



INTEGRATED DEVELOPMENT PLAN 2012 – 2017

May 2012

MUNICIPAL MANAGER: THEMBENI SAMUEL

Physical Address: No 458, Umthatha Road
Cala
5455

Postal Address: P.O. Box 26
Cala
5455

Telephone: 047 877 0126
Fax : 047 877 0000

Table of Contents

1	GLOSSARY OF TERMS	7
	PREAMBLE	9
	EXECUTIVE SUMMARY	10
	1.1 Objectives of this review	10
	1.2 The development challenge	10
	1.2.1 Demographic dynamics	10
	1.2.2 Service Delivery	10
	1.2.3 Economic Development and Environment	10
	1.2.4 Municipal Institutional Development & Transformation	11
	1.2.5 Good Governance	11
	1.2.6 Financial Viability	11
	1.3 Development priorities	11
	1.4 Planning for the future	12
	PROCESS PLAN	13
2	THE REVIEW PROCESS PLAN	13
	2.1 Organisational arrangements	13
	2.1.1 IDP Steering Committee	13
	2.1.2 IDP Representative Forum	13
	2.1.3 Roles and responsibilities of stakeholders	14
	2.1.4 Community Participation strategy	15
	2.1.5 Activity Plan	16
	2.1.6 Mechanisms and Procedures for Alignment	17
	2.2 Binding legislation	17
	2.3 National & Provincial Policy Planning Framework	23
	SITUATION ANALYSIS	24
3	LOCALITY CONTEXT	24
4	DEGRAPHIC PROFILE	25
	4.1 Population size and gender distribution	25
	4.2 Household dynamics	25
5	SERVICE DELIERY	25
	5.1 Water and Sanitation	26
	5.2 Roads, Bridges and Storm water	27
	5.2.1 Recent achievements	28
	5.3 Public Transport	29
	5.4 Electricity	30

5.5	Telecommunication	31
5.6	Housing delivery	31
5.7	Land reform and rural development	31
5.8	Refuse collection, cleansing and waste management	32
5.9	Traffic, Safety and security	33
5.10	Health	33
5.11	Education and early childhood development	35
5.12	Social and recreational facilities	36
6	LOCAL ECONOMIC DEVELOPMENT	39
6.1	General Indicators for economic development	40
6.1.1	Gross Development Product	40
6.1.2	Employment	40
6.1.3	Income & poverty distribution	41
7	ENVIRONMENTAL MANAGEMENT	42
7.1.1	Overview of conditions	43
7.1.2	General environmental challenges	43
8	FINANCIAL VIABILITY	44
8.1	Overview	44
8.2	Auditor General Concerns	45
8.3	Financial Planning perspectives	45
8.4	Recommendation by STRATPLAN 2011	52
8.5	Budget and Expenditure plans	53
9	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	57
9.1	Powers and Functions	57
9.2	Institutional Arrangements	58
10	GOOD GOVERNANCE & PUBLIC PARTICIPATION	61
10.1	Governance systems	61
10.2	Inter- Governmental Relations	62
10.3	Public Participation & Promotion of Local Democracy	62
10.4	Customer care relations	62
11	SPATIAL DEVELOPMENT FRAMEWORK	63
11.1	Legal framework	63
	Ensuring a uniform planning system	64
	Providing a national spatial planning framework	64
11.2	The provincial framework	65
11.3	Overview of the SDF concept	65
11.4	SDF proposals for Sakhisizwe LM	65
11.5	Land Use Management framework (Cala & Elliot)	70

12 WARD PLANNING	71
12.1 Ward Based planning approach	71
12.2 Definition	71
12.3 Legal and policy framework that informed our ward planning approach	71
12.3.1 Constitution 1996	71
12.3.2 White Paper 1997	72
12.3.3 Structures Act: 1998	72
12.3.4 Systems Act 2000	72
12.3.5 Municipal Finance Management Act 2003	72
12.3.6 Municipal Property Rates Act 2004	72
12.4 Rational for Community Based Planning	72
12.5 Conditions for the success of this form of planning	73
12.6 Principles informing our Ward Plans	73
12.7 Process followed to conclude ward plans	74
13 KEY DEVELOPMENT PRIORITIES	74
STRATEGIES & PROJECTS	76
14 VISION	76
15 MISSION	76
16 BROAD STRATEGIC DEVELOPMENT OUTCOMES	76
17 DEVELOPMENT OBJECTIVES, STRATEGIES AND PROJECTS	77
INTEGRATION & ALIGNMENT	91
17.1 Sector Plans	91
17.1.1 Integration and alignment with other spheres of government	91
17.1.2 Integration & Alignment of internal sector plans / policies	92
18 CALA TOWN BULK WATER AND SEWER MASTER PLAN	93
19 MAINTAINANCE PLAN	93
20 AUDIT ACTION PLAN	94
21 MASTER PLAN	114
22 HOUSING SECTOR PLAN	114
22.1 Housing Demand	114
22.2 Challenges facing Housing delivery	114
22.3 Housing Mandate	115
22.4 Capacity to Manage Housing Delivery	115
22.5 Stakeholder Analysis	115

22.6 Institutional Arrangements	117
22.7 Strategic Development Priorities	117
23 Housing projects underway in Sakhisizwe	117
24 PERFORMANCE MANAGEMENT	120
24.1 Status of the framework document	120
25 WORKING DEFINITION	120
26 POLICY CONTEXT FOR MUNICIPAL PMS	121
27 LEGAL CONTEXT FOR MUNICIPAL PMS	122
28 OTHER BENEFITS FOR ESTABLISHING PMS	123
28.1 Increased accountability	123
28.2 Learning and improvement	124
28.3 Early warning signals	124
28.4 Effective decision-making	124
29 PRINCIPLES GUIDING PMS IMPLEMENTATION	124
30 INSTITUTIONAL ARRANGEMENTS	125
30.1 PMS Co-ordination	125
30.2 PMS Audit function	125
30.3 Public participation	125
30.3.1 Stakeholder Roles and Responsibilities	125
31 PMS MODEL FOR SAKHISIZWE LM	126
31.1 What is a model?	126
31.2 Why is a model important for PM?	126
31.3 The Municipal Scorecard model	127
31.4 Levels of scorecards in a municipal scorecard model	129
32 MONITORING AND MEASUREMENT OF INDICATORS	130
33 PERFORMANCE REPORTING AND AUDITING	131
34 PERFORMANCE REVIEWS	132
34.1 How should reviews be conducted?	132
34.2 Suggested levels of reviews	134
35 EVALUATION AND IMPROVEMENT OF THE MUNICIPAL PMS	136
APPROVAL	137

ANNEXURES	138
36 Municipal Organogram	138
37 Municipal Service Delivery Budget & Implementation plan 2012 /2013	139

1 GLOSSARY OF TERMS

ABET	Adult Based Education and Training
ABSA	Amalgamated Banks of South Africa
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative for South Africa
CASP	Comprehensive Agriculture Support Programme
CBO	Community Based Organization
CHDM	Chris Hani District Municipality
CHARTO	Chris Hani Regional Tourism Organisation
CPF	Community Policing Forum
CSIR	Council for Scientific and Industrial Research
DBSA	Development Bank of South Africa
DEAT	Department of Environment and Tourism (Also known as DEA)
DFA	Development Facilitation Act No 67 of 1995
DLA	Department of Land Affairs
DLGH	Department of Local Government
DM	District Municipality
DME	Department of Mineral and Energy
DoALR	Department of Agriculture and Land Reform
DoE	Department of Education
DoH	Department of Health
DH	Department of Housing
DoSD	Department of Social Development
DoRT	Department of Roads and Transport
DPLG	Department of Provincial and Local Government (National)
DPW	Department of Public Works
DSAC	Department of Sport, Arts & Culture
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
ES	Equitable Share (grant)
FBS	Faith Basic Services
ECDC	Eastern Cape Development Corporation
ECPGDS	Eastern Cape Provincial Growth & Development Strategy
EXCO	Executive Committee
GP	Gross Geographic Product
GIS	Geographical Information System
GTZ	German Technical Cooperation
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
HR	Human Resource
IDC	Independent Development Corporation
IDP	Integrated Development Plan
IDT	Independent Development Trust
ICT	Information Communication & Technology
ITP	Integrated Transportation Plan
IWMP	Integrated Waste Management Plan
LDO	Land Development Objectives
LED	Local Economic Development
MEC	Member of the Executive Committee
MIG	Municipal Infrastructure Grant
MFMA	Municipal Finance Management Act
MSIG	Municipal Support & Institutional Grant

MSyA	Municipal Systems Act, 2000
MStA	Municipal Structures Act, 1998
NDC	National Development Corporation
NEMA	National Environmental Management Act
NER	National Electrification Regulator
NGO	Non Governmental Organizations
NSS	National Sanitation Strategy
PATA	Promotion of Administrative Justice Act
PMS	Performance Management System
PPP	Public Private Partnership
RDP	Reconstruction and Development Programme
REDs	Regional Electricity Distributors
RTP	Responsible Tourism Planning
SMME	Small Medium and Micron Enterprises
SOE	State Owned Enterprises
SoR	State of Environment Report
SADC	Southern African Development Community
SALGA	South African Local Government Association
SANDF	South African National Defense Force
SAPS	South African Police Service
SGB	School Governing Body
SMME	Small, Medium and Micro Enterprises
STDs	Sexual Transmitted Diseases
TB	Tuberculosis
VAT	Value Added Tax
VIP	Ventilated Improved Pit (dry sanitation facility)
WSDP	Water Services Development Plan

PREAMBLE

FOREWORD BY THE HONOURABLE MAYOR

It gives me pleasure as the Mayor of Sakhisizwe Municipality to present once again to the Council and the public at large, as well as to our stakeholders, the Integrated Development Plan and Budget for the 2012 -2017.

During the previous term we were faced with many challenges which compromise our efforts to make people's lives better due to lack of both human and financial resources. I believe that tomorrow belongs to the people who build it today, we have to continue with right strategies so that tomorrow is better than today. As we begin our new council term, I wish to urge all our stakeholders to rally behind this council in making the lives of our people better.

We are from the Mid-term Report road shows where our communities were given feedback on the performance of the municipality during the first 2 quarters of our first year. Indeed, we received good submissions as residents of Sakhisizwe identified for us what the society want, we have a responsibility to make a better life for the people who are residing within

As the rural Municipality we are still faced with backlog of infrastructure in both urban areas that we have and water services in our villages, roads and electricity. We are also faced with poverty, unemployment and HIV & AIDS pandemic. Revenue generation still haunts us as a challenge because without Financial Resources we will be unable to meet the National Targets. If we fail to meet these challenges as already indicated above we indeed reverse the gains of our liberation struggle.

We must embark in a collective approach to continue to strengthen our partnership in ensuring the integrated approach, to work with all government spheres, private sector, NGO'S, CBO' and the community in general.

We must embark on the initiatives aimed at promoting our economy. Our administration must be able to assist in raising the standards of performance so that our people can start to notice accelerated service delivery and economic development.

Together with our partners we shall improve the situation described in this IDP and reverse backlogs for roads, Infrastructure, electricity, water and sanitation and other essential services so that more investors will be motivated to invest in our municipality.

In presenting this IDP and Budget for adoption we outline our intention as the municipality in order to give effect on municipal programs and positively contribute to the betterment of life for people of Sakhisizwe. This IDP and Budget that is presented today indicates our collective commitments as COUNCIL, COMMUNITIES AND ADMINISTRATION in responding to the needs and plight of the people.

Councilor: Jentile
HON. MAYOR

EXECUTIVE SUMMARY

This section gives an executive summary of the Sakhisizwe Municipal IDP 2012 -2017 report.

1.1 Objectives of this review

The main objectives of this review are to:

- Comply with legal requirements in terms of LG Municipal Systems Act of 2000
- Update our planning information and integrate ward based planning
- Improve credibility of our IDP document
- Address the concerns and comments made by MEC on our previous document so that we may achieve a credible plan
- Correct and prevent reoccurrence of the issues relating to the alignment of Planning, Governance and Performance Management processes raised as concerns to the Auditor General (AG) in our annual reports

1.2 The development challenge

Sakhisizwe Municipality is a local municipality that can be categorised as a B4 (largely rural with a low economic and revenue base). It is still struggling to emerge from the establishment phase of local government largely due to past internal instability and poor administrative capacity.

The resultant situation from such instability manifest in the existence of high service backlogs, poorly structured and underperforming local economy.

However, the last year or so has seen marked improvements in political stability (public participation and governance processes) and steady growth in administrative capacity (the top structure of the organization has been fully laid and there are noticeable investments in infrastructure development fleet and so on).

The promise to a better future remains an elusive goal for many households and peoples who are trapped into a vicious cycle of poverty and unemployment. It

remains a commitment of this council to lay a solid foundation for better life for all and to direct our development trajectory toward improved economic development, better service delivery and marked reduction in poverty and unemployment.

1.2.1 Demographic dynamics

We have a rising population estimated to be around 66 0970 people and 16 7560 households. The majority of population is female and youth. There are about 29,9 people per square kilometre.

1.2.2 Service Delivery

Indeed, our analysis show that we lag behind with provision of basic and other required services and run a strategic risk of not meeting our millennium and EC PDGS goals if this situation is not rescued. Our backlogs are water (39%), sanitation (51%), Electricity (40%), Refuse (28%), Road network (300km of gravel and approximately 62km of tarred surfaces). There are also other challenges such as poor accessibility of facilities and quality outputs affecting Education, Health, Public Transport, Social Development and Safety & Security. These challenges militate against our strength to better the lives of our people.

1.2.3 Economic Development and Environment

Sakhisizwe has an underperforming local economy unable to deal with strategic challenges such as poverty, unemployment and low revenue base. A draft LED strategy has been developed to institutionalise responses of the municipality to LED.

Our GDP is estimated at about R463 million while unemployment remains as high as 36%.

Key sector with potential but currently under performing and needing focused interventions include Manufacturing and Tourism. While we acknowledge that ours is a small economy it is appreciated that it currently shows a better tress index of diversification at 79,7 compared to the region at 65,5. Our comparative advantage is in community services, agriculture and trade sectors.

1.2.4 Municipal Institutional Development & Transformation

We are still unable to perform all are expected mandate in terms of assigned powers and functions due to administrative and other capacity constraints. Our council is a plenary system and administer manage through 5 key administrative departments including that of the office of the municipal manager. However, we are constantly innovating to ensure greater participation by our communities in all aspects of our decision making. We have resolved to promote community participation and local democracy by implementing ward planning during 2011/12.

In terms of transformation, we are still largely male dominated in our management and administration.

1.2.5 Good Governance

The past few years have seen the worst of our governance system characterised by political instability and poor management operations leading to dire consequences of poor service delivery records, bad audit outcome in terms of opinions expressed on our financial statements.

IGR is almost non-existent with sector departments failing local development by their noticeable absence in IDP processes and implementation. We have however, committed specific tasks to address this predicament.

1.2.6 Financial Viability

As a municipality, we are defined by national treasury as a weak low capacity organization. Our current systems of financial control as found by auditor general reports of the last 2 years are evidently weak. Coupled with this is a structural problem of poor payment & collection levels which impact negatively on our budgeted revenues every year-in and out.

We have resolved to pay specific attention to the following critical areas of our turnaround strategy:

- AG queries
- Internal Audit
- Supply Chain Management
- GRAP compliance (reporting, asset register, risk management plan and valuation roll)
- Financial Skills capacity building

- Systems development and financial controls

1.3 Development priorities

1) Service Delivery

- a. Water and Sanitation
- b. Road, Stormwater & Transport Infrastructure
- c. Electricity
- d. Housing
- e. Health & Education
- f. Social Development
- g. Community facilities (libraries, cemeteries, pounds, Halls etc)
- h. Disaster management & fire

2) Local Economic Development

- a. Planning
- b. Manufacturing & SMME support
- c. Tourism development
- d. Agriculture and Farming
- e. Poverty Alleviation

3) Financial Viability

- a. Financial Management and reporting
- b. Budget & Expenditure
- c. AG Queries
- d. Revenue and Billing
- e. Supply Chain Management
- f. Risk and Asset Management
- g. Financial policies

4) Good Governance & Public Participation

- a. IDP and PMS
- b. IGR
- c. Public Participation
- d. Internal Audit
- e. Communications

5) Municipal Institutional Development & Transformation

- a. Organizational development and Administration
- b. HR Development

- c. Capacity Building and Training
- d. Fleet Management
- e. Council Support

Special Programmes (SPU)

1.4 Planning for the future

This IDP review has not amended the agreed vision and mission of the municipal

council. The document also provides a detailed list of programmes and projects to be implemented in attempting to reverse the development challenge outlined above. It further provides a framework for ensuring smooth integration, alignment and synergy in the implementation of this IDP's intention. It concludes with the outline of the processes followed in approving this IDP review for implementation.

PROCESS PLAN

2 THE REVIEW PROCESS PLAN

Sakhisizwe council adopted its process plan for IDP 2012 -2017 in September 2011. This plan as outlined in this document has guided the formulation of this integrated development plan.

2.1 Organisational arrangements

Two critical structures were created to facilitate organizational platforms for discussion, engagement and debate during the process. These included the following:

2.1.1 IDP Steering Committee

The IDP steering committee comprising largely of internal senior management was tasked to:

- Provide technical and advisory support to the IDP Manager (Municipal Manager)
- Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the Municipal Council and Mayor
- Commission in depth studies
- Act as the secretariat for the IDP Representative Forum.

Meetings were held as per the action programme or when considered necessary by the chairperson.

2.1.2 IDP Representative Forum

The IDP representative forum was the main platform for broad consultations and debates on issues and policy recommendations. It was chaired by the Mayor and composed of representatives across our stakeholder community including but not limited to the following institutions or interest groups:

- Secretariat of IDP steering committee
- Ward Committees
- Youth groups
- Rate payers
- Traditional Leaders
- Civic bodies & Entities
- NGO's and CBOs
- Sector Departments and the District Municipality

- Management Team
- Community development workers

2.1.3 Roles and responsibilities of stakeholders

The IDP planning process includes a wide range of role-players with certain key responsibilities. To enable smooth implementation of the IDP Review action plan the following roles and responsibilities have been allocated in the following manner.

ACTORS	ROLES AND RESPONSIBILITIES
1. Council	<ul style="list-style-type: none"> ▪ Consider and adopt reviewed IDP ▪ Promote public participation via Ward Based plans, Representative Forum & Mayoral Imbizos / Roads Shows ▪ Keep public informed about the contents of the IDP
2. IDP Manager	<ul style="list-style-type: none"> ▪ Ensure that the Process Plan and reviewed IDP are adopted by the Council ▪ Manage the local municipal IDP by ensuring that all daily planning activities are performed within an efficient and effective consideration of available time; financial and human resources; ▪ Encourage an inclusive participatory planning process and compliance with action programme ▪ Facilitate the horizontal and vertical alignment of the district IDP ▪ Ensure that the planning process outcomes are properly documented ▪ Manage service providers to the district or local municipal IDP ▪ Coordinate with various government departments and to ensure that all the projects, strategies and objectives of the local municipality are shared and distributed amongst government departments so that they might incorporate them in their planning process and vice versa
3. Heads of Departments & Senior Management	<ul style="list-style-type: none"> ▪ Provide technical and advisory support to the IDP Manager ▪ Perform daily planning activities including the preparation and facilitation of events; documentation of outputs and making recommendation to the IDP Manager and the Municipal Council ▪ Interact with the relevant cluster regarding the prioritization of their individual departments projects and programmes for the following years ▪ Provide clear terms of reference to service providers
4. District Municipality	<ul style="list-style-type: none"> ▪ Provide support and guidance on IDP Review process ▪ Assist municipalities to achieve the target dates ▪ Interact with service providers to ensure that a quality product is provided ▪ Assist with workshops ▪ Project Management and Implementation Support

ACTORS	ROLES AND RESPONSIBILITIES
	Services <ul style="list-style-type: none"> ▪ Ensure that clusters achieve integrated planning ▪ Ensure that an uniform reporting mechanism is devised
5. Sector Departments	<ul style="list-style-type: none"> • Ensure the participation of Senior personnel in the IDP review process • Horizontal alignment of programmes and strategic plans within the clusters • Provide technical support and information to the planning process • Contribute relevant information to support the review process within the clusters • Incorporate district and local municipal projects into departments planning within the clusters
6. National & provincial governments	<ul style="list-style-type: none"> • Monitor and evaluate the preparation and implementation process • Provide training and capacity building support to the local municipality – dplg guide for credible IDPs • Coordinate support programmes so that overlapping does not occur • Provide technical guidance and monitor compliance with provincial policy and legal framework • Provide financial support to the IDP planning and implementation process
7. Communities	<ul style="list-style-type: none"> • Input and influence plans and decision making

2.1.4 Community Participation strategy

The municipal systems act -2000 prescribes that communities must take active part in municipal planning and decision making. For purposes of facilitating effective participation in the IDP processes the following mechanisms exist in Sakhisizwe and were utilised in the formulation of this IDP 2012 -2017.

