long term financial sustainability of the Ekurhuleni Metropolitan Municipality
- To adequately provide for both capital requirements as well as the servicing of debt incurred to fund capital infrastructure
- To adequately charge for depreciation of assets in order to generate sufficient cash to renew the assets
- To progressively improve collections and reduce the provision for bad debts budget
- To identify new revenue sources as funding option for future years.

3. Introduction

The current infrastructure backlogs of the Metro places tremendous financial strain on the community and proper financial planning is required to ensure the viability of the Metro.

Available funding sources are at present limited to the following:

- Assessment Rates
- Equitable Share Grant received from National Treasury
- Surpluses generated on Trading Services
- Capital Grant Funding
- External debt financing (including balance sheet loans, municipal bonds, leasing of assets, structured finance, etc.)

These funding sources must be optimised and new funding sources secured to ensure the financial viability of the Metro.

4. Projected Financial Results over the MTEF

Results for the period up to 2025 are projected on an annual basis as part of the budget process. Only five year's data will be included in the budget document, but the full forecast must be maintained for management purposes.

5. Revenue Management and Enhancement

The Revenue Management & Enhancement Programme (RMEP) was established with an objective of improving the revenue generation, management, protection and enhancement for the EMM. The RMEP is an organizational wide programme aimed at coordinating all the activities and projects which are geared towards the said objective. This is a medium to long term programme that will in addition to looking at the traditional sources of revenue, explore other sources of generating revenue for EMM.

The function of the RMEP is to improve revenue levels and collections through:

- Fixing of the metering and billing value chain to ensure billing accuracy and integrity
- Indigent Management through updating of the Indigent Management Register, implementation of processes and systems thereof
- Implementation of a Telephone Query Management System supported by the Call Centre and trained staff
- Reduction of the loss of water and electricity
- Improvement of EMM data quality
- Restructuring the Key Accounts Management
- Improvement of systems and processes

As RMEP is an organisational wide programme, resources have been pooled together to work towards a common goal of the revenue unit. The resources have been co-ordinated from various departments:-

- Finance
- City Development
- Infrastructure Services Water
- Electricity
- Refuse and Solid Waste
- ICT
- Communications & Marketing
- Human Resources Management & Development
- Health
- Emergency Services
- Licensin

More than 56 projects have been identified and 16 projects have been prioritised as the core projects. Subsequently the number of priority projects has been increased to 25 to ensure that all high revenue impact projects are monitored.

Four main project streams have been setup to manage various projects that are clustered under these project or programme streams.

- Indigent Management
- Metering and Billing
- Systems and Processes
- Key Accounts Management
- Customer Operating Model

One of the objectives of RMEP is to ensure that EMM services are made more accessible to the communities that EMM is serving. To realise this objective, RMEP will redesign the Customer Operating Model with the purpose of streamlining the interaction of the communities with EMM.

Through the redesigning of the Customer Operating Model, more channels of communications between the customer and the council will be implemented. The channels will improve the speed of communication both ways, ensuring for example that the customer receive that bills on time, the bills are accurate and are up-to-date. The Customer Operating Model will also provide channels that a convenient for use for the customers.

The objective of the indigent management project is to ensure that the indigent communities of EMM are properly served and serviced and managed but cleaning up the indigent register and implementing exit strategies out of this register.

Key accounts management project is a project that aims to have a better relationship between EMM and its high value business consumer by engaging in a model or strategies that will see this group of customers having dedicated personnel to handle all their business needs from the metro.

6. Provision of Funding for Capital Infrastructure Needs

Funding for capital budgets of future years will be generated through a combination of methods, being depreciation (as main source), grants and donations (with a dedicated effort to lobby for additional grant allocations and private sector injections) as well as borrowings as and when the current debt book is redeemed to ensure maximum use is made of funding options, including gearing at the optimal levels.

The increased asset value as a result of the GRAP 17 asset depreciation will be phased in for tariff setting purposes and more cash will be generated in a progressive manner over the next eight years. At present, the cash generated from depreciation are used for the redemption payments due. It is anticipated that cash amounts will be generated through depreciation over the next few years as detailed in the funding and reserves policy.

The current debt book must be repaid in terms of the repayment conditions from this cash and the balance is then available for utilisation. A portion must be used to set up zero coupon bonds (or other alternative investments that will be utilised for the redemption of the bonds when they become due). The balance will then be available for capital funding.

Investments will be made in Zero Coupons / Sinking Funds in the 2011/12 and later financial years. The investment yield will be used to redeem bond issued as from the 2009/10 financial year.

7. Collection Rate Improvements

The impact of the collection rate on the operating budget must be calculated on an annual basis and included in the budget as part of the sensitivity analysis.

The target of 93% collection rate will be maintained as part of the performance management system, but only a realistically collectable rate will be budgeted for to protect the cash position of council.

Whilst it is not practically possible to move from 90% to 95% in one financial year, the revised revenue management programme is expected to improve collection levels to at least 92% - 93% during the MTEF period with improvements to 95% expected in the longer term.

Once achieved, the provision for bad debts budget will reduce. The additional funds available for operations will be utilised for increased maintenance spending.

BUDGET AND ACCOUNTING POLICIES

Budget Implementation And Monitoring Policy

1. Application and Scope

The Budget Implementation and Monitoring Policy is applicable to the Ekurhuleni Metropolitan Municipality as well as to all of the municipal entities of the Metro, being:

- Brakpan Bus Company
- East Rand Water Care Company
- Ekurhuleni Development Company, including Pharoeh Park, Phase Two and Lethabong Housing Institute

The policy, as amended, will be effective as from 1 July 2011.

2. Objectives of Policy

- To ensure effective budget monitoring
- To ensure compliance with the MFMA Budget and Reporting Regulations

This policy deals with the following:

- Budget management and oversight
- Shifting of funds within votes
- Introduction of adjustments budget
- Unforeseen and unavoidable expenditure
- Unauthorised expenditure approved by the Mayor

3. Legislative Framework

National Treasury issued the Budget Regulations on the 17th April 2009 in Government Gazette Number 32141. The Regulations came into effect on the 1st July 2009.

The Regulations deal with the following matters amongst others:

- Only one main adjustments budget may be considered by Council, but there are a number of exceptions where adjustments budgets can be dealt with:
 - ~ If a national or provincial adjustments budget allocates additional revenue to a municipality
 - ~ When unforeseeable and unavoidable expenditure is incurred and approved by the Mayor
 - ~ Approval of roll-overs (to be approved before the 25th August annually)
 - ~ Approval of un-authorised expenditure when the Mayor tables the annual report.
- In-year reports must be prepared in the prescribed format.
- The monthly budget statements must be placed on the municipality's website.
- Municipal Entities must comply to a similar process as prescribed to municipalities.

4. Budget Management and Oversight

Section 71 of the Municipal Finance Management Act reads, inter alia, as follows:

“The accounting officer of a municipality must by no later than 10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality’s budget reflecting the following particulars for that month and for the financial year up to the end of that month:

- (a) *Actual revenue, per revenue source;*
- (b) *Actual borrowings;*
- (c) *Actual expenditure, per vote;*
- (d) *Actual capital expenditure, per vote;*
- (e) *The amount of any allocations received;*
- (f) *Actual expenditure on those allocations, excluding expenditure on-*
 - i. its share of the local government equitable share; and*
 - ii. allocations exempted by the annual Division of Revenue Act from compliance with this paragraph; and*
- (g) *When necessary, an explanation of-*
 - i. any material variances from the municipality’s projected revenue by source, and from the municipality’s expenditure projections per vote;*
 - ii. any material variances from the service delivery and budget implementation plan; and*
 - iii. any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality’s approved budget.”*

The Finance department will facilitate the section 71 in-year reporting process as follows:

- Financial month end reports will be available on the 7th working day of the month
- Reports detailing the following information will be circulated to the Senior Management Team and Heads of Departments:
 - ~ Actual Operating Revenue / Expenditure for the month compared to the budget for the month per category
 - ~ Actual Operating Revenue / Expenditure for the year to date compared to the budget for the year to date
 - ~ Actual Operating Revenue / Expenditure for the year to date compared to the budget for the full year
 - ~ Capital Budget Expenditure for the month compared to the budget for the month
 - ~ Capital Budget Expenditure for the year to date compared to the budget for the year to date
 - ~ Capital Budget Expenditure for the year to date compared to the budget for the full year
 - ~ ◦ Grant allocations received as well as expenditure against those grants for the year to date
 - ~ ◦ Details of unspent grant funding
 - ~ ◦ Other relevant statistics