ISSUE	PARTICIPATION MECHANISM & PLANNING EVENTS
Planning participation	<ul style="list-style-type: none"> ▪ Use of workshops & Community Based Plans
Attendance at meetings, workshops etc	<ul style="list-style-type: none"> ▪ Interchanging of venue logistics between Elliot and Cala to ensure convenience ▪ Support with transportation where it was possible ▪ Issuing of invitations via popular media and local institutions like ward committees, public announcements in social events etc
Effective communication	<ul style="list-style-type: none"> ▪ Meetings were largely run in Isixhosa and this allowed participants to inputs meaningfully without restrictions of language
Approval & Comments on the document	<ul style="list-style-type: none"> ▪ Use of ward level Mayoral Imbizos and Road shows further explaining the budget and IDP 2011/12 to communities

2.1.5 Activity Plan

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
PRE-PLANNING												
IDP & Budget Process Plan Adopted by Council			■									
SITUATION ANALYSIS												
New Council STRATPLAN		■										
Community Needs establishment			■	■			■					
Data Collection + Sector Department Engagement					■							
Steering Committee Session					■							
Rep Forum Consultative workshops								■				
Draft Situation Analysis DESKTOP				■	■	■	■					
STRATEGY FORMULATION												
Vision, Mission & Values		■										
Steering Committee Session								■				
Rep Forum Consultative workshops								■				
Sector departmental engagement - ph2+3 confirming budgets								■				
Finalization of KPAs, Objectives, Strategies and Targets 2012 -2017									■			
PROGRAMMES & PROJECTS												
Consolidation of inputs								■	■			
Steering Committee Session								■	■			
Rep Forum Consultative workshops								■				
ALIGNMENT & INTEGRATION												
Desktop alignment of sector plans + Inputs by sector departments									■			
Alignment of Organogram, Budget, frameworks for PMS & SDBIP									■	■	■	
APPROVAL												
Draft report tabled to council									■			

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Mayoral Road Shows												
Comments period												
MEC Assessment of draft IDP												
Final IDP Adoption by council												

PARTICIPATION IN DISTRICT IDP												

2.1.6 Mechanisms and Procedures for Alignment

The IDP Manager will be responsible for ensuring smooth coordination of the municipal IDP development and its alignment with the district IDP review through the use of workshops and bilateral discussions with affected sector departments. Inter-departmental Forum will be utilized as a mechanism for alignment of programmes and projects.

PHASE	ALIGNMENT ON CROSS CUTTING ISSUES	WITH WHOM
2. Process Plan + Situation Analysis	<ul style="list-style-type: none"> ▪ IDP & Budget process activity plans ▪ Sector Department planning & Municipal IDP inputs 	<ul style="list-style-type: none"> • BTO & IPED • Affected Gov Departments
2. Strategies	<ul style="list-style-type: none"> ▪ Technical input on objectives and goals of programmes ▪ Local and wide strategic debates 	<ul style="list-style-type: none"> • Affected Gov Departments
3. Projects	<ul style="list-style-type: none"> ▪ Technical input on projects ▪ Input on budgets ▪ Cross cutting projects e.g. HIV/Aids 	<ul style="list-style-type: none"> • Affected Gov Departments
4. Integration & Alignment	<ul style="list-style-type: none"> ▪ Technical input ▪ Sector alignment & integration 	<ul style="list-style-type: none"> • Affected Gov Departments
5. Approval	<ul style="list-style-type: none"> ▪ Submission; Comments on revised IDP's 	<ul style="list-style-type: none"> • Affected Gov Departments

2.2 Binding legislation

The Sakhisizwe Municipality's IDP formulation and implementation processes will be bound by the following set of legislations (the inventory in the table below is not exclusive of other applicable legislation that may be omitted for lack of information or other reason):

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
GENERAL MANAGEMENT	
Constitution of the Republic of South Africa 1996	To introduce a new constitution for the Republic of South Africa and to provide for matters incidental thereto
Local Government: Municipal Systems Act, 2000	<p>To give effect to “developmental local government”</p> <p>To set principles, mechanisms and processes to promote social and economic upliftment of communities and to ensure access to affordable services for all</p> <p>To set a framework for planning, performance management, resource mobilization and organizational change and community participation</p>
Local Government: Municipal Structures Act, 1998 as amended	<p>To provide for the establishment of municipalities in accordance with the requirements relating to the categories and types of municipality, the division of functions and powers between municipalities and appropriate electoral systems</p> <p>To regulate internal systems, structures and office-bearers</p>
Consumer Affairs (Unfair Business Practices) Act, 1996	To provide for the investigation, prohibition and control of unfair business practices in the interest of consumers
Local Government Cross-boundary Municipalities Act, 2000	To authorize the establishment of cross-boundary municipalities, to provide for the re-determination of the boundaries of such municipalities under certain circumstances and to provide for matters connected therewith
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Municipal Electoral Act, 2000	<p>To regulate municipal elections</p> <p>To amend certain laws and to provide for matters connected therewith</p>
Organized Local Government Act, 1997	To provide for the recognition of national and provincial organizations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces etc,
Promotion of Local Government Affairs Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should in the national interest be co-ordinated
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Occupational Health and Safety Act, 1993	To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place
Promotion of Access to Information Act, 2000	To control and regulate the right of all persons to access to information
Promotion of Fair Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable, and procedurally fair in terms of the Constitution of the Republic of South Africa 1996
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	<p>To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, to prevent and prohibit unfair discrimination and harassment</p> <p>To promote equality and to eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith</p>
FINANCE	
Appropriation of Revenue Act, 2000	To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for the 2000/2001 financial year and for matters connected therewith
Businesses Act, 1991	<p>To repeal certain laws regarding the licensing of businesses</p> <p>To provide for the licensing and operation of certain businesses, shop hours and related matters</p>
Debt Collectors Act, 1998	To provide for controlled debt collecting
Income Tax Act, 1962	To provide for the payment of taxes on incomes of persons and taxes on donations
Insolvency Act, 1936	To consolidate and amend the law relating to insolvent persons and their estates
Local Authorities Capital Development Fund Ordinance, 1978 READ WITH Local Government Affairs Second Amendment Act, 1993	To provide for the establishment and management of a Capital Development Fund and for matters incidental thereto
Municipal Accountants' Act, 1988	To provide for the establishment of a board for Municipal Accountants and for the registration of Municipal Accountants and the control of their profession
Municipal Consolidated Loans Fund Ordinance, 1952	To provide for the establishment and management of a Consolidated Loans Fund as approved by the

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
READ WITH Local Government Affairs Second Amendment Act, 1993	Premier
Local Government Municipal Finance Management Act, 2003	To regulate financial management in the local sphere of government to require that all revenue, expenditure assets and liabilities of municipalities and municipal entities are managed efficiently and effectively, to determine responsibilities of persons entrusted with local sphere financial management and to determine certain conditions and to provide for matters connected therewith
Pension Benefits for Councilors of Local Authorities Act, 1987	To provide for pension benefits for councilors
Public Finance Management Act, 1999	To regulate financial management in the national and provincial governments and, inter alia, provincial public entities
Prescribed Rate Of Interest Act, 1975	To prescribe and regulate the levying of interest from debtors
Reporting by Public Entities Act, 1992	To provide for the reporting to Parliament by public entities
Value-added Tax Act, 1991	To provide for the taxation in respect of the supply of goods and services
Local Government Transition Act, 1993	To provide for matters relating to municipalities in the interim phase, powers and functions of municipalities and actions of officials and councilors
Local Government: Property Rates Bill 2000	To regulate general property valuation
ADMINISTRATION / CORPORATE AND LEGAL SERVICES	
Electoral Act, 1998	To manage and regulate elections on national, provincial and local government level
Expropriation Act, 1975	To provide for the expropriation of land and other property for public and certain other purposes and matters connected thereto
Housing Arrangements Act, 1993	To provide for the establishment of a National and Regional Housing Board(s) and the abolition of certain existing boards.
Rental Housing Act, 1999	To define the responsibility of Government in respect of rental housing
Residential Landlord and Tenant Act, 1997	To provide for the regulation of landlord-tenant relations in order to promote stability in the residential rental sector in the province.
TOWN PLANNING AND SPATIAL DEVELOPMENT	
Provision of Certain Land for Settlement, 1993	To provide for the designation of certain land and to regulate the subdivision of such land and settlement of persons thereon.

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Ordinance 113 and LUPO (land use planning ordinance)	To control the land use rights within the former black areas
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalize development tribunals for evaluating applications
Physical Planning Act, 1991	To provide guidelines for the drafting of urban development Plans
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
Subdivision of Agricultural Land Act, 1970	To control the subdivision of farm land and agricultural holdings
Land Use Management Bill, 2002	To establish a uniform land use management system.
Planning Professions Act, 2002	To provide for the training and registration of professional Planners
ENVIRONMENT	
Environmental Conservation Act, 1982	To provide for environmental impact assessments and exemptions, noise control areas etc
Environment Conservation Act, 1989	To provide for the effective protection and controlled utilization of the environment and for matters incidental thereto
National Environmental Management Act, 1998	To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide for matters connected therewith
ENGINEERING / TECHNICAL SERVICES	
Advertising on Roads & Ribbon Development Act, 1940	To control advertising on national and regional roads
Regulations on Advertisements on or Visible from National Roads, 1998	To control all advertising on national and regional roads
National Building Regulations and Building Standards Act, 1977	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans
SAFETY AND SECURITY	
Criminal Procedure Act, 1977	To consolidate and regulate procedure and evidence in criminal proceedings

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Disaster Management Act, 2002	To provide for an integrated, co-ordinated and common approach to disaster management by all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gatherings and Demonstration Act, 1993	To control public gatherings and procession of marches
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
National Land Transport Bill, 1999	
National Land Transport Interim Arrangements Act, 1998	To make arrangements relevant to transport planning and public road transport services
Urban Transport Act, 1977, as amended 1992	To promote the planning and provision of adequate urban transport facilities
National Road Traffic Act, 1996	To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
Road Traffic Management Corporation Act, 1999	To provide in the public interest for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters and to provide for matters connected therewith
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
Regulation of Gatherings Act, 1993	To control public gatherings and procession of marches
South African Police Service Act, 1995	To provide, inter alia, for a municipal (city) police
HEALTH AND WELFARE	
Hazardous Substances Act, 1973	To control matters relating to gas, petrol and liquids
Health Act, 1977	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Policy For Health Act, 1990	To provide for control measures to promote the health of the inhabitants of the republic and for matters connected thereto
HUMAN RESOURCES	
Employment Equity Act, 1998	To promote the constitutional right of equality and the exercise of true democracy To eliminate unfair discrimination in employment To redress the effect of unfair discrimination in the

NATIONAL LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
	work place to achieve a workforce representative of the population
Basic Conditions of Employment Act, 1997	To give effect to the right to fair labour practice To provide for the regulation of basic conditions of employment
Compensation of Occupational Injuries and Diseases Act, 1993	To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disabled employees
Labour Relations Act, 1995	To regulate the organizational rights of trade unions, the right to strike and lock-outs To promote and facilitate collective bargaining and employee participation in decision making To provide simple procedures for labour disputes
Skills Development Act, 1998	To provide for the implementation of strategies to develop and improve the skills of the South African workforce, to provide for Learnerships, the regulation of employment services and the financing of skills development
Skills Development Levies Act, 1999	To provide for the imposition of a skills development levy and for matters connected therewith
South African Qualifications Authority Act, 1995	To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof
Unemployment Insurance Act, 1966	To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of unemployment
ELECTRICITY	
Electricity Act, 1987	To provide for and regulate the supply of electricity and matters connected thereto

2.3 National & Provincial Policy Planning Framework

- National Planning Framework 2009 -2014
- National Turn Around Strategy for LG - 2009
- Eastern Cape Provincial Growth & Development Plan (PGDP)
- Eastern Cape Spatial Development Plan
- DPLG Credible IDP guide 2010
- District Municipal Strategic Plans (IDP, SDF, LED etc)

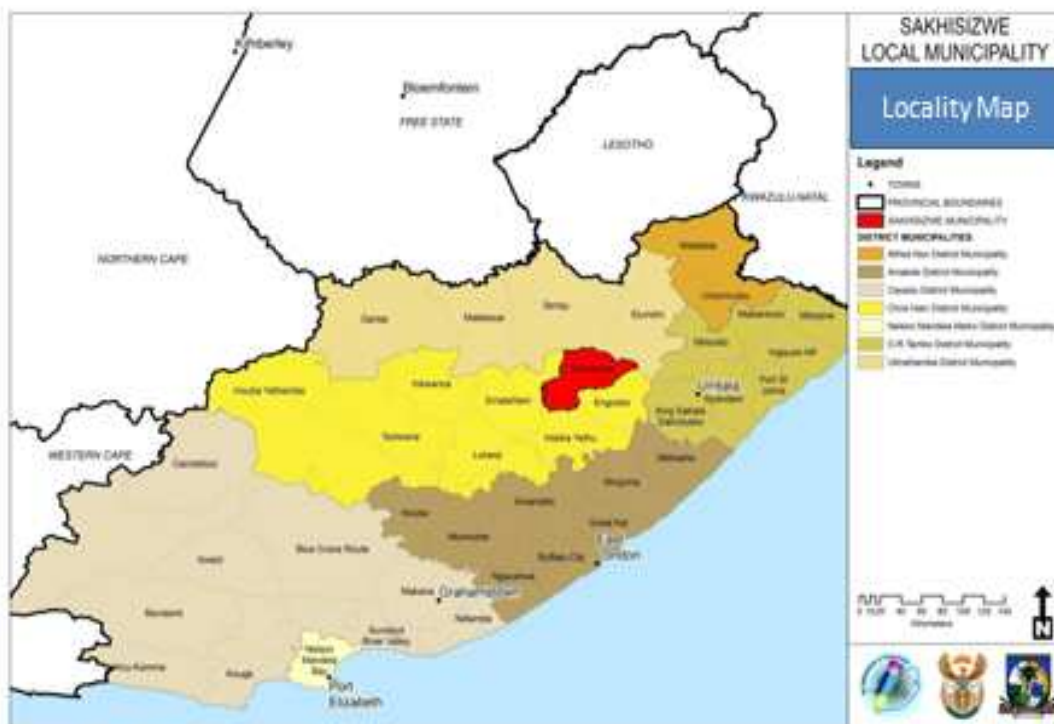
SITUATION ANALYSIS

This section provides an overview of the composite development challenge facing Sakhisizwe Municipality based on its own stakeholder's self assessment and analysis.

It highlights key issues and challenges relating to the Demographic, Institutional Transformation and Development, Financial Viability, Local Economic Development, Service Delivery profiles and Spatial Development Framework.

3 LOCALITY CONTEXT

Sakhisizwe is a category B municipality (B4 type with largely rural (61%) and low revenue base) situated within the Chris Hani District (see figure below) of the Eastern Cape Province. It is made up of the main town of Cala and Elliot as well as the surrounding rural villages and farms.



The Sakhisizwe Local Municipal Area consists of 9 Wards, with the main administrative centre located in Cala (Ward 4). A second administrative centre is located in Elliott (Ward 1).

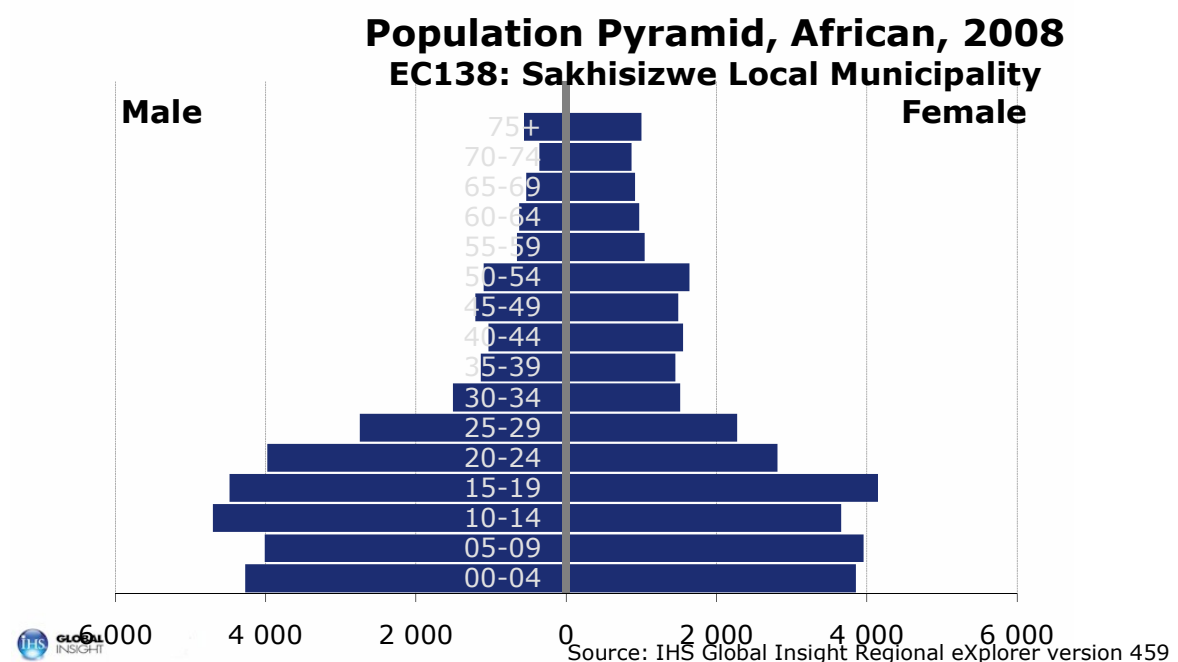
4 DEGRAPHIC PROFILE

4.1 Population size and gender distribution

Sakhisizwe municipality has an estimated population of 66 097 people living in 16 756 households. This represents an estimated household average of 4 persons per household. The population density is estimated to be 29,9 people per square kilometre. However, it should be noted that this average density varies across specific place areas when comparing especially urban and rural areas.

There are more females (51%) than males (49%) in our population. This calls for dedicated programmes of integration and incorporation of women in key planning and decision making roles of our municipality. The figure below gives a comparative view of gender age distribution in our communities.

The analysis of gender age distribution shows that Sakhisizwe population is very youthful and comprise of a large number of school going age groups. Youth development and learner support programmes would have to be prioritised in order to deal with the needs of this majority section of our populations.



4.2 Household dynamics

Sakhisizwe is a rural municipality with just over 39% of its households residing in the urban centres and peri-urban areas of Cala and Elliot.

With the majority of households in rural villages, it will be imperative for the council to adopt effective strategies for rural development as a matter of priority.

5 SERVICE DELIERY

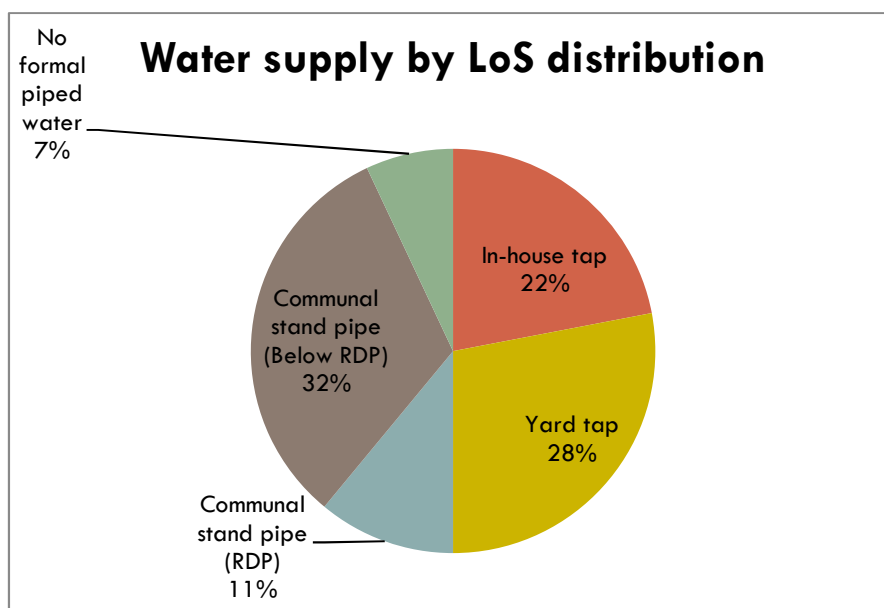
Service delivery occupies the top rank in the municipality's priorities for the next term and subsequent years. The main focus will be on reversing infrastructure and service backlogs through a range of solutions funded both internally and externally.

As a developmental local government, we are expected to ensure sustainable delivery of services through our direct channels and in collaboration with and by facilitation of contributions from various other stakeholders in our jurisdiction.

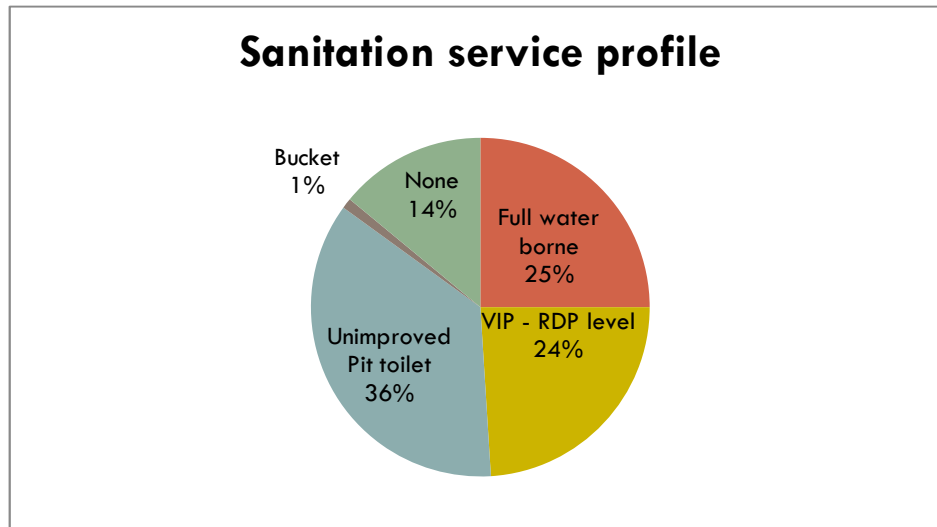
The section below gives an overview of the state of service delivery by looking at household access to basic and non-basic services that people often expect from government.

5.1 Water and Sanitation

Provision and governance of water and sanitation services in all our areas is a competence of the district municipality. We only play a facilitating role as Sakhisizwe municipality. The figures below give a comparison of household access to different levels of service for water and sanitation



The backlog for basic water supply is 39% and 51% for basic sanitation. Assessment of the situation indicates that we may not be able to meet the millennium development targets by 2014 due to limited scope of resources and skill available to accelerate service delivery in these areas.