- Monthly financial statements will be compiled
- Reports will be submitted to the Executive Mayor on the 10th working day of each month
- A formal report with a full analysis of the financial results will be submitted to the Finance Portfolio Committee and Mayoral Committee on a monthly basis – this report will contain the financial information of the Metro in total with details of the financial performance per department. This report will contain a quality certificate signed by the Accounting officer as required by section 5 of the Municipal Budget and Reporting Regulations.
- Each Head of Department will be required to analyse the financial results of his/her department and provide a report to the relevant portfolio committee on a monthly basis.
- Automated budget monitoring will be implemented through the blocking of all financial transactions (placing of orders, payments, journals, etc.) unless sufficient budget is available on the relevant line item on the financial system.
- Salary integration journals will be excluded from the abovementioned process. Financial control on salary payments will be effected through the PEELow/PayDay integration and data integrity check process.
- Any anticipated over-expenditures must be reported to the Chief Financial Officer and the relevant portfolio committee as soon as it is identified by the relevant Head of Department.
- Re-prioritisation of budgets will be allowed to facilitate shifting of funds towards anticipated over-expenditure items as identified above.

5. Shifting of funds within votes

Section 1 of the MFMA defines a “vote” as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

The term “vote” is used to divide the budget into segments and the council then approves the budget according to these votes via resolution. The definition requires votes to be at the departmental or functional level. The reason for this is that municipalities are organized around departments, which in most instances tend to be linked to specific functions. Senior managers often head such departments/functions, which makes it easier for the “vote” of a department to be used to facilitate greater accountability for service delivery and budget implementation over the performance of senior managers, in accordance with their annual performance agreements. For effective accountability, senior managers form part of top management and report directly to the municipal manager (section 77 of the MFMA).

Any expenditure incurred that is not in accordance with a vote (or exceeds the amount for a vote) is classified as unauthorised expenditure, which sets off corrective and disciplinary mechanisms against the accounting officer. Any movement of funds between “votes” or alteration of service delivery targets or performance indicators therefore requires an adjustment budget

and a further council resolution. That is, a council resolution is required to deviate from the original council resolution that approved the budget. Keeping the "vote" at a high level allows senior managers to move expenditure and revenue as necessary within a "vote" without an adjustments budget provided the overall revenue, expenditure and performance objectives for that "vote" are not negatively affected⁹.

The shifting of funds between votes will be allowed within the following parameters:

Administrative Process

As per delegations approved by Council per Item A-CL (05-2007) 29 March 2007 – amounts applicable as from 1 July 2011 to 20 June 2012:

CHIEF FINANCIAL OFFICER

Delegated up to R479 160 - Escalating with 10% per year.

Up to an amount of R479 160

Can be approved by the CFO, Director: Budget and Financial Management or Executive Manager: Budget and Financial Management

Amounts exceeding R479 160 - to be approved by the CFO

DEPUTY CITY MANAGER

In conjunction with the CFO and MMC: Finance: Delegated up to R798 600 - Escalating with 10 % per year

As the amounts are exceeding R479 160 - to be approved by CFO

To be approved by the relevant Deputy City Manager

To be approved by the MMC: Finance

CITY MANAGER

In conjunction with the CFO and MMC: Finance: Delegated up to R1 125 300 - Escalating with 10 % per year

As the amounts are exceeding R479 160 - to be approved by CFO

To be approved by the City Manager

To be approved by the MMC: Finance

Any request to shift funds within votes (be it for capital or operating expenditure), must be done using the prescribed form. The following process of information verification must be completed before the request is submitted for approval:

- Verification that the request will not lead to the shifting of funds that are not within the limits of the delegated powers as indicated above.
- Provision of background information as to why the shifting of funds are required.
- Provision of specific information in respect of the shifting of funds. The following information must be provided:
 - ~ Specific Questions to be answered for all budget re-allocations
 - Was the budget which is now being reduced over budgeted for?
 - If not, how is it now possible to reduce the budget?
 - If yes, why?
 - How will this re-allocation impact on the budget for the next financial year?
 - ~ Specific Questions to be answered for capital budget re-allocations
 - Will the project where funds are transferred from still be implemented?
 - If not, why not?
 - If yes, when and how will it be funded?
 - Was the ward councillor informed of the budget adjustment?
- The request must be approved by the relevant Head of Department.
- If the Chief Financial Officer is of the opinion that the request will not have a negative impact on the SDBIP outcomes, the request will be approved.
- The request will be forwarded to the Deputy City Manager, City Manager and MMC: Finance (as applicable) for co-approval in terms of the delegated powers.
- Approved requests will be processed on the Venus financial system.
- Only once funds have been shifted, will departments be able to process financial transactions.