The estimated backlog (using Stratdev planning model) at average R6000 per VIP installation and R10,500 per water connection in an established scheme is currently approximated at 47 million & 68 million to reverse the basic water & sanitation backlogs respectively. This amount would ensure that the remaining 8546 and 6535 households who currently lack access to basic sanitation and water respectively, receive clean drinking water and have a minimum dry sanitation service. The Chris Hani District municipality has committed to budgeting and implementing water and sanitation projects for the next 3 MTEF years to a tune of R81,8 million. To supplement the district resources we aim to utilise own internal resources in the form of the recently procured fleet to deliver intermediary water and sanitation service to areas needing urgent relief.

5.2 Roads, Bridges and Storm water

Roads, Storm water and Bridges are the second highest ranking result area in the service delivery priority area. One of the challenges with dispensing our road and related infrastructure responsibility is the lack of clarity regarding road classification. In our jurisdictional areas, we currently operate without a clear classification map indicating as to which roads fall under the district, department of roads and transport and to our council.

Consequently, we treat our entire network as access roads and this has a limiting factor to our budget and quantification of backlogs. Our major strategic roads linking the municipality to neighbouring towns and places of economic exchange include the recently tarred R393 linking Cala to Lady Frere and Queenstown, prioritized for reconstruction by SANRAL R58 linking Elliot to Barkly East and Aliwal North as well as the R56 linking Elliot to Indwe.

These roads are earmarked for upgrade by various authorities like EC Provincial department of roads and transport and SANRAL.

The rest of the municipality's road network is gravel. It is often characterised by poor storm water drainage designs which often put a lot of pressure on the visual road index and surface durability especially during rainy seasons. There is over 300km of this type of road network which needs regular maintenance and upgrading. The majority of our MIG in the last three years has gone to doing this task without much success. Inputs from consultative representative forum discussions identified a number of strategic organizations which the municipality must establish links and partnerships for raising necessary capacity (funds, equipment and skill) to address our major challenges in the

delivery of sustainable roads, storm water and bridge infrastructure. These include departments Public Works, Roads & Transport, Chris Hani District Municipality and Human Settlements as well as state owned enterprises like SANRAL.

The focus for the next 5 years will be on strengthening the chosen primary and secondary nodal development (NB: Sakhisizwe is part of the recently demarcated Queenstown Provincial Development Node) as well as enforce spatial linkages identified in terms of our spatial development framework (SDF). We hope that through this strategy we shall be able to integrate our space economy better. Thus able to achieve a functional road network capable of:

- Facilitating effective movement of people and goods
- Linking of places of living to social amenities, commerce and production areas
- Facilitating aesthetic improvement in our public space and CBDs
- Disposing of excess rain water to prevent unnecessary damage to existing infrastructure and properties

5.2.1 Recent achievements

It was reported at a recent performance review (Feb 2012) that Sakhisizwe has managed to complete all projects which had been identified by the council in year 2010/11. This is an encouraging news and conformation that our capacity is steadily improving. In particular we were able to complete the following projects:

2006 – 2008/9.

- ▶ Ndyavu access road
- ▶ Cala roads and stormwater phase 1
- ▶ Lower Cala to Lapesini access road
- ▶ Maxongo's Hoek access road
- ▶ Masibambane access road
- ▶ Mgwalana access road
- ▶ Sifonondile access road
- ▶ Ncalukeni access road
- ▶ Mamfengwini to Qolombeni access road
- ▶ Maxongo's Hoek access road

2009/2010

MIG REGISTRATI ON NUMBER	PROJECT NAME	CONSULTANT	CONTRACTOR	BUDGETED AMOUNT	EXPENDITURE TO DATE
MIG/EC/3411/ 07/09	MAXONGO'S HOEKS ACCESS ROAD	QQQOSHA CONSULTING	QHAMANI PLANT HIRE	R 2 147 733.20	R 2 147 733.20
MIG/EC052/R, ST/05/06	LOWER CALA TO LAPESI ACCESS ROAD	QQQOSHA CONSULTING	ZIKHULU/ATHI JV	R 2 699 054.64	R 2 699 054.64
MIG/EC/1216/ R,ST/07/10	MASIBAMBANE ACCESS ROAD	TIBBA CONSULTING ENGINEERS	MMM CONSTRUCTI ON	R 2 147 733.20	R 2 147 733.20

2010/2011

MIG REGISTRATION NUMBER	PROJECT NAME	CONSULTANT	CONTRACTOR	BUDGETED AMOUNT	EXPENDITUR E TO DATE
MIG/R/EC/5053/ 08/09	MAMFENGWINI TO QOLOMBENI ACCESS ROAD	AFRICA DYNAMIC CONSULTANT	AMADWALA CONSTRUCTION	R 2 649 402.58	R 2 649 402.58
MIG/R/EC/5562/ 08/10	MANZIMDAKA ACCESS ROAD	MBESI CONSULTING	LUKHANJI CONSTRUCTION	R 2 962 894.92	R 2 920 382.67
MIG/EC1617/RS T/08/09	NCALUKA ACCESS ROAD	KHULANATHI CONSULTANT	LANGALETHU CONSTRUCTION QUMBISO JV	R 1 765 947.11	R 1 598 557.52

5.3 Public Transport

Transport plays a critical role in economic development. Transport service in our context has two levels. It includes public and physical transportation systems. Our role in transport is largely focused on planning for movement of goods and people across our landscape. We are not a transport authority and currently do not have a transport plan.

However, it is our intention to develop and adopt such a sector plan in order to guide how we intervene and play our role in facilitating public transport, mobilization of transportation infrastructure support and coordination of movement patterns in support of our economic development objectives. This will prepare us to play a critical coordinating role in the planned developments by South African Railway Services (improvements of the rail line connecting Maclear –Elliot to South Drakensburg and Karoo areas) and other similar initiatives.

Our physical transportation systems are poorly linked and overly rely on road based network. The lack of established rail system linkages is a huge obstacle to realizing the existing potential in underperforming yet promising economic sectors like tourism,

forestry, manufacturing and agriculture production. The lack of established rail transport network coupled with poorly maintained road infrastructure contributes negatively to our competitive advantage. It makes it difficult for our industries to have effective distribution networks necessary to link out local produce to markets.

Public transport is also uncoordinated and poorly planned. For example, there is no functional public transport interchange that offers well designed and planned public facilities. Our ranks do not have functional ablution facilities and lack integration in the way they function as a public space. We plan to invest and lobby other relevant department to assist with development and establishment of our public transport capacity in the form of passenger waiting infrastructure and ranks in especially Cala, Elliot and Lower Lafuta nodal areas.

5.4 Electricity

Eskom is the main provider of electricity in our areas. The role of the municipality is to facilitate and support planning for electrification programmes. Current network is characterised by old support infrastructure and frequent unplanned cuts. The technical services department estimates that only 10% of households do not have access to electricity connection by February 2012. Further, the department reports that Eskom has undertaken to fully electrify the entire Sakhisizwe by year 2014.

According to the manager responsible for technical services at Sakhisizwe Municipality, our municipality is licensed by NERSA to provide electricity in the following areas:

- ▶ Elliot town
- ▶ Hillview township
- ▶ Takalani township

Recently completed electrification initiatives are listed below:

- ▶ Elliot bulk electricity network phase 1
- ▶ Elliot bulk electricity network phase 2
- ▶ Cala high mast street lighting
- ▶ Takalani township household connections (440) 2011-2012
- ▶ Extension 14 & 15 household connections
- ▶ Lower Langanci M-v line networking. 2010-2011
- ▶ Lower Langanci household connections (196) 2011-2012

According to current analysis the areas with backlogs to be prioritized are:

- Lower Langanci currently under construction

- Mthingwevu farms - no funding to date
- Lupapasi in Mchewula – Application approved at R 4 million 2012-2013
- Rabels kloof - no funding
- Ekuphumleni - currently under Eskom planning
- Ekuthuleni in Elliot – currently under Eskom planning

5.5 Telecommunication

Telkom is the main provider of the landline telephone services in the Sakhisizwe area. Cellular network coverage is patchy due to the mountainous terrain as is television and radio reception. Business telecommunication services and facilities are unreliable due to inadequate infrastructure for broadband.

General communication is largely through the mobile and fixed telecoms. The last few years have seen a rise in privately operated mobile public phone services. The municipality has identified operational projects aimed at improving plans for network signal and broadband infrastructure improvement through partnership collaborations with established operators in the ICT sector.

5.6 Housing delivery

Our municipality is not a housing authority and therefore our role is often limited to administrative support like processing of beneficiary applications for subsidized housing linked to rural development and land reform initiatives. We also play a facilitating role in housing construction programme of the department of Human Settlements. In terms of our SDF, housing delivery will initially focus on densification programmes in Phola Park, Old Location in Elliot, Bathandwa Ndongdo, Phakamisa, Manzindaka, and Cala Reserve. The intention is to first facilitate completion of the abandoned incomplete projects.

Current analysis and estimates for housing backlog in Sakhisizwe reflects the following:

- 2500 low income units (RDP level across SLM)
- 400 middle to upper income units (primary nodes only)
- 300 rental stock in nodal areas (Cala, Elliot towns and Upper Lafuta secondary node)

In 2012/2013 the department of Human Settlements will spent an estimated R25,78 million constructing new 670 low cost houses while also rectifying another 81 homes.

5.7 Land reform and rural development

Apart from small pockets of privately owned land in Cala Town, the largest part of the former Transkei area consists of lesser forms of tenure on communal - state owned land. These forms of tenure include PTO's and Quitrent (often in overlapping allocations). The northern (former RSA) component of the Municipality consists of privately owned farms and erven.

Settlement typologies

Scattered low-density rural residential settlements: these settlements are loosely scattered throughout the southern municipal area and are surrounded by communal grazing land, and in some instances - arable lands. The structure of most of these settlements clearly reflects a distinction between residential and arable 1 grazing uses. In a number of settlements where land use rights were in the past issued in terms of the quitrent system, these ownership and use-rights are still acknowledged and respected. The levels of service are generally low, with the majority of residential structures being self-built. Apart from a few trading stores and agricultural activities, there is little sign of any other economic activity in this area.

Communal agricultural land: these areas make up the balance of the former Transkei part of the Municipality (outside the Cala Commonage boundary and rural settlement areas).

Commercial farms make up the rural component of the former RSA part of the Municipality (outside the Elliott Commonage boundary)

Urban settlements are comprised of the towns of Elliott and Cala. In comparison to their surrounding hinterland, these towns have a higher level of social and infrastructure services and hence fulfill the role of the main service centers to the surrounding hinterland.

KEY ISSUES

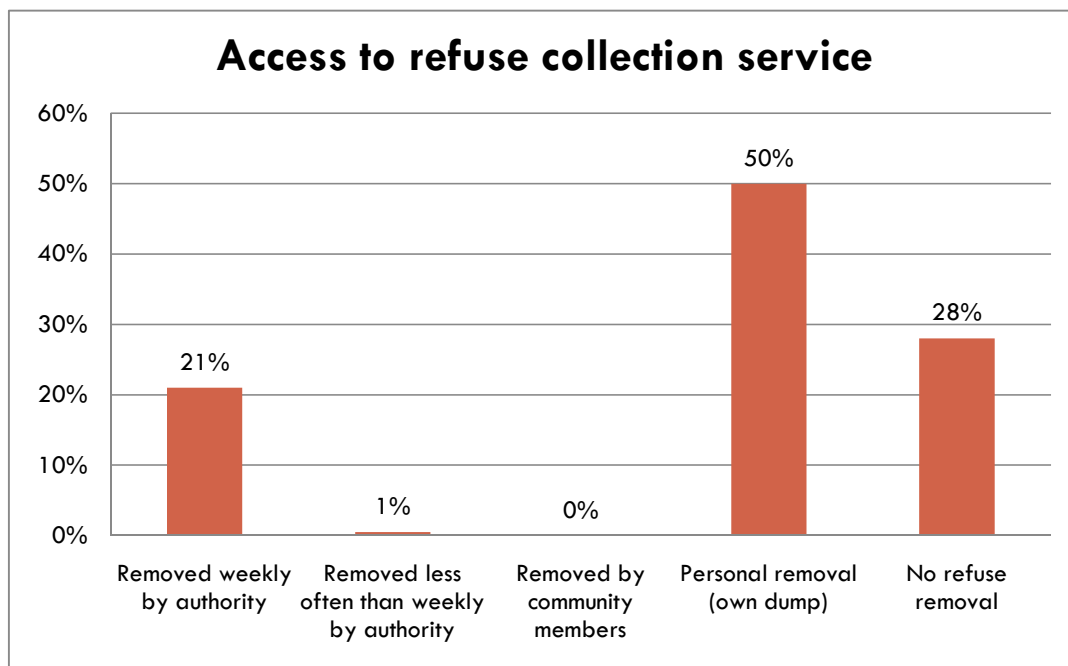
- Dispersed Settlement Pattern: Pockets of developed urban centers surrounded by scattered undeveloped rural villages, which implies great costs to fulfill in the basic human right of access to basic infrastructure and services.
- Settlement of the resident population in can be classified in terms of 3 distinct categories each with unique requirements, Urban, Rural and Agricultural.
- Need to systematically address the fragmented nature of development to promote the integration of urban and rural areas over time (phased development approach which optimizes on existing capacity and resources to generate the most spin-off effects from investment).
- Need for development and implementation of a detailed spatial planning and a land use management system to control development in urban centers and strategic areas that are under pressure to develop.
- A strategic approach is required, which enables geographic areas to be prioritized for different levels of investment to ensure ongoing sustainable development which will have the highest spin-off effects for continued economic growth in the Sakhisizwe Area.
- Limited economic activity outside of urban centers.
- Need to identify and build on the agricultural, tourism and forestry potential of the area and target investment to other LED related initiatives and programmes taking place outside of the urban centers that have potential for growth and to generate economic spin-off.

5.8 Refuse collection, cleansing and waste management

Refuse collection is a primary competence of the municipality. Currently the municipality is providing this service to largely few urban based households and businesses. Similarly for cleansing and street cleaning, only the urban centres of Sakhisizwe

receives this service. The main challenge for rendering both these services is expansion to rural and outlying areas. In these areas households are either using own mechanism to dispose of their waste and refuse or dump illegally anywhere which poses an environmental threat.

Backlog for provision of refuse removal remains high with 28% not served at all while another 50% of households use own means of disposing refuse and waste without any support from the municipality. The deliberate lack of provision in rural areas creates an unfair urban bias and inequalities when comparing rural to urban households. The figure below gives an indication of coverage for refuse collection by household access to a level of service.



5.9 Traffic, Safety and security

	Populatio	%
0-5 Minutes	25252	37%
5 – 10 minutes	8083	12%
10 - 30 Minutes	28284	42%
30 - 60 Minutes	4593	7%
1 Hour +	1217	2%
Grand Total	67433	100.0

The analysis shows that more than 90% of the population is within a 30 minute drive from a police station. The most inaccessible areas coincide with the most sparsely populated areas.

5.10 Health

Primary Health (hospitals and clinics) is a core competence of provincial sphere of government. Local municipality only plays a facilitative role in the delivery of these services working closely with the district health offices. The service involves the following but not limited to:

- Provision of primary health care
- Skills development and training (nursing colleges)
- Mother and child month, nutrition
- HIV, Aids & STI
- Rehabilitation service
- Tb, Non – Communicable diseases and mental health
- Environmental health
- Circumcision
- Infrastructure development and maintenance
- School nutrition programme
- Awareness campaigns and health and hygiene promotion

In terms of facilities and outreach there are 2 district hospitals in Elliott and Cala and clinics supplemented by mobile units to service certain farms and rural areas.

Sakhisizwe has a ratio of one clinic per 6 752 people. According to national norms of one clinic per 10 000 people 2, Sakhisizwe has more clinics than recommended. However, the rural distribution of the population and the spread of health facilities throughout the area to meet the needs of these communities could justify this situation.

It should, however, be noted that whilst the above health facilities might well exist throughout the Sakhisizwe Municipality, it needs to be borne in mind that the infrastructure serving the facilities (water, sanitation, electricity etc.) is very often well below optimum. According to the findings published in the Eastern Cape Department of Health's Strategic Position Statement³ 27.5% of clinics in the Eastern Cape do not have water-borne toilets, 39% do not have access to safe water and 18% do not have electricity

The high levels of poverty in the Municipality place pressure on the current health facilities. There is a strong correlation between poverty and disease such as TB, malnutrition, pneumonia, diarrhea, gastrointestinal etc. It is also important to note that HIV/Aids will put more pressure and demand on health and social services. The National Antenatal HIV Survey 4 reported that; in 1999, 450 000 people in the Eastern Cape Province were infected with HIV. It when on to state that it projects that 160 000 people would have died of AIDS in the province by the year 2009. This will place even further pressure on the present medical facilities.

The main issues according to communities needing attention in the delivery of primary health services includes:

- **Accessibility:** while facilities exist they are located far from their threshold service areas and people in rural areas need to travel far. The suggested intermediary service through mobile clinics was received by the district health office as a welcome idea for consideration in mitigating accessibility of primary health care services. An assessment of accessibility of health facilities reveal that 68% of the population is within 60 minutes from health facilities. The table

below gives a distribution of population by amount of time it takes to reach or access a health facility.

	Population	%
5 km (30 Minutes)	23769	35
10 km (1 Hour)	22271	33
15 km (1 Hr 30 Min)	8082	12
More than 90 min	13311	20
	67433	100

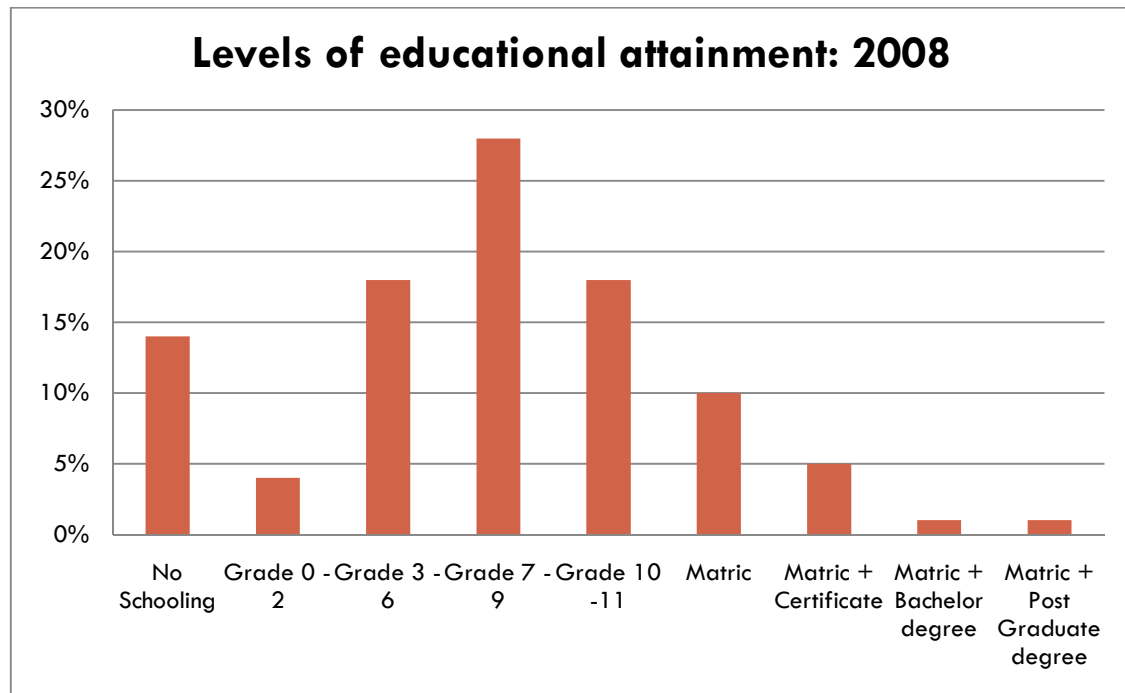
- **Deteriorating infrastructure:** existing hospitals and clinics are often poorly maintained and planned upgrades take long to be implemented leading to gradual decay of already existing facilities. This was attributed to lack of funds and limited budgets allocated to the district office for infrastructure upgrades.
- **HIV and Aids prevalence:** the fight against the spread of HIV and increase of infections and eventual Aids pandemic has been identified as a key priority outcome of the municipality.
- **Lack of doctors and specialist practitioners visiting clinics:** most participants in the community engagement processes mentioned that available consulting doctors were too few to cover the existing demand in all our local clinics and this tend to cause people to want to flock into hospitals only to be sent back to their clinics
- **Attitudes and poor communication:** nursing staff in certain clinics were accused of holding unprofessional attitude when dealing with patients and often fail to communicate properly the department's policy (eg. Transfer to a hospital) to their patients. Thus causing confusion and misunderstandings which could be prevented.

Public or municipal health is a core competence of the district municipality. In this area the DM has employed its own staff and allocated them by local municipal areas to deal with issues of water sample testing, inspections of food selling outlets, monitoring of outbreak of communicable diseases and general public health education campaigns.

5.11 Education and early childhood development

Education is the core function of the national department of education while the municipality plays a critical role in facilitating adult education (Abet) and early childhood learning (support to crèches). The department of social development also plays a central role in the establishment and overseeing of the operations for crèches in our municipality.

Education is a central service to economic development and without the production of essential skills, there may be limitations in realizing the benefits of our economic opportunities.



It is concerning that a huge number 56% of local adult population are functionally illiterate. Discussions at the consultative processes suggested that the department of education and public works be approached to convert the old college premises in Cala into a skills centre or FET.

Challenges

- Lack of vocational skills training institutions
- Inadequate equipment (laboratories) in local schools to enable effective learning for science and research
- Declining quality and standards of outputs in terms of grades and achievement matric passes by outgoing matriculates
- Poor planning and integration of efforts by the departments of Education, Eskom and District for provision of infrastructure support services like electricity, water and refuse to schools

5.12 Social and recreational facilities

Communities in the Sakhisizwe municipality raised social and recreational facilities as one of their priority needs. Given that the majority of the population are young people who are school going and largely unengaged after school, the role of sports becomes imperative for social cohesion and development. Existing facilities are not properly managed or maintained leading to their premature dilapidation.

Social Development Initiatives by Department of Social Development**YOUTH DEVELOPMENT**

Sub-programme	Project Name	Village	Ward	Nature	No. Of beneficiaries	Problems to be addressed	Budget
Youth Development	Zenzele ni Project	Cala	5	Carpentry	15	Limited Job Opportunities	R500,000

SUSTAINABLE LIVELIHOODS

Sustainable livelihoods	Mzamomhle Project	Nyala	6	Crop production	24	Inadequate Food Supply, Limited Skills, Limited access to nutritious food	R 750,000
Sustainable livelihoods	Sinethe mba Project	Manzi mdaka	5	Crop production	25	Inadequate Food Supply, Limited Skills, Limited access to nutritious food	R 750,000

WOMEN DEVELOPMENT

Women Development	Masinedane Project	Upper Gubenxe	2	Poultry	15	Limited Job Opportunities, Insufficient income, limited skills	R 500,000
-------------------	--------------------	---------------	---	---------	----	--	-----------

Sport fields

There are very few publicly accessible facilities for people to enjoy and they are often overused and less maintained. Recently upgraded soccer field in Cala is a case in point. This is often due to the fact that there are no formal sporting management structures that work with the municipality to operate and share costs of maintenance for facilities.

Sporting Code	Formal League / Teams	Management Body in Place	Facilities	Issues
Soccer	Yes. Only armature levels	Yes. Launched in Feb 2011	Cala & Elliot towns	Lack of tournaments & training facilities
Rugby	No.	No.	None	No formal structure
Cricket / Swimming / Netball / Tennis	Some schools have active pupils in these codes	No	None	No organized structure
Swimming	No.	No.	Private swimming pools in Elliot	No organized structure
Gym	No	No	Informal operators in Cala and Elliott	Need for a formal gym in an accessible area
Athletics (Running, Music, Dance, Acting etc)	Done by schools only	None outside of those working with DoE	Informal grounds mostly linked to schools	Need to integrate schools sports and community leagues

Libraries & Halls

There are only two libraries servicing our municipality. These also lack capacity in terms of ICT and number of qualified librarian staff.

Community Halls

At least 5 community halls have completed in the past five years using resources from MIG and other contributors. There are few other halls earmarked for small upgrades in the next MTEF period. The intention is to establish multi-purpose centres which shall allow mix-usages for meetings and other purposes (functions & pay-point for grants etc).

The municipality has managed at least to deliver the following facilities in the past 5 years

2006 – 2008/9.

- ▶ Cala Reserve community hall
- ▶ Cala Pass community hall
- ▶ Elliot Community hall

2009/2010

MIG REGISTRATION NUMBER	PROJECT NAME	CONSULTANT	CONTRACTOR	BUDGETED AMOUNT	EXPENDITURE TO DATE
MIG/CS/EC/5038/09/10	CALA RESERVE COMMUNITY HALL	MAISHA DEVELOPMENT ENGINEERS	VUMISA BUILDING CONSTRUCTION	R 1 802 340.00	R 1 802 340.00

2010/2011

MIG REGISTRATION NUMBER	PROJECT NAME	CONSULTANT	CONTRACTOR	BUDGETED AMOUNT	EXPENDITURE TO DATE
MIG/EC1625/CF/09/10	CALA PASS COMMUNITY HALL	MAISHA DEVELOPMENT ENGINEERS	BRAINE WAVE CONSTRUCTION	R 1 893 540.00	R 1 893 540.00

6 LOCAL ECONOMIC DEVELOPMENT

The council adopted its LED draft strategy in 2010, the LED strategy final draft was adopted by the council March 2012 and is currently lobbying resources for its implementation. The strategy is valid until 2014. In the strategy the municipality sees its role in economic development as primarily to create conducive environment for investment attraction and leveraging of efforts for sustained growth and poverty alleviation. We do not see ourselves as primarily responsible for job creation even though we identify as our inherent role the need to plan and coordinate economic development that seeks to achieve job creation and other objectives. As required by the Regulation on the systems Act, we shall comply with the national KPA requiring us to monitor measure and report on how many jobs (opportunities) we created as part of rolling-out our capital expenditure programmes.

6.1 General Indicators for economic development

In our chosen role, we seek to influence, monitor and track our performance in the following economic development indicators:

6.1.1 Gross Development Product

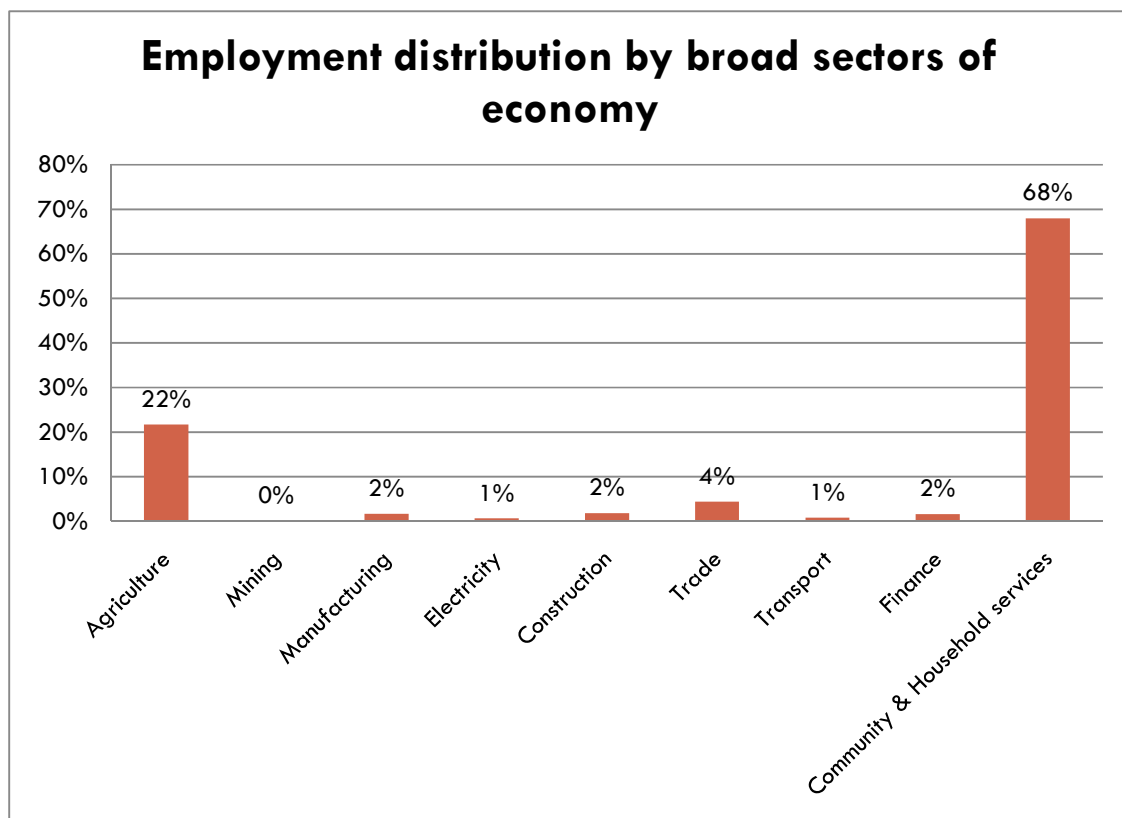
The overall economy of Sakhisizwe has experience less than a percentage growth in the last decade (1996 -2008). This situation must be turn-around if we are to curb compounding problems of unemployment, service backlogs and poverty.

The gross develop product is estimated by 2008 (Global Insight) to be approximately R463 million.

6.1.2 Employment

Unemployment is an important indicator of economic development. Our unemployment rate is estimated to be 36% (¹official definition). This situation is compounded by lack of efficiencies in our employment industries and sectors of the economy.

Off the 9 broad sectors of the economy that Global Insight researched in 2008, only less than four actively contribute to our GDP and Employment. The figure below gives a comparative distribution of employment by sectors.



¹ Official definition of unemployment includes persons who are economically active and unemployed but not actively seeking employment.

The major contributing sector to employment is community and domestic services followed by agriculture and trade. In our economic development strategy, we are prioritizing agricultural development along with Tourism to achieve high impact on job creation and poverty alleviation.

It is also our intention to improve diversification in our active sectors so that we can minimize exposure caused by over-reliance on 2 key sectors. One of the targeted sectors for improvement are Tourism development and Manufacturing with special focus on SMMEs. Currently Sakhisizwe enjoys a tress index of 79,7 which is slightly better than that of the region at 65,12.

In order to achieve job creation and poverty alleviation goals of the strategy Sakhisizwe is currently partnering with strategic stakeholders to delivery critical projects using labour intensive methods as required by EPWP policy.

In 2010/11 the municipality managed to secure funding from the EPWP of approximately R5,5 million and this was utilised to achieve the following outputs:

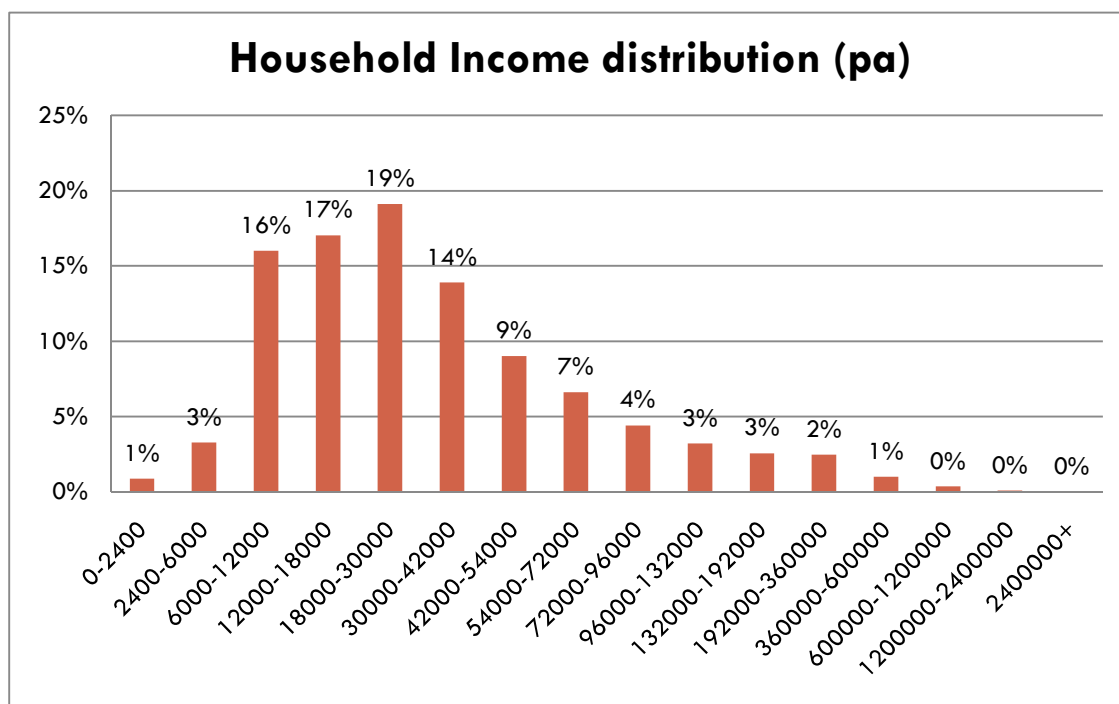
- Livelihood wages earned by 895 household small contractors
- Creation of nearly 70 jobs in the first quarter of the year

Another amount of approximately R2,4 million is earmarked to fund Sakhisizwe in a similar project focusing on schools upgrade in 2012/2013 by the department. An estimated total of 400 household contractors will benefit immensely from this contribution.

A further 35 -40 jobs are expected to be created when we implement the planned major upgrades of the Cala Convent and Cala Hospital by the department of Public Works in 2012/2013 at a projected tune of R6 million and R2 million, respectively.

6.1.3 Income & poverty distribution

Understanding income distribution is useful for profiling and determining extent of poverty and lifestyle trends. An estimated 56% of households earn just up to R2500 per month or R30, 000 per annum. The figure below gives a comparative distribution of households by income category (annual figures).



The remaining 44% shown in the figure above to be earning a gross monthly income of R3500 and above can be regarded as middle class. This is the category of earners who should be targeted for middle income housing and higher levels of service for which the municipality may expect to earn revenues from. Unfortunately, this category of earners is still very low to be expected to cross subsidize the indigent class. Given that there is already a high dependency ratio among local population (65%) coupled with endemic poverty in which an estimated 1872 people are said to be living below a dollar (or R7.) a day, the local middle class earners are already pressured.

Human Development Index² is also a useful indicator of lifestyle poverty. It measures people's exposure to poverty by looking at their lifestyles. Sakhisizwe has an HDI of 0.41 which is lower than that of the region and the country. In order to improve this situation the municipality may have to implement effective development strategies aimed at facilitating better education, improved direct investments and employment opportunities.

7 ENVIRONMENTAL MANAGEMENT

The municipality has no functional capacity for undertaking environmental planning and management. We are currently not performing impact assessments, air quality monitoring and general environmental tasks associated with our principal responsibilities. The intention is to engage the departments of Environmental Affairs and Tourism to supplement our capacity insufficiencies until we have a developed capacity.

² The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI can assume a maximum level of 1, indicating a high level of human development, and a minimum value of 0.

7.1.1 Overview of conditions

Topography

The Sakhisizwe municipal area comprises gently undulating “table land” forming the Drakensberg foothills. Elevations in the area range between 750m to 2600m above sea level. The soil types vary according to topography. The low-lying area is characterized by soils with high clay content (highly erodible) and the surrounding hills consist of strong litho-soils. Size of municipality is 2556 km².

Climate

The study area experiences warm moist summers; cold dry winters and snow during the winter months. Some parts of the area also experience thunder for about 60 days a year.

Vegetation

The vegetation of the area is composed of sweet and sour Grassveld. Trees and shrubs occur on sheltered sites, rocky hills and ridges. Dohne sour veld is the most common transitional forest and shrub type and the sweet grass is dominated by Redgrass Themeda triandra. Unimproved Grassland make up (76%), with Cultivated Dry land (9%), Degraded Unimproved Grassland (6%), Forests Plantations (2.5%), Thicket Bush land (2.2%) and Built Up Areas (1 %) making up the balance.

Environmental Development Constraints

Overgrazing - poor farming practices, lack of stock rotation / control. This in-turn leads to degradation of vegetation, soil erosion and increase in invader plants.

Invader plant species - especially wattle along drainage features.

Infrastructure services (lack or poor positioning thereof) - including cemeteries, insufficient sanitation systems, waste disposal and the potential impact on ground and surface water sources

7.1.2 General environmental challenges

Poor planning: due to lack of internal capacity and human resource skills provision in our current structure, we are unable to undertake important functions of environmental planning and monitoring. Often, we react to disasters because we do not have appropriate plans to forecast and implement preventative interventions.

Lack of provision for green spaces: our towns are characterised by dire lack of public and recreational parks. The former land allocated to these activities has unfortunately been taken over by speculative development in Cala town and poor maintenance in Elliott town centre. Local inhabitants do not have descent areas where they can take their families for a picnic or kids to play.

Flooding & Soil Erosion: Due to prevalent terrestrial summer rains often accompanied by storms and thunder and coupled with weakened soil cover, flooding and erosion is common. The flooding problem is also compounded by our prevailing mountainous and high gradient sloping topography.

Drought: due to long periods of nil rain and poor protection of rain water gained during summer rains the areas of Sakhisizwe experience periodic droughts which in turn leads to degeneration of environmental assets as activities like overgrazing become unavoidable.

Decaying urban aesthetics: due to poorly organized refuse collection and waste management programmes coupled with lack of enforcement of local by-laws for town planning, our CBD is characterised by litter and remains from burst water mains. The town of Sakhisizwe is in a state of gradual urban decay and need urgent attention.

Roaming animals: due to broken and sometimes non-existent fences along grazing areas and abutting villages to main roads, roaming animals on our roads and even town streets are common phenomena. These animals are often responsible for accidents on our roads.

8 FINANCIAL VIABILITY

8.1 Overview

According to the analysis and inputs received from consultative processes, it was agreed that our municipality has had a very weak financial management record. We have not been able to put in place adequate internal financial management control systems and processes of reporting as required by legislation and accounting standards. As a result we have not managed to receive good audit opinion outcomes for the past few years.

The analysis also found that we are over reliant on grants and are currently unable to effectively raise own revenue from potential sources like sale of services and prudent investments decisions. We are therefore not financially viable at the moment.

SAKHISIZWE MUNICIPALITY FINANCIAL PLAN (3YEAR) 2013 - 2015

The Sakhisizwe municipality has developed its financial plan for 2013-2015, the final plan is adopted by the council on the 30 May 2012. The financial plan is added on this document as an annexure.

Hence, we are prioritizing financial viability and want to invest time and resources in setting up all relevant systems, policies and reporting or accountability measures.

In general usage a financial plan is a budget, in other words a plan for spending and saving future income. This plan allocates future income to various types of expenses, such as salaries, insurances and also reserves some income for short term and long term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future income.

One of the key issues identified for the sustainability of Sakhisizwe Local Municipality is expanding its revenue base whilst remaining financially viable and sustainable. The objectives are therefore to provide effective, efficient and co-ordinated financial management and financial accounting.

This financial plan includes the assumptions used when compiling the operating and capital budget, financial strategies as well as the accounting policies and includes national and provincial priorities.

The aim is to improve on DISCLAIMER audit outcome received for 09/10 and 10/11 and also move toward achieving a clean audit outcome in the next 2 years. To achieve this, the municipality is focusing its energies on the following:

8.2 Auditor General Concerns

The municipality has not received a clean audit outcome since its inception. This is according to auditor general, due to a number of issues that need to be attended as a matter of urgency including:

- Staffing of the finance department with relevantly skilled and qualified personnel and train them in critical skills needed to improve financial viability
- Putting into place functional accounting and financial record keeping systems
- Ensuring effective internal audit and regular risk management operations are in place
- Complying with LG legislations governing financial control, revenue management, budgeting and reporting such as DORA, MFMA of 2003 and MPRA of 2004 and others
 - Be (MFMA) GRAP compliant - asset register & proper accounting records
 - Be MPRA compliant - updated valuation roll and tariff policy
 - Be DORA compliant - spend in accordance with grant conditions
- Develop and implement effective financial controls and policies
 - Indigent policy
 - Supply Chain Management Policy
 - Revenue enhancement and Collection strategy
 - Anti-corruption policy

8.3 Financial Planning perspectives

FINANCIAL VIABILITY OBJECTIVES

- To maintain financial viability and stability.
- To be based on the needs of local citizens as identified through the IDP process.
- To be based on realistic anticipated revenue
- To have a balanced and credible budget
- To improve quality service delivery
- To promote job creation

BUDGET FOCUS AREAS

- Basic visible quality service delivery
- Municipal financial viability and stability

- Job Creation
- Public participation

CHALLENGES TO FINANCIAL VIABILITY AND BUDGETING

- Sakhisizwe Municipality is highly dependent on the Equitable Share allocation from National Government
 - Must increase revenue
- Currently the revenue collection rate from services needs to be improved
- A Debt collection unit is established in the finance department. This will assist to increase the debt collection rate of the municipality.
- The process of review the indigent register is currently in progress. The free basic services will be implemented on the finance system before year end June 2012.
- Councilors will need to promote policies in the communities to increase the collection rate on services
- Councilors will need political intervention to change the culture of non payment for services to a culture of payment for services rendered by the municipality
- Currently there are a formal SLA in place between Chris Hani District Municipality and Sakhisizwe for the rendering of the water and sewerage function.
- CHDM is currently in the process of reviewing the SLA for the service delivery of water and sewerage between the water service authority (CHDM) and the water service providers (Local Municipalities).
- The payment of claims for the financial year 2011 – 2012 is up to date.

LEGAL PARAMETERS CONSIDERED IN THE CURRENT BUDGET

MFMA – Chapter 4 (15) Annual Budgets

- (1) The council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.
- (2) In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.
- (3) Subsection (1) does not preclude the appropriation of money for capital expenditure for a period not exceeding three financial years, provided a separate appropriation is made for each of those financial years.

MFMA – Chapter 4 (24) Annual Budgets

1) The municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

(2) (c) must be approved together with the adoption of resolutions as may be necessary—

(i) imposing any municipal tax for the budget year;

(ii) setting any municipal tariffs for the budget year;

(iii) approving measurable performance objectives for revenue from each source and for each vote in the budget;

(iv) approving any changes to the municipality's integrated development plan; and

(v) approving any changes to the municipality's budget-related policies

MFMA – Chapter 7 (53) Budget processes and related matters

(1) The mayor of a municipality must-

(a) provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;

(b) co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget; and

(a) take all reasonable steps to ensure-

(i) that the municipality approves its annual budget before the start of the budget year;

(ii) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and

(iii) that the annual performance agreements as required in terms of section 57(1) (b) of the Municipal Systems Act for the municipal manager and all senior managers-

(aa) comply with this Act in order to promote sound financial management;

(bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and

(cc) are concluded in accordance with section 57 (2) of the Municipal Systems Act.

MFMA – Chapter 7 (53) Budget processes and related matters

(2) The mayor must promptly report to the municipal council and the MED for finance in the province any delay in the tabling of an annual budget, the approval of the service delivery and budget implementation plan or the signing of the annual performance agreements.