Funds budgeted for under the Council General cost centre are provided for activities that are not restricted to a specific function and is thus not deemed to be a MFMA "vote". Shifting of funds between the Council General and other cost centres will be deemed to be transfers within a vote.

Political Process

Any funds to be shifted within votes for amounts that exceed the delegations of the MMC: Finance, City Manager, Deputy City Manager or Chief Financial Officer must be submitted to the Mayoral Committee and/or Council for approval.

The delegated powers of the Executive Mayor in this regard are as follows:

⁹ As per MFMA Circular 12, issued 31 January 2005.

Table 121: Delegated Powers of the Executive Mayor

AUTHORITY		AUTHORISING PROVISIONS
The Council hereby transfers the execution of all powers, tasks and duties of the Council to its Executive Mayor, in accordance with the provisions of section 59 of the Local Government : Municipal Systems Act, 2000, and subject to the provisions of the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA) to be exercised together with the other members of the Mayoral Committee as contemplated in Section 60(3) of the said Act, with exception of the following:		LOCAL GOVERNMENT : MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, ACT 56 OF 2003
A	<p>The Council reserves the power to -</p> <ol style="list-style-type: none"> 1. make, amend or revoke by-laws; 2. determine rates, other taxes, levies and duties; 3. approve the annual budget and the adjustment budgets; 4. raise loans; 5. approve policies in respect of matters not delegated to the Executive Mayor; 6. approve IDP and Metro Spatial Development Framework (MSDF) 7. expropriate property; 8. approve the allowances/benefits of the Executive Mayor and other Councillors; 9. create or reduce levies or tariffs on money received; 10. appoint personnel in the positions of City Manager and Deputy City Managers (levels 1 and 2), after interviewing of candidates by the Executive Mayor or any Committee appointed by the Executive Mayor for this purpose; 11. suspend and/or terminate the employment of any Manager or Managers reporting directly to the City Manager; 12. approve expenditure, excluding the acceptance of tenders or other bid as contemplated in the MFMA, at an amount exceeding R10 million subject to and read with delegation 12 of the Executive Mayor. 13. exercise such powers as must be retained by Council in terms of legislation 14. approve the framework of the organisational and personnel structure as contemplated in section 66 of the Systems Act subject to the further delegations as per this System of Delegations and the Council's Budget processes. 	EKURHULENI METROPOLITAN MUNICIPALITY SUPPLY CHAIN MANAGEMENT POLICY ALL APPLICABLE COUNCIL POLICIES AND RESOLUTIONS

- ° Any expenditure items in excess of R10m must be approved by the Council
- ° Annual budgets and adjustments budgets must be approved by the Council.

Any shifting of funds within votes that do not exceed R10 million can therefore be approved by the Executive Mayor.

Any shifting of funds within votes that exceeds R10 million must be approved by the Council.

To obtain the approval of the Executive Mayor and/or Council must be done through the submission of a report via the relevant portfolio committee following the prescribed process.

The same information as required when shifting funds using the administrative process must be included in the report to be submitted to the Mayoral Committee and/or Council.

Once approved, the shifting of funds will be processed on the Venus financial system. Only once funds have been shifted, will departments be able to process financial transactions.