(3) The mayor must ensure-

(a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after approval of the service delivery and budget implementation plan; and

(b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province

MFMA Circular No. 58 Municipal Budget Circular for the 2012/13 MTREF

The issue has been addressed extensively in MFMA Circular 48 and 55. It has been noted that certain municipalities are still including internal charges on their budgets, monthly reports and submissions to the Local Government Database, thus overstating their revenues and expenditures.

To eliminate this bad practice, National Treasury will refer all 2012/13 budgets, monthly financial statements and Local Government Database returns that include internal charges back to municipalities for correction.

Creating decent employment opportunities remains a national priority. In drafting their 2012/13 budgets and MTREFs all municipalities are urged to continue to explore opportunities to mainstream labour intensive approaches to delivering services, and more particularly to participate fully in the Extended Public Works Programme.

The municipality ought to focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme; and
- Implementing interns programmes to provide young people with on-the-job training.

The period of the **Salary and Wage Collective Agreement 2009/10 to 2011/2012** has come to an end. In the absence of other information from the South African Local Government Bargaining Council, municipalities are advised to budget for a **5% cost-of-living** increase adjustment, to be implemented with effect from July 2012

Municipalities must take the following inflation forecasts into consideration when preparing their 2012 – 2013 budgets and MTREF:

- Inflation forecast 2010 – 2011 = 4.2%
- Inflation forecast 2011 – 2012 = 4.8%
- Inflation forecast 2012 – 2013 = 5.4%
- Inflation forecast 2013 – 2014 = 5.6%
- Inflation forecast 2014 – 2015 = 5.4%

Revising rates, tariffs and other charges

- When municipalities revise their rates, tariffs and other charges for their 2012/13 budgets, they need to take into account the labour and other input costs of services provided by the municipality or entity, the need to ensure financial sustainability, local economic conditions and the affordability of services.
- National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges at levels that reflect an appropriate balance between the interests of poor households, other customers and ensuring the financial sustainability of the municipality. For this reason municipalities must justify in their budget documentation all increases in excess of the 6% upper boundary of the South African Reserve Bank's inflation target.

Solid Waste Tariffs

- Many municipalities' solid waste tariffs do not cover the cost of providing the different components of the service. Where this is the case, municipalities should aim to have appropriately structured, cost-reflective solid waste tariffs in place by 2015.
- The tariffs for solid waste management must take into account that it is good practice to maintain a cash-backed reserve to cover the future costs of rehabilitating landfill sites.
- Municipalities are encouraged to explore alternative methodologies to manage solid waste, including recycling and incineration in plants that use the heat energy to generate electricity.

Eliminate non-priority spending

Municipalities must pay special attention to controlling unnecessary spending on nice-to-have items and non-essential activities. The following examples of non-priority expenditure have been observed, and need to be eliminated:

- Excessive sponsorship of music festivals, beauty pageants and sporting events, including the purchase of tickets to events for councilors and/or officials;

- Public relations projects and activities that are not centered on actual service delivery or are not a municipal function (e.g. celebrations, gala dinners, commemorations, advertising and voter education)
- LED projects that serve the narrow interests of only a small number of beneficiaries or fall within the mandates of other departments such as the Department of Agriculture;
- Excessive catering for meetings and other events, including the use of public funds to buy alcoholic beverages;
- Arranging workshops and events at expensive private venues, especially ones outside the municipality (as opposed to using the municipality's own venues);
- Excessive luxurious office accommodation and office furnishings
- Excessive printing costs (instead of maximizing the use of the municipality's website, including providing facilities for the public to access the website);
- Foreign travel by mayors, councilors and officials, particularly 'study tours';
- Excessive councilor and staff perks such as luxurious mayoral cars and houses, notebooks, IPADS and cell-phone allowances; travel and subsistence allowances;
- Excessive staff in the office of the mayor – particularly the appointment of political advisors and spokespersons;
- All donations to individuals that are not made in terms of the municipality's indigent policy or a bursary scheme; for instance donations to cover funeral costs (other than pauper burials which is a district municipality function);
- Costs associated with long-standing staff suspensions and the legal costs associated with not following due process when suspending or dismissing staff, as well as payment of severance packages or 'golden handshakes'; and
- The use of consultants to perform routine management tasks, and the payment of excessive fees to consultants.

Benefits to mayors and councilors

Section 167 of the MFMA provides that any remuneration paid or given in cash or in kind to a person as a political office-bearer or as a member of a political structure of a municipality otherwise than provided for in the framework of the Public Office Bearers Act 20 of 1998 is regarded as an ***irregular expenditure*** and the municipality must recover that remuneration from the political office bearer or member. The section also provides that the municipality may not write-off any expenditure incurred in providing such remuneration, i.e. the irregular expenditure must be recovered from the political office bearer or member.

The remuneration referred to above includes:

- a) Any bonus, bursary, loan or advance; and
- b) Any other benefit as:
 - The municipality giving or allocating laptops, notebooks, i-Pads or other gadgets to councilors and Mayors,
 - Cell phone allowances in excess of the limits set in the Public Office Bearers Act;
 - The use of municipal workers time for councilors and Mayors private or business interests
 - The private use of official / municipal vehicles, and
 - The use of a mayoral residence without paying a market related rental to the municipality.

MFMA Circular No. 58: Refer to Circulars 48, 51, 54 and 55

- c) **Mayor's discretionary funds and similar discretionary budget allocations** - National Treasury discourage these allocations.
- d) **Unallocated ward allocations**- National Treasury does not regard this to be a good practice, because it means that the tabled budget does not reflect which ward projects are planned for purposes of public consultation and council approval.
- e) **New office buildings** – Municipalities are required to send detailed information to National Treasury if they are contemplating building new main office buildings.
- f) **Virement policies of municipalities** – Municipalities are reminded of the principles that must be incorporated into municipal virements policies.
- g) **Providing clean water and managing waste water** – Municipalities are reminded to include a section on 'Drinking water quality and waste water management' in their 2012/13 budget document supporting information
- h) **Renewal and repairs and maintenance of existing assets** – Allocations to repairs and maintenance, and the renewal of existing infrastructure must be prioritized.
- i) **Budgeted for an operating deficit** - Over the medium term, a municipality should budget for a moderate surplus on its Budgeted Statement of Financial Performance so as to be able to contribute to the funding of the Capital Budget.
- j) **Credit cards and debit cards linked to municipal bank accounts are not permitted**
- k) **Municipal financial management (IT) systems** - If a municipality is considering replacing or extending its financial management (IT) system, before it goes out

to tender it must consult with the National Treasury in accordance with the process .

Provision for salary increases

The salaries increase will be 5%, as prescribed in MFMA Circular No. 58.

Councillor allowances are according to the Government Notice 33867, issued on 10 December 2010, in respect the determination of upper limits of salaries, allowances and benefits of different members of Municipal Councils. Provision is made for 5% increase.

8.4 Recommendation by STRATPLAN 2011

An in-depth discussion and diagnosis of issues affecting our financial viability was conducted at the recent STRATPLAN session held 23 -25 August 2011 and the following recommendations were adopted March 2012.

REVENUE & EXPENDITURE MANAGEMENT

- Review indigent policy
- Audit municipal employees re –debt to council
- Develop a comprehensive strategy for revenue collection and management – including exploration of debt rebate and payment arrangement options
- Promote payment of services
- Install meters across users (focus on residential, business, NGOs, Gov + Industry)
- Budget monitoring to be decentralised to all senior managers proportionate to line functional authority

SCM

- Review SCM (addressing AG queries and operational bottlenecks)
- Ensure checking of suppliers compliance with municipal accounts
- Review SCM and ensure close monitoring and reporting of contraventions in the procedures

GOVERNANCE

- Monitoring and Evaluation plan for this stratplan outputs
- Clean audit outcome in 2 years
- Resolution to prevent interference – task team to define parameters of interpretation and recommend to council a way forward

FLEET MANAGEMENT

- Need a functional systems able to cost and depreciate fleet assets

FINANCIAL MANAGEMENT

- Appoint budget and treasury accountant
- Managers to take full responsibility for budget and expenditure monitoring

8.5 Budget and Expenditure plans

DORA ALLOCATIONS

Allocations	2012/2013	2013/2014	2014/2015
Equitable Share	36 713 000	39 317 000	42 231 000
Councillor Remuneration	2 100 000	2 2374 000	3 027 000
Finance Management Grant	1 500 000	1 500 000	1 750 000
Municipal Systems Improvement Grant	800 000	870 000	950 000
Municipal Infrastructure Grant (MIG)	16 292 000	17 186 000	18 180 000
Integrated National Electrification Prog (Mun)	4 000 000	5 000 000	6 000 000
Expanded Public Works Programme	1 000 000		
Total	62 405 000	66 247 000	72 138 000

Water & Sanitation

Allocations	2012/2013	2013/2014	2014/2015
Water 67% of Total Allocation	8 353 560	8 944 500	9 605 790
Sanitation 67% of Total Allocation	7 306 350	7 822 920	8 401 800
Total	15 659 910	16 767 420	18 007 590

Expenditure by type

Expenditure	2012/2013
Employee Related Costs	26 583 612
Remuneration of Councillors	4 780 344
Bad Debt Provision	4 976 120

Depreciation	5 098 200
Repairs & Maintenance	5 674 000
Interest Paid	1 168 445
Bulk Purchases	7 900 000
Contracted Services	319 000
Grants & Subsidies Paid	3 892 000
General Expenditure	25 883 812
Total	86 275 533

Summary per Municipal Vote

Expenditure	2012/2013	%
Executive & Council	13 857 296	16.06
Finance & Admin	16 550 281	19.18
Planning & Development	3 429 159	3.97
Housing	223 192	0.26
Public Safety	2 351 340	2.73
Health		
Community Services	2 002 532	2.32
Sport & Recreation	211 361	0.24
Waste Management	7 894 423	9.15
Road Transport	8 470 355	9.82
Electricity	11 315 281	13.12
Water	10 701 957	12.4
Waste Water Management	9 268 357	10.74
TOTAL	86 275 533	100

Repairs and Maintenance

Repair & Maintenance	2011/2012	2012/2013
Council & Executive	37 000	37 000
Finance & Administration	105 000	105 000
Property Services	50 000	50 000

Public Safety	66 000	66 000
Health		
Cemeteries	10 000	10 000
Pound	30 000	30 000
Sport & Recreation	30 000	30 000
Waste Management	126 000	126 000
Roads & Streets	880 000	13 000 000
Electricity	430 000	730 000
Water		1 560 000
Waste Water Management		1 630 000
Total	1 764 000	5 674 000

Budget for operational functions

Service	2012 - 2013	%
Property Services	559 300	3.02
Housing	143 192	0.77
Libraries	118 608	0.64
Cemeteries	83 368	1.45
Community Halls	898 976	4.85
Pound	580 324	3.13
Caravan Park	9 500	0.05
Refuse	4 443 923	23.99
Roads & Streets	7 464 355	40.3
Electricity	4 218 781	22.78
TOTAL	18 520 327	100
COUNCIL BUDGET		
	2012 - 2013	%
SPU	700 000.00	97%
ECDC	10 000.00	1%
ISDR	10 000.00	1%
TOTAL	720 000	100%

Project Expenditure

Office Furniture & Equipment	450 000
Hawkers Stalls & Taxi Rank	2 000 000
MIG – Cala landfill waste site	2 832 188
MIG – Elliot landfill waste site	3 293 174

MIG – Cala gravel roads & storm water – Phase 3	5 538 234
MIG – Cala to Qokolo and Kopitjie	1 000 000
MIG – Veris Access Road	1 000 000
Tools & Equipment	170 000
DME	4 000 000
TOTAL	20 283 596

TARIFFS & FINACIAL POLICIES

The Tariff increases for the year 2012 – 2013 are:

- Rates 6%
- Refuse 6%
- Water 6%
- Sewerage 6%
- Electricity 16.00%

Financial Policies adopted for review in 2012/13

- Budget Policy
- Corruption & Fraud Policy
- Credit Control and Debt Collection Policy
- Debt Write-Off Policy
- Asset Management Policy
- Indigent Policy
- Investment and Cash Management Policy
- Information Technology Policy
- Rates By-Laws Policy
- Tariff Policy
- Supply Chain Management Policy
- Interest Reversal Policy
- Loans Policy
- Unforeseen & Unavoidable Policy
- Administration of Immoveable Property Policy

- MFMA Delegations Policy

9 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

This section deals with analysis of our state of readiness to deliver on our assigned constitutional as well as powers and functions mandate. It analyses the extent to which we have put in relevant systems, processes and tools to ensure smooth operations and development of the municipal organization.

9.1 Powers and Functions

Our mandate stems from the section 152 and 156 of the constitutions (Act 108 of 1996) coupled with the assigned powers and functions drawing from the schedules 4b & 5b. In terms of the schedules part B 4 and 5 of the constitution, local government has the following functions.

Part B of Schedule 4	Part B of Schedule 5
1. Air pollution 2. Building regulations 3. Child care facilities 4. Electricity and gas reticulation 5. Fire-fighting services 6. Local tourism 7. Municipal airport 8. Municipal planning 9. Municipal health services 10. Municipal public transport 11. Pontoons, fairies, settees, piers and harbours excluding the regulations of international and national shipping 12. Municipal public works only in respect of the needs of the municipalities 13. Storm water management system 14. Trading regulations 15. Water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system)	16. Beaches and amusement facilities 17. Billboards and display advertisement in public places 18. Cemeteries, funeral parlors and crematoria 19. Cleansing 20. Control of public nuisance 21. Control of undertakings that sell liquor to the public 22. Facilities for the accommodation care and burial of animals 23. Fencing and fences 24. Licensing and controlling of undertakings that sell food to the public 25. Local amenities 26. Local sport facilities 27. Markets 28. Municipal abattoirs 29. Municipal parks and recreation 30. Municipal access roads

Part B of Schedule 4	Part B of Schedule 5
	<p>31. Noise pollution</p> <p>32. Pounds</p> <p>33. Public places</p> <p>34. Refuse removals, refuse dumps and solid waste disposals</p> <p>35. Street trading</p> <p>36. Street lighting</p> <p>37. Traffic and parking</p>

Sakhisizwe municipality should be undertaking all the bolded items in the above list and where capacity does not exist, should be taking decisive steps to ensure such capacity. However, our main challenges are that we do not have sufficient capacity to undertake all the assigned powers and functions. This IDP review identifies a specific project to review the organogram and to fill the critical vacant and budgeted positions in the approved organogram so as to ensure improved operational and administrative capacity.

9.2 Institutional Arrangements

ADMINISTRATIVE STRUCTURE & ORGANOGRAM

The Sakhisizwe Municipality has its own organogram which was adopted by the Council, on the Ordinary Council in 2011/2012. Not all posts were funded and those funded were filled.

- There are **SIX DEPARTMENTS** with 256 positions. The positions are spread as follows:-
- Municipal Manager's Office = 18
- Corporate Services = 21
- Technical Services = 93
- Financial Services = 29
- Social needs and community Services = 83
- Integrated Planning and Economic Development = 12
- There are 163 filled posts and 93 vacant posts.
- General workers constitute 75% of the overall employees and 25% is made up of professionals including managers

- In terms of the employment equity the ratio is 34% (55) females to 66% (108) males.
- There are 5 disabled employees
- Youth is 17% (27 employees) of the total employee
- There 156 Africans, 4 Coloureds, 3 Whites

SKILLS DEVELOPMENT PLAN

The Skills Development Act of 1998 requires employers to plan and implement learning programmes enabling employees to acquire skills and qualifications that will enhance their performance, whilst also optimising the organisation's functioning. Sakhisizwe Municipality is committed to implementing its IDP and the key to this is ensuring that further learning programmes and skills development are informed by the Plan.

Sakhisizwe Municipality also updates and submits the required Workplace Skills Plan every year by end of June regarding the development of its Councilors and staff. Monthly reports are being done to LGSETA and monetary grants are paid to the municipality by LGSETA.

HUMAN RESOURCE PLAN

HR Plan has been presented during the Sakhisizwe Strategic Plan on the 23rd -25th August 2011 and it is not yet adopted by Council.

POLICIES

The following policies have been adopted by Council.

1. Leave Policy
2. Recruitment and selection Policy
3. Training and development Policy
4. Human Resource Development Policy
5. HIV/AIDS Policy
6. Disciplinary, Grievance and Procedure Policy
7. Overtime Policy
8. Sexual Harassment Policy
9. Policy Regulating Absenteeism
10. Code of Conduct for Councillors and Employees
11. Employment Equity Plan/Policy
12. MFMA Delegation of Powers
13. Subsistence Policy
14. Rules and Order
15. Delegation of Authority

The Retention Strategy, Scarce Skills Strategy and Succession plan are in place, needs to be workshopped and adopted in order to:

- Considerably higher costs of recruitment and selection may occur;
- Difficulties are experienced in attempting to attract and to retain experienced employees within the required fields;
- Staff shortages and scarcity of skills are contributing to poorly performed service delivery;

- Experienced employees are retiring and fewer young people are joining these organizations, resulting in a mass exodus of required skills and experience;
- Many experienced and qualified persons within areas designated as scarce skills are emigrating to other countries, reducing our skills base even further; and
- The rising demand for existing and new skills is being aggravated by educational and experiential shortcomings.

Performance Management System

The Council approved Framework, Policy and Procedures for Institutional Performance Management. The Framework contains an annual work plan with processes to be followed in developing and implementing Performance Management. Below is a list of challenges that have resulted in slow progress in implementing PMS in Sakhisizwe Municipality.

- The lack of implementation of performance management has contributed significantly to the non-alignment and misunderstandings with regard to the objectives of performance management;
- In this regard roles and responsibilities of IDP are delegated to IPED Manager as delegated by the Municipal Manager. The mainstreaming of performance management way from the silo mentality that suggestion that the implementation of PMS is the sole responsibility of the IDP Department to a broader understanding that performance management is a standard management line function;
- The misplaced notion the performance management is primarily about the payment of bonuses – this is arguably the single biggest factor that has hindered progress;

The acknowledgement of early warnings from office of the AG that the performance assessment will be audited in the 2012/2013. Unless there is a major intervention on performance management. Given the challenges stated above progress in the mainstreaming and cascading of the PMS can only take place through the implementation of a change management exercise in Sakhisizwe.

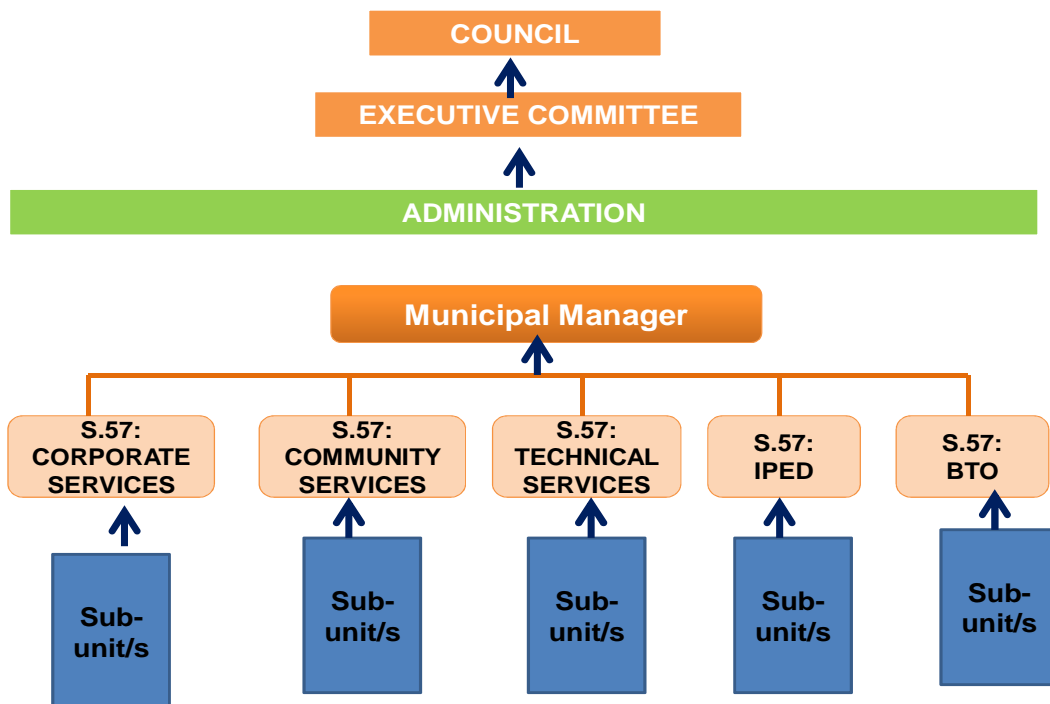
The process of PMS review is underway. Workshops for the draft PMS framework will take place for Sakhisizwe management and the entire process is envisaged to be completed in year 2012/2013.

EMPLOYMENT EQUITY

The Employment Equity Act (55 of 1998) addresses the legacy of discrimination in relation to race, gender and disability. The Act is intended to ensure that workplaces are free of discrimination and that employers take active steps to promote employment equity. Chapter 3 of the Act requires employers to take certain affirmative action measures to achieve employment equity. These are set out in an Employment Equity Plan.

An Employment Equity Plan is intended to achieve equity in the workplace, making the municipal workforce more representative and ensuring fair and equitable employment practices for all employees. It is further intended to make the administration of Sakhisizwe Municipality more broadly representative of the communities being served and to create an organizational culture that is non-discriminatory, values diversity and legitimizes the input of all employees. **Employment Equity Plan/Policy is in place and was adopted by the Council.** Sakhisizwe has developed a 2 year Employment Equity Plan, which will expire in June 2013 and has made substantial progress with its implementation.

Detailed organogram forms part of annexure -1 of this document. The figure below gives a summarized illustration of the current organizational arrangements at Sakhisizwe.



10 GOOD GOVERNANCE & PUBLIC PARTICIPATION

10.1 Governance systems

The municipal council is the highest decision making body in the organization. It is chaired by the Speaker. Under the new council arrangements Sakhisizwe has both a Council Speaker who is not the same as Mayor as was the case before where the same person played the role of both Mayor and Speaker.

In this type of governance structure the protocol dictates that decisions are made by council supported by its executive committee.

At least council seats every quarter unless a need arise for a special council meeting which is often called at the request of the speaker. Council takes decisions on all aspects of municipal governance and ensure that management implements their decisions.

An IDP is adopted together with a 3 year budget (+SDF, SDBIP & PMS) at the beginning of the council term to guide municipal decision for implementing development, regulating local affairs and guiding administration.

In order to manage the day-to-day routine tasks of governance, Sakhisizwe has put in place committees headed by portfolio councillors and linked to administrative line functions. These committees work with managers to implement IDP and monitor compliance with council policies and decisions. In the course of implementation, operations interface with external stakeholders through management representations in various forums.

10.2 Inter- Governmental Relations

In compliance with intergovernmental relations act, the municipality is expected to facilitate establishment of an intergovernmental relations forum (IGF) which serves as a platform for facilitating bottlenecks and critical decisions aimed at fast tracking joint development objectives by government and its stakeholders. Sakhisizwe municipality does not have a functional IGF at this stage even though attempts have been made to set up one. This IDP has tasked the office of the municipal manager to establish and ensure that an IGF is functioning and able to meet and deal with critical developmental agenda as per its schedule.

IGR meetings are held each and every quarter, Lack of functional IGR has already shown negative impact on our development wherein sector departments fail to honour commitments made in the IDP by their representatives to the Rep Forum. Linked to this mandate to the office of the municipal manager is the requirement to ensure good working relationship with community development workers (CDW) in all our wards during 2011/12.

10.3 Public Participation & Promotion of Local Democracy

In a bid to promoting effective involvement of communities and thereby implement the requirements of the systems act chapter 4, Sakhisizwe local council resolved to review all its future IDPs through a ward based planning approach. Ward plans have been developed for all wards that existed prior to local government elections 2011 and are incorporated into this document.

A newsletter and regular mayoral report back Imbizos are also planned for the year ahead to enable constant flow of information between the council, its administration and local communities on the affairs of the municipality. Mayoral Imbizos are held every Quarter, IDP Rep forums and Roadshows sit according to IDP Process Plan.

10.4 Customer care relations

In order to promote a good culture of cooperation between the municipality and its paying customers including all those who receive a service from Sakhisizwe, a customer relations framework will be developed. Suggestions at the consultative processes recommended the consideration of current offices in places like Elliott to be utilised as customer interface centres after the consolidation of administration in the new premises at Cala. It was also proposed through the IDP/SDF consultation processes that to give rise to the planned secondary nodal points in Lower Lafuta, a one stop centre be planned and developed in the near future so as to minimise the costs of accessing services to our rural households.

Good governance is a key priority for the municipality. Our emphasis will be on:

- Implementing democracy through investment in public participation and ward capacity building programmes including ward based planning
- Fighting tendencies of corruption in our system
- Increasing trust and support from our communities and also ensuring the maintenance of a good image and profile for the municipality
- Implementing community outreach initiatives such as those activities undertaken in the special programmes unit (focusing on youth, women and disabled)

- Attainment of a clean audit outcome within two prior to installation of the next council
- Putting in place effective systems and processes for improving council oversight and administrative accountability through implementation of functional PMS and SDBIP regular reporting

The main challenges for good governance stem from the reasons that were observed in the consultative processes which necessitated the above focus. Key challenges for 201/1 will be the finalization of the matter relating to our municipal manager position, lack of HR capacity in critical areas of our functions such as LED and Engineering and also dealing with issues raised by auditor general in our previous report (discussed earlier in this document).

11 SPATIAL DEVELOPMENT FRAMEWORK

Sakhisizwe Local Municipality has adopted its review SDF in March 2012. The SDF is valid until 2014. The document is aimed at providing a spatial policy perspective to this IDP as well as guide future planning decisions about space development. This SDF is based on the following set of objectives and principles.

- restructure spatially inefficient settlements;
- promote the sustainable use of the land resources in the country;
- channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;
- stimulate economic development opportunities in rural and urban areas; and
- Support an equitable protection of rights to and in land.”

The various principles and directives can be translated into a set of collective development objectives in accordance with the national agenda that form the overarching objectives of the Spatial Development Framework, namely -.

- To promote sustainable development;
- To promote efficient development;
- To promote equitable development;
- To ensure integrated development, and
- To improve the quality and image of the physical environment.

11.1 Legal framework

The Systems Act is the overarching piece of legislation that guides and informs this SDF. In terms of Section 26(e) of the Local Government Municipal Systems Act (Act No. 32 of 2000), every Municipality is required to formulate a Spatial Development Framework as part of the contents of its Integrated Development Plan (IDP). The Local Government Municipal Planning and Performance Management Regulations (R. 796 of 2001) made in terms of the Municipal Systems Act determine the content of such a Spatial Development Framework. It requires the municipality to:

- a) Identify the key spatial development features (trends and dynamics) currently applicable in the Sakhisizwe Municipality;
- b) Establish clearly the objectives of the Sakhisizwe Municipality in relation to spatial development in its area of jurisdiction, with particular emphasis on clarifying the principles to be followed in the management of such spatial development in the area;
- c) Identify the Municipality's strategies and policies that are adopted to achieve its spatial development objectives. These should focus on establishing a clear hierarchy of settlement and delineating Special Development Areas, which are: -
 - Areas where strategic development intervention is required (areas of particular development potential and/or areas where current development activities represent a development opportunity); and
 - Areas where priority spending is required (areas of special need)
- d) Illustrate the above information on maps and plans; and
- e) Set out basic guidelines for a land use management system in Sakhisizwe Municipality (i.e. how the Municipality anticipates that it will manage land use development and land use change over a five-year period).

Ensuring a uniform planning system

The Land Use Management Bill (2001) and the Green Paper on Development and Planning (1999) are particularly important guiding pieces of legislation for the SDF in that they seek to provide for the establishment of a new unitary planning system in SA. This new set of legislation will enable municipalities to better understand the required content of spatial and land use management plans and thus level the ground for smooth implementation of the LG Systems Act: 2003 (as amended)

Providing a national spatial planning framework

The National Spatial Development Perspective is a new initiative by government which sets a national framework to guide infrastructure investments and development decisions. In order to guide development agencies understand their potential and therefore choose appropriate spatial development strategies for their growth, the NSDP suggests six categories of (covering about 315 magisterial districts) areas (spatial development potential):

- Innovation and experimentation (27)
- High value differentiated goods (45)
- Labour intensive mass produced goods (62)
- Public service and Administration (73)
- Tourism (60)
- Service and Retail (48)

In terms of the analysis of Sakhisizwe potential index, the area has potential in Agricultural development, Tourism resources such as the Cultural Tourism industry and less potential in the Innovation and experimentation through its limited urban centre with no developed consumer base.

11.2 The provincial framework

The Eastern Cape Spatial Development Plan and especially the EC Growth and Development Strategy provide a guiding framework for spatial economic development in the province as whole. In terms of the EC SDF there are three levels at which government is planning to intervene in the development of the province's spatial economy. These are summarized in the diagram below:

Strategic policy framework to spatial investment

Level 1: Ensure access to basic need support – means the provision of municipal infrastructure at a basic level that is at least in line with the minimum acceptable level of service provision as dictated by adopted relevant policies of the district.

Level 2: Build Capacity – implies investment at a higher level in middle order services, infrastructure and development needs in accordance with current state of assigned Powers and Functions of the LM (service infrastructure, market places, transport interchange facilities, human resource development & skills training etc.).

Level 3: Targeted Focus Areas – implies investment at a still higher level in higher order services and infrastructure and this includes investments in areas that may not necessarily constitute the assigned powers and functions but within the context of essential development investment that are likely to generate significant socio-economic developmental spin-offs as deemed by the Local municipal council. (i.e. Investments in education, sports & recreation, tourism sector, the forestry sector etc).

The EC PGDS identifies six key focus areas for priority spatial investments in the short term and these include the following:

- a) Agrarian development and food security
- b) Fighting poverty
- c) Public sector transformation
- d) Infrastructure development
- e) Manufacturing diversification and Tourism

Human Resource Development

11.3 Overview of the SDF concept

The diagram below gives a special concept of the Sakhisizwe area.

In terms of the concept, Sakhisizwe has key movement patterns as shown by the major routes depicted on the sketch, Open space system depicted in green and key development nodes in a hierarchical structure with two levels, viz primary and secondary nodes.

11.4 SDF proposals for Sakhisizwe LM

Agricultural Potential areas

It is proposed that the following activities be permitted in the high potential agricultural area:

Activities permitted in the high potential agricultural area Activity	Definition

Agriculture	The cultivation of land for crops and plants or the breeding of animals or the operation of a game farm on an extensive basis on natural veld or land.
Agri-Industry and Agri-Processing	An enterprise for the processing of agricultural products on a farming unit or within a rural area owing to the nature, perishableness and fragility of such agricultural products (e.g. wineries, farm pack stores, etc.).
Agri-Village	A private settlement situated within an agricultural area and where residence is restricted to bona fide farm workers and their dependents of the farms involved in the development.
Agri-Tourism	A type of tourism in which travellers travel to rural areas to experience the activities and lifestyles of people living and working in the agricultural sector

Urban Edge

It is proposed that based on the urban edge as demarcated in Paragraph 4.2 (page 168) for Cala and Paragraph 4.3 (Page 170) for Elliot, the municipality should not entertain ad hoc, short term proposals for the amendment of the urban edge, unless a strategic change has taken place in the municipal and provincial context. It is proposed that in order to support the successful implementation of the urban edge, the municipality must also focus on employing the following strategies:

- ***Management Zones along the urban edge.*** Well-functioning urban environments are structured around zones of diminishing intensity as it moves away from areas of highest opportunity. Typically the fringe of urban areas are characterised by what is termed the urban-rural transition zone, comprising low density urban development, low intensity, extensive land uses and semi-rural activities such as nurseries. The urban edge should therefore not denote a clear divide between urban and rural, but rather include management zones along the edge that makes provision for a gradual transition from an urban to a rural environment. The area directly inside the urban edge should look at lower urban intensities, while the areas directly outside the urban edge should make provision for semi-rural and rural residential activities.
- ***Promoting Infill development*** refers to the identification of vacant land parcels within the demarcated urban areas, amongst existing developments, and developing these parcels of land according to their optimal development potential levels.
- ***Promoting Densification in and around strategic locations*** is an important antidote to urban sprawl as it looks at providing high numbers of housing units in strategic, highly accessible locations with high levels of access to economic and social opportunities. If the housing demand, or part thereof, can be satisfied through centrally located high quality higher density residential development then there will be less demand for low density residential developments on the periphery. The secret to success for stimulating the demand for higher density residential living is the quality of the urban environment in which these developments are located. These areas should therefore be focus areas for public investment in infrastructure, social services, streetscape and urban design, open spaces and general high quality, positive performing urban environments.
- ***Managed expansion*** refers to the gradual and incremental outward growth of a settlement (i.e. the so-called ripple effect), but within demarcated urban development boundaries (or urban edge), as opposed to leap frog developments that are not physically and functionally integrated with the main urban area.

Nodal Development

It is proposed that the following principles apply to the development and management of nodes:

- In order to support the effective development of nodes in the municipality, the development of urban non-residential land uses, such as business, retail, community facilities, and social services should be restricted to nodal areas.
- Nodes should typically be located at the main access points as urban areas, typically at the intersection of a major mobility route and the major collector route.
- These nodes should show a large degree of public investment in infrastructure, public domain and social services.
- Nodes must be characterised by mixed-use, high intensity activity and higher density residential development (maximum FAR's, coverage and height should not be restricted).
- The manner in which parking in the nodal areas are treated is of importance. Large parking lots adjacent to streets should not be promoted. Buildings should be placed as close to street boundaries as possible

Corridor development

It is proposed that the activity spines should be characterised by the following –

- High intensity, mixed land uses.
- High density residential development, either directly adjacent to the street or within a distance of 200m from the activity spines.
- The activity spines can be developed as continuous linear development areas or in the “beads-on-a-string” form. The nature of public transport and the length of the route should determine the development pattern. The longer the street the more the development pattern should focus on the beads-on-a-string form. Shorter distances are more conducive to continuous linear development.
- Activity spines should show a large degree of public investment in infrastructure and the public domain.
- Large parking lots adjacent to streets should not be promoted. Buildings should be placed as close to street boundaries as possible to facilitate pedestrian movement and to define and shape the public space.
- Site layouts and building designs of individual developments must take cognisance of and support public transport and pedestrian movement.
- Activity spines must achieve a balance between promoting access, creating pedestrian friendly environments, and accommodating mobility.

Industrial development zones

It is proposed that the existing industrial areas should be intensified before new expansion is permitted. Once these areas are fully and optimally developed, the industrial areas can expand if land is available.

The following guidelines apply to developments in the industrial areas:

- *The focus should be on industrial land uses, warehouses and commercial uses such as transport depots.*
- *Small scale storage facilities that are typically found in the more rural areas should be developed in the industrial areas.*
- *Supporting facilities, such as convenience shops, restaurants / canteens, support businesses (such as printers, stationers, day-care and banks), can be provided within the industrial area, provided that the scale of such a development is restricted to that of an ancillary use that does not and will not attract the general public.*

- *Offices shall be restricted to administrative offices belonging to or directly linked to the activities established in the area.*

Densification

It is proposed that the following should apply to densification are the following:

- *Higher density development should be focused around and within walking distance from major activity areas and transport services.*
- *Densities should decrease as the distance away from major activity areas increases. Higher densities in the wrong locations or which are removed from major activity areas and transport routes can be harmful to urban efficiency and sustainability.*
- *Densification should capitalise on existing available infrastructure.*

The following strategic densification priority zones are proposed-

- *Around the Cala and Elliot CBDs.*
- *Along Titsa Road Activity Spine.*
- *Along Maclear Way Activity Spine.*

Development of new settlement ethos

It is proposed that all future settlement developments that take place in the municipal area shall adhere to the principles of the policy document Breaking New Ground: A Comprehensive Plan for the Development of Sustainable Human Settlement. These include principles such as:

- *Residents should live in a safe and secure environment, and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities, health, welfare and police services.*
- *Ensure the development of compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorised means of movement is imperative.*
- *Ensure that low-income housing is provided in close proximity to areas of opportunity.*
- *Integrate previously excluded groups into urban areas and the benefits it offers, and to ensure the development of more integrated, functional and environmentally sustainable human settlements, towns and cities. The latter includes densification.*
- *Encourage Social (Medium-Density) Housing.*
- *Multi-purpose cluster concept will be applied to incorporate the provision of primary municipal facilities, such as parks, playgrounds, sports fields, crèches, community halls, taxi ranks, satellite police stations, municipal clinics and informal trading facilities.*
- *Enhancing settlement design by including design professionals at planning and project design stages, and developing design guidelines.*
- *Social housing must be understood to accommodate a range of housing product designs to meet spatial and affordability requirements.*

Land use regulation outside urban edge

It is proposed that the following principles apply when evaluating applications for developments outside the urban edge:

- *Uses should be rural in nature, or should require a rural setting in order to be functional or viable.*
- *The development should not require extensive service infrastructure.*
- *The development should not have any negative environmental impact.*
- *The development should not create possibilities for other developments to establish in the area.*

- Uses that primarily service the local market.
- Uses which are resource based.
- Uses which are located at a defined and approved service delivery centre.

It is proposed that land uses that can be permitted in the rural environment include:

- *Nature conservation/sensitive natural areas.*
- *Agricultural activities.13*
- *Tourism and related activities.*
- *Conference and training facilities.*
- *Recreational facilities which are essentially rural in nature.*
- *Farm stalls and home industries.*
- *Resource based industries.*
- *Any other uses that in the municipality's discretion fit in with the character of the area outside the urban edge, provided that such development adheres to the criteria set out above.*

Tourism development

Proposed tourism facilities and services, which may be permitted in the tourism focus areas, include-

- *Guest Houses and lodges.*
- *Cultural Villages.*
- *Environmental education centres.*
- *Restaurants, tea gardens.*
- *Wellness centre/spa.*
- *Infrastructure that serves the tourism facilities*

It is proposed that the following principles apply to developments with a possible impact on cultural heritage:

- All new developments should therefore consider heritage resources as part of the environmental impact assessment process.
- All developments that affect existing structures older than 60 years or those that have been afforded protected status must adhere to the provisions of the relevant legislation.
- All gateways should be maintained as significant features. Signage along routes in the vicinity of gateways must be avoided.
- Major landmarks should be conserved.
- Historical sites such as forts, battlefields, cemeteries etc. should be well maintained.

Public spaces and CBD

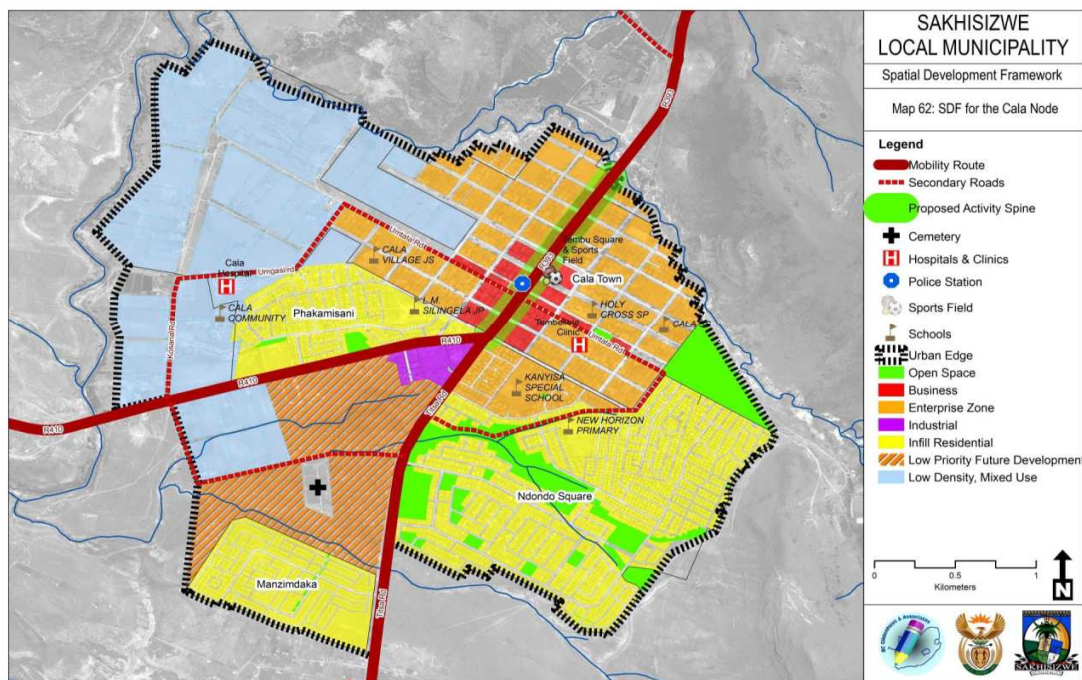
It is proposed that the following aspects receive projects are considered that will affect the town image and public spaces:

- *Entrances into Sakhisizwe's urban areas, Cala and Elliot, should be celebrated through signage, monuments or other prominent features.*
- *Strategic sites, which provide settings for landmarks, should be identified and utilised. Buildings located at these positions should have landmark qualities*
- *Important views and vistas should not be obstructed by development.*
- *Public urban spaces should be well designed in terms of their function and the role they play within the urban structure and community life.*
- *Any development should make a positive contribution to the public environment, whether it is an urban or rural setting.*

- The placement of outdoor advertisements should be managed and coordinated.
- Main roads should be developed as important public space elements and treated as such with the planting of trees, maintenance of sidewalks and the provision of well designed, coordinated street furniture such as dustbins, bollards, benches, taxi/bus shelters etc.

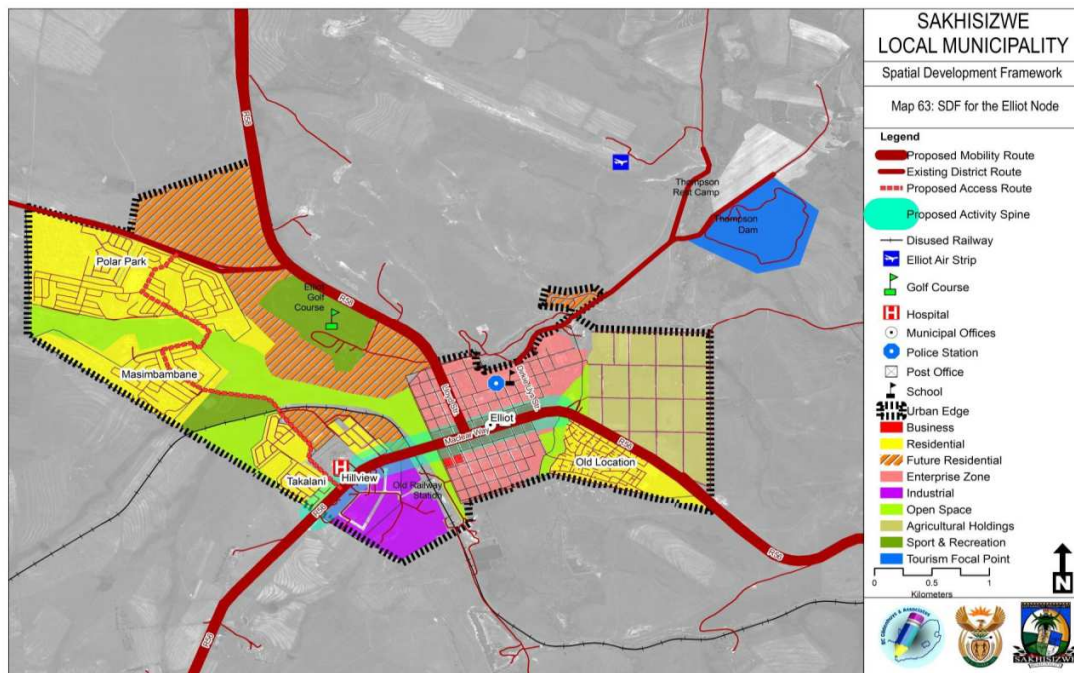
11.5 Land Use Management framework (Cala & Elliot)

Cala Land Use Management framework



Source Sakhisizwe SDF 2011

Elliot



Source Sakhisizwe SDF 2011

12 WARD PLANNING

12.1 Ward Based planning approach

In 2011, the municipality embarked on a comprehensive approach of IDP formulation through ward based planning. Each ward was taken through a training workshop at which a common concept and approach was discussed and agreed upon.