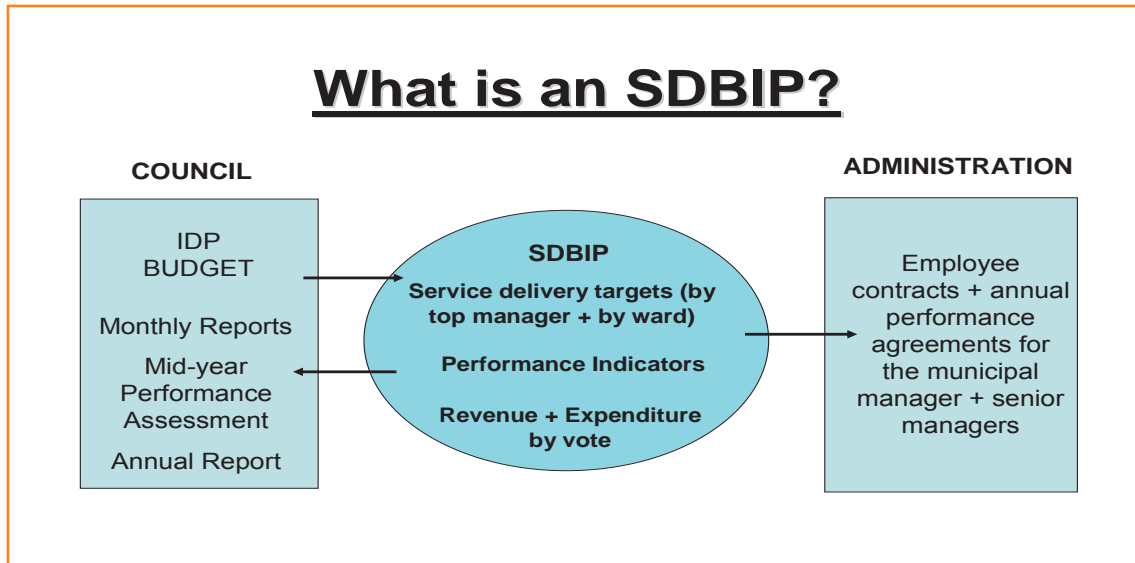
6. Introduction of an adjustments budget

The SDBIP which gives effect to the Integrated Development Plan (IDP) and the municipality's budget as one aligned process in conjunction with the performance agreements of senior managers.

The SDBIP serves as a 'contract' between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget. The SDBIP can be summarized visually as follows: ¹⁰

¹⁰ MFMA Circular 13 issued February 2005

Figure 25: The SDBIP Summarized Visually



For the SDBIP to be useful, regular reporting is essential. Various progress reports must be submitted to Council for consideration during January of each year. These reports include:

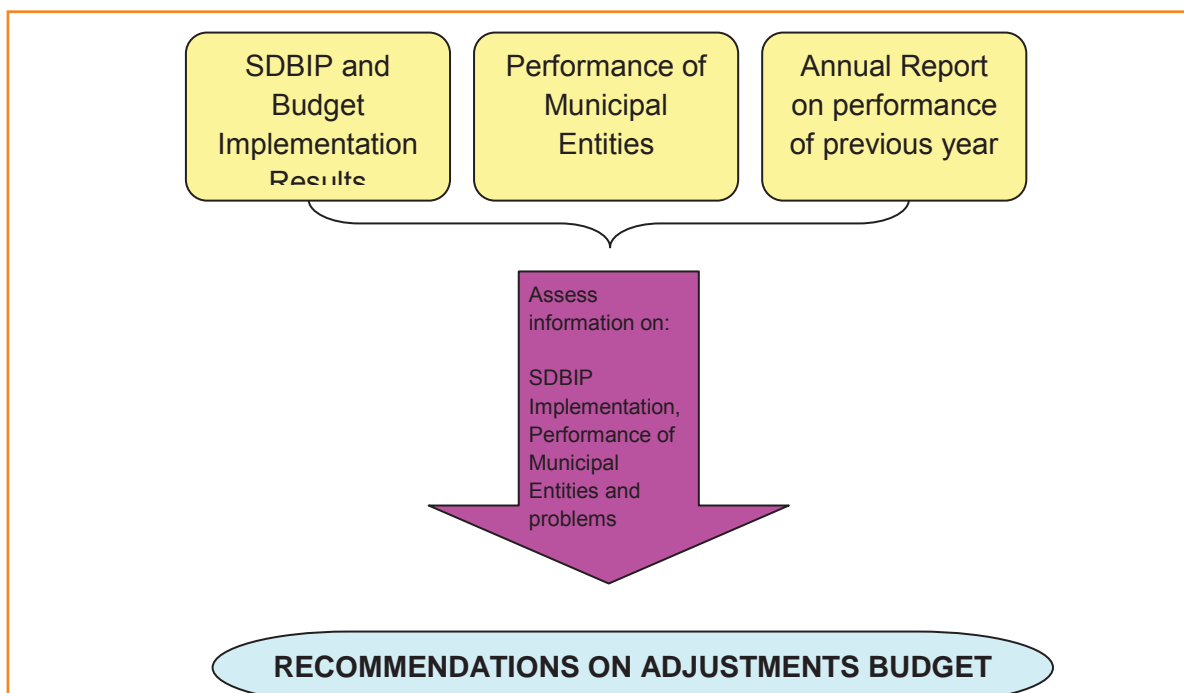
The quarterly SDBIP report – Section 52(d) of the MFMA stipulates that the Mayor must, within 30 days after the end of each quarter, submit a report to Council on the Implementation of the Budget and the Financial State of Affairs of the municipality.