Following this, wards went back to hold community meeting at which the plans were formulated with the support of the municipal technical support teams. The sections that follow give a framework that informed how ward planning was conceptualised at Sakhisizwe.

12.2 Definition

Community-based planning (CBP) is a form of **participatory planning** which has been designed to promote community action and to enhance quality of participation in the Integrated Development Plan (IDP)

12.3 Legal and policy framework that informed our ward planning approach

12.3.1 Constitution 1996

In addition to the BILL of rights and section 152, the constitution obliges LG to undertake certain developmental duties as outlined in schedules 4b and 5b

12.3.2 White Paper 1997

The LG White Paper encourages local government to ensure

- the provision of household infrastructure and services
- the creation of liveable, integrated cities, towns and rural areas
- the promotion of local economic development (LED).
- community empowerment and redistribution.

12.3.3 Structures Act: 1998

Section 19 requires municipalities to:

- develop mechanisms to consult the community and community organisations
- in performance of its functions and exercising powers annually review the needs of the community and municipal priorities and strategies for meeting those needs and involve the community in municipal processes.

12.3.4 Systems Act 2000

In addition to its main focus on municipal internal systems and administration, the ACT dedicates a whole chapter on community involvement in municipal decision making and governance. It also says, a municipality **MUST** develop an integrated development plan to guide its activities

12.3.5 Municipal Finance Management Act 2003

- The MFMA aims to regulate the municipal budgeting process and financial accounting, auditing, reporting and borrowing. The Act also describes the responsibilities of municipal mayors and officials with regard to financial management and the municipal budget process. It also requires that municipalities must take the needs of the municipality's poor and indigent residents into account in their planning
- MFMA also provides for development of SDBIP

12.3.6 Municipal Property Rates Act 2004

- The Municipal Property Rates Act guide municipalities on how they may charge rates (property taxes) within their areas. The Act aims to make the methods for valuing properties for the purposes of charging rates fair and equitable.
- The Act also allows for municipalities to grant exemptions, rebates and rates reductions to certain categories of property owners, e.g. to owners of properties who are classified by the municipality as being indigent.

12.4 Rational for Community Based Planning

Tsolwana Municipality has chosen to promote CBP for the following reasons among others:

- To promote **community involvement** in the determination of their destiny
- To improve the **quality of plans**;
- To improve the **quality of services**;

- To improve the community's **control over development**;
- To implement **constitution and legislation** (Section 152: MSA sec 16 & 29)

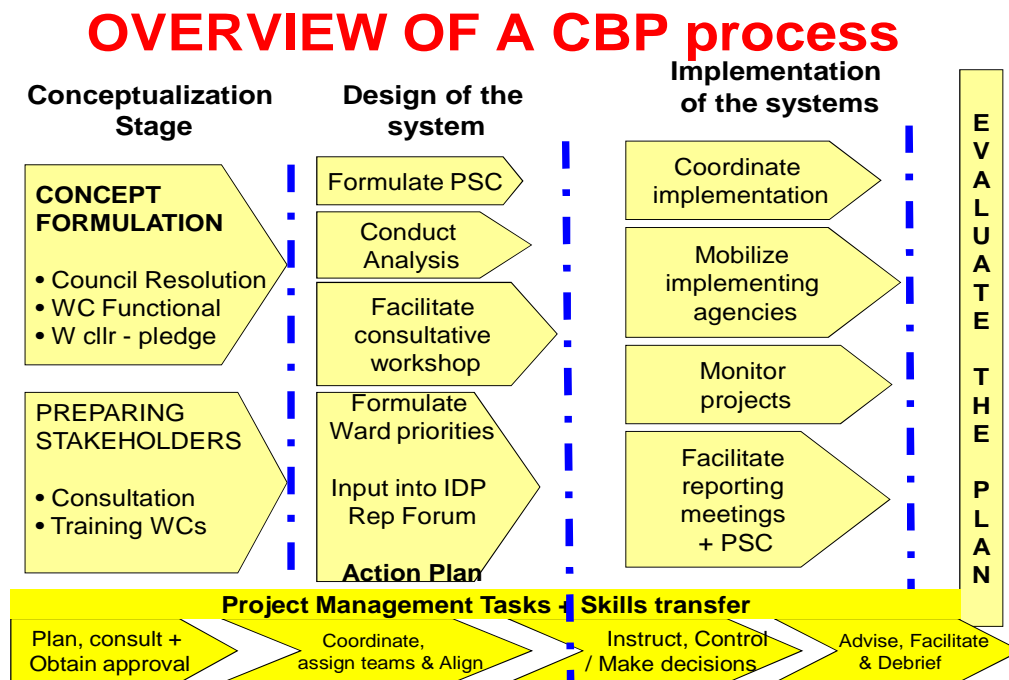
12.5 Conditions for the success of this form of planning

- Council Resolution:** to show high level commitment for a CBP approach to planning
- Ward councilor commitment:** to lead and drive CBP process in the ward
- Functional ward committee:** able to organize and mobilize community around same issue
- Municipal Commitment:** allocation of time, funds and technical resources to genuinely support CBP
- Support by community members:** buy-in in the philosophy of self-reliance and control of local development destiny

12.6 Principles informing our Ward Plans

- Inclusivity:** must ensure open and transparent process
- Pragmatic:** CBP must be based on realistic and practical solutions for local problems
- Legitimacy:** be driven through legitimate structures like ward committees and reflect high commitment from councilors
- Optimistic:** focus on outcomes (strengths and opportunities as opposed to dwelling on weaknesses)
- Mutual accountability:** promote joint accountability of outcomes between communities and officials. However, CBP must be owned and lead by the ward leadership

12.7 Process followed to conclude ward plans



13 KEY DEVELOPMENT PRIORITIES

6) Service Delivery

- Water and Sanitation
- Road, Stormwater & Transport Infrastructure
- Electricity
- Housing
- Health & Education
- Social Development
- Community facilities (libraries, cemeteries, pounds, Halls etc)
- Disaster management & fire

7) Local Economic Development

- Planning
- Manufacturing & SMME support
- Tourism development
- Agriculture and Farming
- Poverty Alleviation

8) Financial Viability

- Financial Management and reporting
- Budget & Expenditure
- AG Queries

- d. Revenue and Billing
- e. Supply Chain Management
- f. Risk and Asset Management
- g. Financial policies

9) Good Governance & Public Participation

- a. IDP and PMS
- b. IGR
- c. Public Participation
- d. Internal Audit
- e. Communications

10) Municipal Institutional Development & Transformation

- a. Organizational development and Administration
- b. HR Development
- c. Capacity Building and Training
- d. Fleet Management
- e. Council Support
- f. Special Programmes (SPU)

STRATEGIES & PROJECTS

This section outlines the desired future for the development of Sakhisizwe through determination of a strategic development vision, mission and values. It also sets clear development objectives, strategies as well as intended projects to be implemented during the tenure of this IDP.

14 VISION

At a strategic planning session held at Mountain Shadows the municipality agreed to alter its current vision from:

“Together with the communities and partners striving for sustainable livelihoods and economic growth for all”

And now on as adopted by subsequent representative forums and council, it will read:

“Together with all communities and partners, we will provide a sustainable and visible service delivery”

15 MISSION

“Together with all communities, we will provide sustainable quality service delivery, skills development and alleviate poverty through integrated development plan”

16 BROAD STRATEGIC DEVELOPMENT OUTCOMES

In order to realise our chosen vision we commit ourselves to achieving the following broad strategic development outcomes.

- Sustainable economic growth
- Incremental capacity building and political maturity
- Poverty eradication and job creation
- Clean corruption-free governance, characterised by high performance culture
- Functional developmental LG – good governance systems and public participation

17 DEVELOPMENT OBJECTIVES, STRATEGIES AND PROJECTS

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
Service Delivery	Water & Sanitation	To facilitate adequate provision of services and maintenance of operational infrastructure	90% of households with access to basic water by 2014	Top mobilize resources from various stakeholders for construction and upgrade and use own MIG for maintenance	Elliot Waste Water Treatment Works	CHDM	R 5 800 000	R 500 000	R 500 000
					Cluster 5 Sanitation (Wards 2,3,4,7 and Taleni)	CHDM	R 9 000 000	R 10 500 000	R 15 000 000
					Cluster 4 water backlog(Wards 6,7,& 4)	CHDM	R 8 000 000	R 8 000 000	R 7 500 000
					Cala Bulk Water and Sanitation Services	CHDM	R 3 000 000	R 8 000 000	R 6 000 000
					Xalanga Ward 4 Water Supply	CHDM	R 0	R 0	R 0
					Bulk services upgrade	CHDM	R 1 000 000	R 5 000 000	R 5 000 000
					Cala water treatment works	CHDM	R 4 000 000	R 0	R 0
	Electricity	To facilitate provision	100% of households with access	Use own MIG to lever more resources from	Takalani electrification + Hillview at ward 2	Eskom	R 1 000 000	R 2 000 000	R 2 000 000

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
		n of reliable electricity to households and businesses	to electricity by 2015	strategic partners	Sakhisizwe ph-2 (Ekuphumleni - 100 Eluqolweni (Seplan) - 49 Lower Langanci - 66 Mhlwazi - 47 Esikobeni - 85 Pindela -16 Cala Reserve - 50 Tsengiwe - 78 Vergenoeg - 171 Polar Park - 359)	Eskom	R 500 000	R 0	R 0
					Cala town extension	Eskom	R 0	R 0	R 0
					Completion of ph-01 (Manzana - 47) Mnxe - 22 Manzimdaka - 40 New city - 130 Cala Town Ext (13,14,15) - 791	Eskom	R 0	R 0	R 0
	Roads, Stormwater, Bridges and	To plan and facilitate delivery and	62km of gravel road and 300km of tarred surfaces	Top mobilize resources from various stakeholders for	Construct and upgrade access roads in villages focusing on SDF identified nodes	MIG	R 3 500 000	R 5 000 000	R 5 000 000

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
	Transport infrastructure	maintenance of road, stormwater, bridges and transport infrastructure	sealed and patched by 2014	construction and upgrade and use own MIG for maintenance	Support with maintenance of gravel roads using internal and outsourced means	DoR&T	R 9 000 000	R 2 000 000	R 0
					Regravel R410 Cala - Tsengiwe	DoR&T	R 0	R 5 200 000	R 0
					Rehabilitate R58 (Barkly Pass)	DoR&T	R 0	R 20 000 000	R 0
					Cala - Indwe regravelling	DoR&T	R 6 000 000	R 0	R 0
					Finalize Tsomo river bridge (DR02841)	DoR&T	R 0	R 0	R 0
	Waste Management & Refuse collection	To improve service coverage to those at risk	100% of households with access to healthy means of refuse and waste removal by 2014	By utilizing own funds and supplementing with contributions sourced elsewhere	Facilitate identification & preparation of suitable landfill in Cala	MIG	R 1 500 000	R 0	R 0
					Provide skippers for households in areas that do not receive weekly collection such informal settlements in Cala and Elliot	MIG	R 250 000	R 300 000	R 300 000
					Clean streets in Cala and Elliot towns	OPEX	R 0	R 0	R 0
					Develop a sector plan for waste management	CHDM	R 0	R 0	R 0

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
	Housing	To plan and facilitate delivery of mix income level housing programme	Facilitate delivery and administration of 2000 housing applications by June 2012	By working in close partnership with departments of human settlements and land affairs	Develop housing sector plan	DoHS	R 0	R 0	R 0
			Survey and service strategic land (250 ervens) for sale to middle income housing initiatives		DoLG	R 0	R 0	R 0	
			Deliver 250 planned and service ervens for sale to middle income housing applicants by June 2013		Cala Ext 13 & 14 1545	DoHS	R 6 500 000	R 0	R 0
			Cala Ext 15 1070			R 6 500 000	R 0	R 0	
			Elliot 800			R 1 000 000	R 0	R 0	
			Cala /Elliot 514			R 5 000 000	R 0	R 0	
			Cala 420			R 4 150 000	R 0	R 0	
			CHRIS HANI EMERGENCY UNITS 300			R 0	R 0	R 0	
			Cala ward 2 (2693)			R 500 000	R 0	R 0	
			Cala ward 4 (2662)			R 500 000	R 0	R 0	
			Elliot Old Location			R 670 000	R 0	R 0	
			Cala 13&14 (1545)			R 0	R 0	R 0	
			Cala 15 (1070)			R 0	R 0	R 0	

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
					Elliot 302		R 960 000	R 0	R 0
					Cala 420		R 4 150 000	R 0	R 0
					CHRIS HANI EMERGENCY UNITS 3000		R 0	R 0	R 0
					Cala ward 2 (2693)		R 500 000	R 0	R 0
					Cala ward 4 (2662)		R 500 000	R 0	R 0
					Elliot Old Location - 1000		R 670 000	R 0	R 0
					Cala 13&14 (1545)		R 0	R 0	R 0
					Cala 15 (1070)		R 0	R 0	R 0
					Elliot 302		R 960 000	R 0	R 0
					Administer and process low cost housing applications for beneficiaries in all wards	OPEX	R 0	R 0	R 0
	Community Facilities	To ensure adequate provision and accessibility of	Ensure all wards have access to a cemetery by 2012	By planning and setting aside suitable land for cemeteries and providing service to communities	Land identification & PROCUREMENT for future cemeteries	DoLA & OPEX	R 1 500 000	R 400 000	R 400 000
Provision of cemetery services and maintenance					OPEX	R 450 000	R 500 000	R 500 000	

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
		community facilities and related services	Ensure effective provision of pound management services in accessible points by 2017	By improving management of existing facilities	Hiring of rangers and stock shepherds for existing pounds	OPEX	R 50 000	R 50 000	R 50 000
					Develop BP to secure funding for the procurement of pounding truck to operate Cala and Elliot areas	OPEX	R 500 000	R 150 000	R 150 000
			Construct and maintain community at least 3 halls by June 2013	By utilizing own funds and supplementing with contributions sourced elsewhere	Construct and upgrade multi-purpose centres	MIG	R 200 000	R 850 000	R 850 000

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
			Improved turnaround time for disaster and emergency response to within 1.5hours for ambulance and fire by 2013	Sign MoU with relevant government organs	MoUs with CHDM, Health and Community Services signed	OPEX	R 0	R 0	R 0
		To improve accessibility of library and information services to all our people	Ensure development of at least 2 intermediary libraries by 2013	Sign MoU with department of sport for operational support to all existing libraries	Facilitate MoU with DoSports & Recreation	OPEX	R 0	R 0	R 0
		To ensure improved service and infrastructure	Departments fully participating on IGF quarterly meetings by 2012	Invite senior department representatives to IGF	Secure participation of senior decision makers of departments in the IGF	OPEX	R 0	R 0	R 0
					Facilitate maintenance of health facilities	DoH	R 0	R 0	R 0

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
		upgrade for health & Education facilities			Facilitate carrying out of joint awareness campaigns for HIV and other health matters in all wards	DoH & OPEX	R 250 000	R 250 000	R 250 000
					Facilitate support to crèches and early childhood development initiatives in all wards	OPEX	R 150 000	R 150 000	R 150 000
					Facilitate maintenance of education facilities + establishment of a vocational training institution in Cala	DoE, Donors	R 0	R 10 000 000	R 10 000 000
					Facilitate carrying out of joint awareness campaigns for education and ABET	DoE	R 0	R 0	R 0
Local Economic Development	Planning & Economic Development	To ensure sustainable economic development	Raise at least 5 million to implement LED Strategy by June 2013	Collaborate with strategic partners and develop BPs to potential funders for specific	MoUs with at least 3 partners & developed an investment framework plan by June 2012	OPEX	R 0	R 0	R 0
					Facilitate revamping of Cala Convent	DoPW	R 6 000 000	R 0	R 0

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
	Tourism Development, Manufacturing & SMME support	ment and job creation		projects	Facilitate repair and renovation of Cala hospital	DoPW	R 2 000 000	R 0	R 0
					Facilitate implementation of 12 NYS per annum	DoPW	R 144 000	R 144 000	R 144 000
					Tourism sector plan developed	OPEX	R 0	R 0	R 0
					Trained at least 300 participants in manufacturing and vocational trades from all wards	OPEX	R 140 000	R 50 000	R 50 000
					Procured in excess of R3,5 million per annum from local SMMEs using own SCM provisions	OPEX	R 0	R 0	R 0
	Agriculture, Farming & Poverty Alleviation	Improve performance of the sector in job creation	Facilitate at least 500 job opportunities by June 2012	Collaborate with strategic partners and develop BPs to potential funders for specific projects	Develop partnerships and support cooperatives in all areas	Dti & Sakhisizwe	R 0	R 0	R 0
					Completion of Sakhisizwe Greening, Cala & Elliot	DEA	R 0	R 0	R 0

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
					Facilitate implementation of fencing and community gardens by departments of Agriculture, Social Development and Land affairs	DoSD, DoLA, DoA	R 0	R 0	R 0
					Facilitate planting of at least 30 hectares by June 2012 in partnership with Asgisa EC and DoA	Asgissa EC, DoA, Sakhisizwe	R 0	R 0	R 0
Financial Viability	Financial Viability	To ensure financial viability and a clean audit outcome	Clean audit outcome by Jan 2013	work in collaboration with CHDM and DBSA to build systems and capacity	Develop audit action plan and monitor compliance on a monthly basis	OPEX	R 0	R 0	R 0
					Establish functional internal audit unit and system	FMG	R 400 000	R 400 000	R 400 000
					Develop and implement revenue enhancement and collection strategy linked to Indigent policy	MSIG	R 150 000	R 0	R 0
					Do monthly reconciliations and record keeping in line with GRAP	OPEX	R 0	R 0	R 0

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
					requirements				
					Compile annual budget and monitor strict compliance with expenditure	MSIG	R 0	R 0	R 0
					Review SCM policy and train internal officers	MSIG	R 0	R 0	R 0
					Update vendor registration database quarterly	OPEX	R 0	R 0	R 0
					Update valuation roll and implement complaint tariff and Rates policy by June 2012	MSIG	R 150 000	R 0	R 0
					Prepare and submit regular s71 reports on time	OPEX	R 0	R 0	R 0
					Develop and implement Risk Assessment Plan and Asset Register (GRAP compliant)	FMG	R 200 000	R 0	R 0

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
					Establish functional customer care unit linked to billing & Meter reading	MSIG	R 0	R 0	R 0
					Prepare annual financial statement and ensure timeous auditing	FMG	R 1 000 000	R 1 200 000	R 1 200 000
Good Governance & Public Participation	Good Governance & Public Participation	To ensure good accountable governance and public participation	Achieve improved community rating through an annually conducted public participation survey by 2013	Works in collaboration with ward committees, IGF and CDWs	Develop and ensure adoption and BP development for implementation of ward plans by all wards	MSIG	R 150 000	R 300 000	R 300 000
					Review IDP and PMS and ensure all S56 & 57 managers sign performance contracts by July 2011	MSIG	R 150 000	R 120 000	R 120 000
					Implement SDF priorities	OPEX	R 300 000	R 0	R 0
					Develop communication strategy and launch a municipal quarterly newsletter	OPEX	R 300 000	R 450 000	R 450 000
					Establish functional IGF	OPEX	R 0	R 0	R 0

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
					Develop and gazette for implementation by-laws and policies for Street trading, Noise control, Sand Mining, Town Planning Scheme, Animal Pounding & Liquor Outlet regulation	MSIG	R 350 000	R 200 000	R 200 000
Municipal Institutional Development & Transformation	Organizational Development & Administration	To ensure efficient operations and professionally run organization	Fill all budgeted and approved vacancies by June 2012	By ensuring revision and approval of new organogram	Review organogram and fill all budgeted approved positions by June 2012	OPEX	R 0	R 0	R 0
	HR Development	To build capacity of the municipal workforce and leadership core	100% of ward committees trained and at least 40% of staff sent to training in skills areas identified in the WSP by June 2013	Through collaboration with relevant institutions	Train councilors and officials in line with approved WSP	DoL; SETAs and OPEX	R 500 000	R 500 000	R 500 000

Key Priority Area	Sub-result areas	Objective	Development Target in terms of MSA - S26 & 41	Supporting Strategies	Project to be implemented	Source of budget	MTEF BUDGET		
							2012-13	2013-14	2014-15
	Council support	To support council and related structure to function efficiently	Effective support provided to council all the time by 2012	Use of corporate services officials	Provide secretariat to council, committees and ward councilors	OPEX	R 0	R 0	R 0
	Special Programmes Unit	To facilitate mainstreaming of special groups in our society and fighting of HIV spread	Youth Development Plan adopted by Dec 2011	Through collaboration with relevant institutions	Youth Development Strategy	OPEX	R 0	R 0	R 0
SPU programme of action adopted by June 2012			SPU implementation Programme action plan		OPEX	R 0	R 0	R 0	
6 Joint campaigns undertaken with strategic partners by June 2013			Special Issue campaigns and joint collaborations		OPEX	R 250 000	R 400 000	R 400 000	

INTEGRATION & ALIGNMENT

This section outlines how the municipality will ensure alignment and integration of sector plans, PMS, SDBIP, BUDGET and IDP implementation plan. It highlights existing plans and gaps for attention by relevant line functions.