Mid-year Assessment of the Budget – Section 72 of the MFMA states that the Accounting Officer must, by the 25th January of each year assess the performance of the municipality during the first half of the financial year taking the monthly financial results, the SDBIP results, the past year’s annual report and the performance of the municipal entities.

Adjustments Budget - Section 72 of the MFMA further states that the Accounting Officer must, as part of the Mid-Year Assessment of the budget, make recommendations as to whether an adjustments budget is necessary and recommend revised projections for revenue and expenditure to the extent that this may be necessary.

Visually, the process can be summarized as follows:

Figure 26: Summarized Process of Adjustments Budget



Only one main adjustments budget may be considered by Council resulting from the mid year review, but there are a number of exceptions where adjustments budgets can be dealt with:

- If a national or provincial adjustments budget allocates additional revenue to a municipality
- When unforeseeable and unavoidable expenditure is incurred and approved by the Mayor
- Approval of roll-overs (to be approved before the 25th August annually)
- Approval of un-authorised expenditure when the Mayor tables the annual report.

The annual mid year review will be performed during January of each year. The main adjustments budget will be commenced with during January, but Council will have the prerogative to deal with the adjustments budget either during January or at the latest February annually.

The adjustments budget will be considered by the Budget Steering Committee as well as all portfolio committees prior to it being finally approved by Council.

The Finance department will facilitate the requests for shifting of funds between votes. All needs identified between July and December annually must be communicated to the Finance department for the preparation of a consolidated report.

Additional allocations to departments will only be considered if actual revenue has significantly exceeded budgeted revenue for the first six months of the year and it is realistically anticipated that the trend will continue for the second half of the year or if new revenue not budgeted for has been received or if additional national or provincial adjustments budget allocations were made to the municipality.

If any budget amendments result in a change in the SDBIP outcomes, departments will be allowed to submit revised SDBIP's to Council for consideration. A reduction in SDBIP targets as a result of sub-standard performance will not be considered as part of the adjustments budget process.

The adjustments budget must follow the process and be in the format as prescribed by Part 4 of the MFMA Budget and Reporting Regulations.

Once the adjustments have been approved by Council, the Venus financial system will be updated where-after departments will be allowed to process financial transactions.

Adjustments budgets other than the main adjustments budget resulting from the mid year review, will be considered as follows:

Approval of roll-overs (to be approved before the 25th August annually)

Projects funded from Provincial or National Government Grants, or other externally funded sources where projects were scheduled for completion by 30 June annually, but, due to unforeseen delays are not completed by 30 June and no provision for completion of the projects were made in the annual budget, will be considered for roll-overs.

For projects to be considered, the following conditions must be met:

Externally Funded Projects

- Funding must have been received, or a legally binding written commitment for funding to be transferred must have been received
- -and/or Provincial government must have approved the roll over of the funding in terms of the conditions of the Division of Revenue Act (i.e no surrendering of funds applicable)
- Projects must have been committed and/or commenced with.

Internally Funded Projects

- In cases where under spending on a specific project is known before Council will be considering the budget for the next financial year, the amount of the under spending on the project be provided as a roll-over (additional funding) on the budget of the next financial year, provided the following conditions are met:
 - ~ The under spending remains a saving in the first financial year upon conclusion of the annual financial statements
 - ~ The project is funded from external loans AND
 - ~ The external loans of the next financial year are not reduced and the total loans as per the MTEF are taken up
- In cases where the under spending on a specific project was not known at the time when the budget for the next financial year was considered by Council, the under spending be approved as a roll over (additional funding) and be approved by Council before the 25th of August of the following financial year, provided the following conditions are met:
 - ~ The under spending remains a saving in the first financial year upon conclusion of the annual financial statements
 - ~ The project is funded from external loans AND
 - ~ The external loans of the next financial year are not reduced and the total loans as per the MTEF are taken up
- That in both cases mentioned above, the Department will have to submit prove to the satisfaction of the Enterprise Programme Management Section that a realistic project plan and cash flow forecast was in place at the start of the financial year and that the under spending was caused by unforeseen circumstances that emerged after the conclusion of the budget.

The Chief Financial Officer will, annually during July, allow departments the opportunity to submit requests for budget adjustments where the above conditions are met.

An adjustments budget will be submitted to Council for consideration at the August council meeting.

The adjustments budget must follow the process and be in the format as prescribed by Part 4 of the MFMA Budget and Reporting Regulations.

Once the adjustments have been approved by Council, the Venus financial system will be updated where-after departments

will be allowed to process financial transactions.

If a national or provincial adjustments budget allocates additional revenue to a municipality

Additional allocations made to the municipality resulting from a National or Provincial adjustments budget will be dealt with in an adjustments budget.

For an adjustments budget to be considered, the following conditions must be met:

- Funding must have been received, or gazetted in an amended Division of Revenue Act.
- Projects must be able to be completed by the end of the financial year, or funding must be available for use after the financial year in terms of the conditions of the Division of Revenue Act.

The Chief Financial Officer will annually, after the Provincial or National adjustments budgets are announced, allow departments the opportunity to submit requests for budget adjustments where the above conditions are met.

An adjustments budget will be submitted to Council for consideration at the next council meeting.

The adjustments budget must follow the process and be in the format as prescribed by Part 4 of the MFMA Budget and Reporting Regulations.

Once the adjustments have been approved by Council, the Venus financial system will be updated where-after departments will be allowed to process financial transactions.

7. Unforeseeable and unavoidable expenditure is incurred and approved by the Mayor

The MFMA Budget and Reporting Regulations prescribes the process to be followed for the approval of unforeseeable and unavoidable expenditure.

Unforeseen and unavoidable expenditure are expenditure that

- Could not have been foreseen at the time the annual budget of the municipality was passed
- The delay that will be caused by a pending adjustments budget may:
 - ~ Result in significant financial loss for the municipality
 - ~ Cause a disruption or suspension or serious threat to the continuation of municipal services
 - ~ Lead to loss of life or serious injury or significant damage to property
 - ~ Obstruct the municipality from instituting or defending legal proceedings on an urgent basis.

No unavoidable expenditure exceeding R15 million may be approved during a financial year.

Any department becoming aware of the need to incur unforeseen or unavoidable expenditure must immediately approach the Chief Financial Officer with the full details on the unforeseen expenditure, providing information on the consequences of not

incurring the expenditure as well as an indication of the expected cost (both for the current year as well as any recurring cost resulting from the event). A confirmation that the expenditure does not constitute expenditure that may not be allowed by the Executive Mayor as per section 72(2) of the MFMA Budget and Reporting Regulations must be given by the department when approaching the CFO.

The Chief Financial Officer will determine whether the cost cannot be dealt with through a process of shifting of funds within the relevant votes. If sufficient funds are available for shifting within the vote, the shifting of funds process will be followed. If not, the matter will be reported to the City Manager for consideration as unforeseen and unavoidable expenditure.

Once the City Manager has granted approval, the relevant Head of Department will be authorised to submit a report to the Executive Mayor requesting approval. If approval is granted, the Venus financial system will be adjusted to allow the department to process the financial transaction.

The abovementioned process will be dealt with as highest priority to ensure that administrative delays do not exacerbate the situation.

An adjustments budget will be submitted to the next Council meeting. The preferred process would be to shift funds between votes to avoid any negative impact on the total cash position of council.

8. Approval of un-authorized expenditure when the Mayor tables the annual report

The MFMA defines Unauthorised, irregular or fruitless and wasteful expenditure as follows:

"Unauthorised expenditure", in relation to a municipality, means any expenditure incurred by a municipality otherwise than in accordance with section 15 or 11(3), and includes-

- (a) overspending of the total amount appropriated in the municipality's approved budget;
- (b) overspending of the total amount appropriated for a vote in the approved budget;
- (c) expenditure from a vote unrelated to the department or functional area covered by the vote;
- (d) expenditure of money appropriated for a specific purpose, otherwise than for that specific purpose;
- (e) spending of an allocation referred to in paragraph (b), (c) or (d) of the definition of "allocation" otherwise than in accordance with any conditions of the allocation; or
- (f) a grant by the municipality otherwise than in accordance with this Act;

Any unauthorised expenditure as defined above, must be disclosed in the Annual Financial Statements by the Chief Financial Officer.

The Municipal Public Accounts Committee must consider the unauthorised expenditure as disclosed immediately after the Annual Report has been tabled in Council. As part of their investigation, the following requirements for recovering of cost must be considered:

The Accounting Officer must ensure compliance with the MFMA reporting requirements in respect of unauthorised expenditure, including criminal proceedings where applicable.

Section 32 of the MFMA:

32. (1) Without limiting liability in terms of the common law or other legislation-

(a) a political office-bearer of a municipality is liable for unauthorised expenditure if that office-bearer knowingly or after having been advised by the accounting officer of the municipality that the expenditure is likely to result in unauthorised expenditure, instructed an official of the municipality to incur the expenditure;

(b) the accounting officer is liable for unauthorised expenditure deliberately or negligently incurred by the accounting officer, subject to subsection (3);

(c) any political office-bearer or official of a municipality who deliberately or negligently committed, made or authorised an irregular expenditure, is liable for that expenditure; or

(d) any political office-bearer or official of a municipality who deliberately or negligently made or authorised a fruitless and wasteful expenditure is liable for that expenditure.

(2) A municipality must recover unauthorised, irregular or fruitless and wasteful expenditure from the person liable for that expenditure unless the expenditure-

(a) in the case of unauthorised expenditure, is-

- (i) authorised in an adjustments budget; or
- (ii) certified by the municipal council, after investigation by a council committee, as irrecoverable and written off by the council; and

(b) in the case of irregular or fruitless and wasteful expenditure, is, after investigation by a council committee, certified by the council as irrecoverable and written off by the council.

(3) If the accounting officer becomes aware that the council, the Mayor or the executive committee of the municipality, as the case may be, has taken a decision which, if implemented, is likely to result in unauthorised, irregular or fruitless and wasteful expenditure, the accounting officer is not liable for any ensuing unauthorised, irregular or fruitless and wasteful expenditure provided that the accounting officer has informed the council, the mayor or the executive committee, in writing, that the expenditure is likely to be unauthorised, irregular or fruitless and wasteful expenditure.

Once the Municipal PublicAccounts Committee has concluded its investigations, a report will be submitted to the Executive Mayor whereafter the unauthorised expenditure will be considered for approval, recovery of cost, write-off with or without disciplinary and/or criminal proceedings.

PLANNING AND APPROVAL OF CAPITAL PROJECTS POLICY

That all proposed budgets for projects be approved only if the evaluation is positive.

1. Application and Scope

The Planning and Approval of Capital Projects Policy is applicable to the Ekurhuleni Metropolitan Municipality as well as to all of the municipal entities of the Metro, being:

- Brakpan Bus Company
- East Rand Water Care Company
- Ekurhuleni Development Company, including Pharoe Park, Phase Two and Lethabong Housing Institute

The policy, as amended, will be effective as from 1 July 2011.

This policy is an interim policy that will be amended once the Project Management Office is fully operational. It is the intention that Ekurhuleni Metropolitan Municipality will have a functional Program Management Office by June 2011 to assist in the formal evaluations of all proposed projects. Interim evaluations will be done on the proposed 2011/14 multi year Capital Program. A detailed policy will be developed during the 2010/11 financial year for implementation as from 1 July 2011 which will include a prioritization model which will be aligned with the GDS.

2. Objectives of Policy

- To ensure that capital projects are only budgeted for if a positive feasibility has been obtained.
- To further ensure that projects are only budgeted for if it can be proven that the project is feasible to be implemented in the allocated time frames.
- To ensure that budgeted projects are in line with the prioritization criteria.
- To ensure the optimum allocation of resources to projects that can be implemented within the timeframes budgeted for.

3. Introduction

The three-year capital budget provides departments the opportunity to plan their capital spending activities in advance, allowing for a more strategic approach.

The typical project cycle consist of at least the following phases:

- Feasibility Study
- Basic Planning
- Environmental Impact Assessment
- Detail Planning and Design
- Implementation

4. Policy Statement

That all projects be evaluated in terms of a project plan (time line) as well as a cash flow linked to the project plan, to determine the practicality to implement the project within the proposed budget and time frame (multi year projects).



**City of
Ekurhuleni**

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