17.1 Sector Plans

This IDP recognizes all existing sector plans and ensures that their implementation budgets, timelines and projects are in support of the reviewed development objectives.

17.1.1 Integration and alignment with other spheres of government

SPHERE	PROGRAMMES & GUIDELINES	SAKHISIZWE RESPONSES
National	Legislation & Policies	Process Plan recognizes the list that informs our IDP approach
	National Spatial Development Perspective	Resolved to revise its SDF to incorporate objectives of NSDP
	Millennium Development Goals	Have set target for water & sanitation backlogs - which must be facilitated with Chris Hani DM
	National LED Framework	Will utilize the framework as guide in its current process of formulating LED Strategy
	National framework for municipal turn around strategies 2009	Our approach in this IDP is informed by the suggested key points in the National Municipal Turn-around strategy. We shall develop our own in Sakhisizwe
	National KPAs	Incorporated and mainstreamed into adopted KPAs + form part of PMS
Province	Provincial Growth & Development Strategy	Have identified key strategic localized projects in response to the EC Provincial 24 PRIORITIES
		Have also taken into account the new priorities like Rural development which came after the April 2009 elections
	Provincial Spatial Development Framework	Have adopted the hierarchy principle in determination of nodal areas
Sector Departments	5 Year plans	Have acknowledged all key projects that are budgeted and conformed for implementation in 2010/11 within Sakhisizwe areas.
		Formal letters of confirmation of commitments to be issued by Mayor as part of lobbying departments to act on their commitments – 2012/13 onwards
District	IDP Framework	Informs our Process Plan activity schedule
	Water services Development Plan	Informed by our target priorities for meeting millennium goals - lobby DM to implement
	Disaster Management Plan	Informs our localized fire fighting responses - work closely at operational level
	Occupational Health and Safety plan	Decided to use the DM plan to modify and customize for our application
	Waste Management Plan	Informs our localized refuse collection strategies - work closely at operational level
	LED Strategy	Key district commitments relating to the DM Economic summit to be reinforced by our revised LED strategy

17.1.2 Integration & Alignment of internal sector plans / policies

Department	Sector Plan / Policy
Finance	Credit control & revenue collection strategy not in place.
	Indigent policy needs to be updated and implemented
	Budget 2012 - 2015 adopted with this IDP
	Risk& Asset Management plan being developed with assistance from DBSA secondments
Corporate services	HR Manual & Policies in place
	Organogram to be revised and adopted before June 2011
	Employment equity plan not in place.
	Workplace skills plan to be amended with new inputs and implemented
Office of Municipal Manager	Performance Management Policy to be reviewed together with signed PM contracts for s56& 57 managers
	Service Delivery Budget Implementation Plans in place
Integrated Planning & Economic Development	Integrated development plan for 2012 -2017
	Spatial Dev Framework as adopted in March 2011
	LED Strategy as adopted in 2011
	Environmental sector plan not in place, funding sorted from DEA
	Tourism sector plan once finalized in 2012
	Housing sector plan as developed in 2012
Community services	HIV/ Aids workplace strategy not in place. Need help with this document
	Waste management sector plan (adapt DMs plan)
	Youth Development Plan planned and budgeted to be developed
	Disaster management plan (adapt DMs plan)
Technical services	Capital Infrastructure Investment plan to be developed with participation of wards and then adopted by council

18 CALA TOWN BULK WATER AND SEWER MASTER PLAN

Master Plan (as adopted by the Council in March 2012) for the upgrading of the water and sewer infrastructure in Cala Town has been commissioned by Sakhisizwe Municipality, Water Services Provider for the town.

The Water and Sewer Master plan for Cala was last updated in 2005. Since the 2005 update there have been a number of water and sewer infrastructure develops in town and in addition, Sakhisizwe has now formally taken over the water services provision function from Chris Hani DM, the Water Services Authority.

19 MAINTAINANCE PLAN

Sakhisizwe Local Municipality has implemented numerous projects in recent years to improve the local electricity supply to its municipal area and the users within the area. The municipality wishes not to have the newly built infrastructure go to waste and be left unmaintained (Master Plan as adopted by the Council March 2012).

The electrical department needs to be well equipped to perform the maintenance and hence needs the proper equipped staff to implement the plan.

Outlay of infrastructure:

MV Overhead/Underground Network

LV Overhead/Underground Network

LV Street Lighting

LV High Mast Lighting

Service Connections/ Meters

The document is attached as an annexure

20 AUDIT ACTION PLAN

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
Commitments												
Commitments not Disclosed in AFS	AFS	1	Inadequate controls to keep and review an Infrastructure project management register or commitments register detailing completed projects, WIP & commitments		Completeness check on all Infrastructure expenditure source documentation	Develop a working template with the technical department to record and monitor all Infrastructure expenditure from the tender process through the impact studies, WIP, completed projects & retention monies/ commitments.	Monthly reconciliations between Finance (payments) and Technical (Infrastructure) to be reviewed and signed	Assistance from Finance Department	Tech Manager			08-Feb-12
No commitments list provided & no	Technical	1						Assistance from Finance	Tech Manager			08-Feb-12

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
- attendance registers not kept accurately - accuracy of leave records not controlled - non-compliance with conditions of service (maximum leave)				Each department will have its own attendance register. Manager responsible will manage attendance whole week to Fridays.	Every Monday human resources will visit different Departments to verify registers.		Look at electronic clocking system		All Managers			06-Feb-12
Leave registers incomplete:	HR	1	Inadequate control over physical used & un-used leave registers	Managers must approve leave of their staff.	Pre approval of leave. HOD must monitor department . Human resources will submit list of available leave to managers after payday.	Use pre-approval forms	New leave form. Human resources must confirm availability of leave then manager approve. Use Pre-approval form.	Books	Human Resources and all Managers			06-Feb-12

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
deduction forms												
Annual and sick leave forms not received	HR	1	Inadequate control over the recording, issue and filing of leave forms.									06-Feb-12
Procurement												
Scope limitation on irregular expenditure: no commitments register in order to reconcile payments	All departments	1	Inadequate controls to keep and review an Infrastructure project management register or commitment	All Managers will ensure that commitments are up to date for every department			Keep Commitment register up to date and reconciled		All Managers			08-Feb-12

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
ent Board - Standards for Unity)												
Winning provider to return certain information	Finance	1	Inadequate controls to ensure that the winning service provider furnishes the municipality with the required information and the adequate filing for safekeeping of the related information.									
- no evidence of the required service provider					Information must be kept on file. All departments must				SCM Unit			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
information into the SCM regulations kept on file;					ensure that information reach the SCM Unit							
Tax clearance certificates not available/ filed	Finance	1			Ensure that tax clearance certificates on file and verified to be valid.							26-Jan-12
Highest quotation accepted without reason	Finance	1	- Failure to implement a proper system of internal control to monitor, evaluate & accept the most appropriate quote; - Inadequate reasons given as supporting documentation to the		When highest quotation accepted, valid reasons must be supplied.				All Departments			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
			quotation accepted.									
3 Quotes deviation & disclosure	All Departments	1	Inadequate controls to identify, monitor & report deviations from required procurement process									
- the municipality did not: - obtain 3 quotes; - obtain appropriate approval for deviation if 3 quotes not obtained;					Obtain appropriate approval for deviation. Deviations must not be encouraged				All Departments			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
- disclose the deviation in the AFS.												
Contract awarded without appropriate procurement process:	All Departments	1	Inadequate controls to ensure compliance with the SCM regulations									
- payments made without the required supporting documentation showing compliance into the SCM regulations, such as: - advertise					Ensure compliance		Maintain compliance		All Departments			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
<ul style="list-style-type: none"> ments requesting quotations ; - preference point's calculations; - documentation by management as to why there were deviations . 												
Invitation to tender incomplete	Finance	1	Inadequate controls to ensure compliance with the SCM regulations									
- invitations did not list the specific goals for which points					Ensure that adverts in clear with all criteria's.				SCM			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
would be awarded.												
Undisclosed irregular expenditure	Finance	1	Inadequate controls to ensure compliance with the SCM regulations									
- expenditure payments could not be traced to a specific bid/ tender in order to ensure that SCM regulations were followed					Ensure compliance with SCM Act / procedures		Maintain compliance		All Departments			
Awards made to suppliers in the service of the state/	Finance	1	Inadequate controls to ensure compliance with the SCM		Ensure that adverts are clear.		Maintain status					

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
have a personal interest in the supplier while in the service of the state.			regulations									
- no declarations of this fact were made by the supplier to the municipality.												
Compliance												
Compliance for Budgets: Non-submission of required information	Finance	1	Non-compliance with legislation in compilation of the budget & inadequate document management/ filing system		Ensure submissions are done on time in accordance to legislation		Maintain status.					

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
Compliance for AFS & Annual Report - non-submission of required information	Finance	1	Non-compliance with legislation in compilation of the budget & inadequate document management/ filing system		Ensure submissions are done on time in accordance to legislation		Maintain status.		Finance			
Operating Expenditure												
Fruitless & wasteful, irregular & unauthorized expenditure not accounted for	Finance	1	- No benchmark/ formal process in place in order to identify & correctly treat fruitless & wasteful, irregular & unauthorized expenditure. - No register	Prevent Fruitless & Wasteful & Unauthorized expenditure at all cost.	Ensure register in place.		Maintain status to prevent Fruitless & Wasteful & Unauthorized expenditure at all cost.	Need scanner.	All Departments			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
			for fruitless & wasteful, irregular & unauthorized expenditure - Non-compliance with legislation .									
Irregular expenditure: Non compliance with MFMA sec 32(4)	Finance	1										
Payments exceeding 30 days (possibly resulting in fruitless & wasteful expenditure in the form of interest on late payments)	Finance	1	- Invoices received late from the suppliers. Invoices not send through to the finance department for processing.		Ensure that invoices are submitted to the Finance Department on time to be processed. Ensure suppliers submit invoices to		Maintain status.					

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
					the relevant department							
Predetermined objectives												
AOPO - Targets set are not well defined, specific, time bound measurable, verifiable	MM	1	The SDBIP was not closely aligned enough with the IDP in order to set out measurable, specific short term goals in order to achieve the long term goals.		Attempt was made for 2011-2012 to align performance management to SDBIP.				MM			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
AOPO - No logical link between objectives , indicators & targets	MM	1	- There is no logical link between indicators/ objectives & targets (number of targets only displayed as %) - the IDP is not properly prepared with clear targets		Ensure logical link indicators / objectives & targets.		IDP be properly prepared with clear targets.		MM and IPED Manager			
APR does not reflect measures taken to improve performance	MM	1	- The Annual Performance Report does not reflect measures taken to improve performance; - no clear system in place to monitor performance		Will ensure that APR does reflect measures to improve performance.				MM			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
			ce & make improvements;									
AOPO - Performance Management System (PMS) and related Policies & procedures	MM	1			Policies and procedures and PMS framework must be reviewed if there is a need.		Maintain status quo.	Need services provider	MM			
AOPO - Assessment of existing level of development	MM	1										
AOPO - No alignment between IDP, SDBIP &	MM	1		Acknowledge need to cascade this down to middle	Ensure alignment during IDP & Budget preparation process.				MM and all Managers			

Issue	Department	Count	Route cause	Management response	Preventative Action)	Interim action	Long term Action Plan	Resources needed	Responsible persons	Effectiveness check: custodian - SLM	Date of follow up	Due Date
APR				management level.								
AOPO - No indication of continuous monitoring of benchmarks throughout the year	MM	1			First two quarters will be assessed during January 2012.		Develop a model for assessment of middle management, workshop them.		MM			

21 MASTER PLAN

The council resolved to put together a comprehensive infrastructure maintenance master plan which will be used to guide our interventions.

22 HOUSING SECTOR PLAN

Human Settlement Sector Plan funded by the Department of Human Settlement. The Sector Plan was developed by the service providers and submitted to the Council March 2012. The document is in the process of being finalised.

The following section gives a summary of the housing sector plan which is being finalised by Sakhisizwe in 2012. A full version of the report is annexed on this IDP.

22.1 Housing Demand

As indicated earlier in this document our housing demand can be summarized as follows:

- 2500 low income units (RDP level across SLM)
- 400 middle to upper income units (primary nodes only)
- 300 rental stock in nodal areas (Cala, Elliot towns and Lower Lafuta `` secondary node)

22.2 Challenges facing Housing delivery

- Local Municipality personnel, contractors and other stakeholders are under capacitated.
- Poor Project management.
- Lack of compliance with contractual agreements.
- There are generally low levels of disposable income; therefore, low levels of affordability in terms of service provision.
- Housing / Residential infrastructure backlog – the identified housing and infrastructure backlog is a major challenge to the Municipality's ability to develop the required supportive infrastructure in a sustainable manner.
- Lack of municipal representation/consistent monitoring on construction site(s).
- Inefficient project data capture.

The collective weaknesses of the Sakhisizwe Local Municipality can be summarized into four main areas, namely,

- the poor development of infrastructural services, access routes (road infrastructure) and electricity supply in the area,
- the lack of availability of land for development,
- the lack of institutional support and development,
- And lastly, and importantly, the lack of capacity and ability of the municipality to overcome

these issues.³

22.3 Housing Mandate

Sakhisizwe Municipality is not a housing authority and therefore its role is often limited to administrative support like processing of beneficiary applications for subsidized housing linked to rural development and land reform initiatives. In terms of the SDF, housing delivery will initially focus on densification programmes in Phola Park, Old Location in Elliot, Bathandwa Ndong, Phakamisa, Manzindaka, and Cala Reserve. The intention is to first facilitate completion of the abandoned incomplete projects.

22.4 Capacity to Manage Housing Delivery

A major challenge is the lack of human as well as financial capacity to deliver housing as expected by the constitutional mandate of developmental local government. As the Municipality does not have a Housing Department only limited Housing Functions are carried out by the Administration and Technical Services Department. The bulk of the housing activities are carried out by Consultant and Department of Human Settlements (Developer).

More serious consideration would have to be taken with respect to building adequate capacity in order for the municipality to have the ability to deal with housing delivery.

22.5 Stakeholder Analysis

STAKEHOLDER	MUNICIPAL NEED	CURRENT RELATIONSHIP	HOW TO INFLUENCE STAKEHOLDER	PRIORITY LEVEL
Province Housing	- Land MIG Strategic Planning Subsidies Project packaging Project Management Capacity building	Project Management Subsidy administration	MOU to map out support and funding commitment	High
DBSA	Project Management Support	Seconded Official from DBSA		
SALGA Housing unit	- Project Management Support/PRT's	None		
HDA	Land identification and feasibility studies	None	Formalise request for a partnership	Medium

STAKEHOLDER	MUNICIPAL NEED	CURRENT RELATIONSHIP	HOW TO INFLUENCE STAKEHOLDER	PRIORITY LEVEL
Municipality- other departments	Town planning: Land Engineering: Services Project Pipeline Project applications	Provides land, services, technical expertise	Formalised institutional arrangements with other departments for: <ul style="list-style-type: none"> • Alignment of infrastructure process • Land availability and release • Project packaging and project pipeline development 	High
NGO'S, CBO'S	Community engagement Social Facilitation	None	Strategic planning and support to conduct housing voice and social facilitation	Medium
Higher learning institutions, NMMU	Research agenda for strategic planning purposes	None	Create a think tank forum & demand and supply research	Medium
Private Sector: Professionals Developers Conveyances	Property packaging and development	Retainer arrangement with selected Consultants from time to time subject to funding availability	A multi-disciplinary Local Task Team of Professionals to help the Municipality	High
Construction sector, e.g. Contractors, NHBC	Construction of projects Construction standards	Construction of projects Departmental Inspectors on building standards. Projects registered with NHBC. Direct)	Contracts NHBC-MOU	High
Government Departments, e.g. Public Works, Land Affairs	Infrastructure development, Land and buildings Land proposal policy direction			Medium

Therefore, in an endeavor to strengthen the relationships with the key external stakeholders, priority should be given to the formalization of these relationships setting up by MOUs, SLAs, and

partnership agreements amongst the critical stakeholders. The formalization of key priority stakeholder relations will contribute significantly to alleviating the internal organizational weaknesses in the Municipality because there will be inter-dependency and sharing of knowledge and skills.

22.6 Institutional Arrangements

The municipality is led by a council system headed by mayor who is also a speaker. Decisions are made by council supported by its executive committee which includes the mayor, heads of committees and senior management. Council takes decisions on all aspects of municipal governance and ensure that management implements their decisions.

The Housing Sector Plan is adopted for a 3 year period in line with the IDP at the beginning of the council term to guide municipal decisions for implementing and managing housing development.

22.7 Strategic Development Priorities

- Need to systematically address the fragmented nature of development to promote the integration of urban and rural areas
- Need for development and implementation of a detailed spatial planning and a land use management system to control development in urban centers and strategic areas that are under pressure to develop.
- Review the housing sector plan.
- Facilitate delivery and administration of 2000 housing applications by June 2012.
- Deliver 250 planned and service erven for sale to middle income housing applicants by June 2013.
- Survey and service strategic land (250 erven) for middle income.
- Administer and process low cost housing applications for beneficiaries in all wards

23 Housing projects underway in Sakhisizwe

Project Name	Project Units	Project Type	Project Status	Comment
ELLIOT	498	Project Linked	Completed	

Project Name	Project Units	Project Type	Project Status	Comment
Cala Ward 2 – 2693	2693	Rural Housing Programme	Planning	
Cala Ward 4 – 2662	2662	Rural Housing Programme	Planning	
Elliot Old Location 1000	1000	IRDP Phased Approach Planning & Services & Top Structure	Planning	
Total	6,355			

Project Number	Project Name	Comment
Rectified RDP stock 1994-2002		
C09090006/1	Elliot (Cala) 301	Construction
C09090008/1	Elliot 302	Construction
C99030006/1	Cala 420	Construction
IRDP Phased approach planning & services		
	Elliot Old Location 1000	Planning
IRDP Phased approach top structure(informal settlements)		
C01010008/1	Cala Ext 13 &14 - 1545	Construction
C01100014/1	Cala Ext 15 - 1070	Construction
C01100043/1	Elliot 800	Construction
Rural Housing Programmes		
C01100014/1	Cala Ward 4 - 2662	Planning
C01010008/1	Cala Ward 2 - 2693	Planning
Project linked subsidies serviced (housing units)		
C99030006/1	Cala 420	Not in this Fin. Year
C01010008/1	Cala Ext 13 &14 - 1545	Not in this Fin. Year
C01100014/1	Cala Ext 15 - 1070	Not in this Fin. Year
C10020014/1	Elliot Old Location 1000	Not in this Fin. Year

Project Name	Project Units	Project Type	Project Status	Comment
Cala 420	420	Project Linked	Current	Rectification
Elliot Phase 2 - R/L 2	800	IRDP Phased Approach	Current	
Cala Ext 13 & 14 – 1545	1545	Project Linked	Current	
Cala Ext 15 – 1070	1070	Project Linked	Current	
Total	3835			

APPROVED HOUSING PROJECTS

Sub-Programme	Project Number	Project Name/Description	Status	Status			Number of Sites Planned	Number of Houses Planned	Rectification or repairs	Approved project amount (in total) R'000
				GF/Insit U	Blocked	WIP				
1.6(a) Rectified RDP stck 1994-2002				2	0	3	0	0	23	45,814
	C09090006/1	Elliot (Cala) 301	Construction			X	0	0	8	22,869
	C09090008/1	Elliot 302	Construction			X	0	0	15	22,945
	C99030006/1	Cala 420	Construction			X	0	0	0	0
	C01010008/1	Cala 1545	Moved to 2.1	X			0	0	0	0
	C01100014/1	Cala 1070	Moved to 2.1	X			0	0	0	0
2.1 Project linked subsidies serviced (housing units)				3	0	0	0	0	0	0
	C97020004/1	Cala Ext 13 &14 - 1545	Duplicate				0	0	0	0
	C99030006/1	Cala 420	Not in this Fin. Year	X			0	0	0	0
	C01010008/1	Cala Ext 13 &14 - 1545	Only budgeted under 2.2c	X			0	0	0	0
	C01100014/1	Cala Ext 15 - 1070	Only budgeted under 2.2c	X			0	0	0	0
2.2a IRDP Phased approach planning & services				1	0	0	0	0	0	0
		Elliot Old Location 1000	Planning	X			0	0	0	0
2.2c IRDP Phased approach top structure(informal settlements)				1	0	3	650	410	0	190,372
	C01010008/1	Cala Ext 13 &14 - 1545	Construction			X	350	300	0	92,461
	C01100014/1	Cala Ext 15 - 1070	Construction			X	300	70	0	47,193
	C01100043/1	Elliot 800	Construction			X	0	40	0	50,718
	C10020014/1	Elliot Old Location 1000	Not in this Fin. Year	X			0	0	0	0
4. Rural Housing Programmes				2	0	0	0	0	0	0
	C01100014/1	Cala Ward 4 - 2662	Planning	X			0	0	0	0
	C01010008/1	Cala Ward 2 - 2693	Planning	X			0	0	0	0
Total for Sakhisizwe Municipality				9	0	6	650	410	23	236,186

24 PERFORMANCE MANAGEMENT

In line with the requirements of the Local Government Municipal Systems Act – 2000 (hereinafter referred to as the Systems Act) read in conjunction with its Local Government Municipal Planning and Performance Management Regulations passed in August 2001 (hereinafter referred to as the Regulations), Sakhisizwe Local Municipality embarked on a process of establishing its comprehensive PMS.

In order to ensure smooth implementation of a municipal PMS, it is necessary to first develop and agree on a policy (framework).

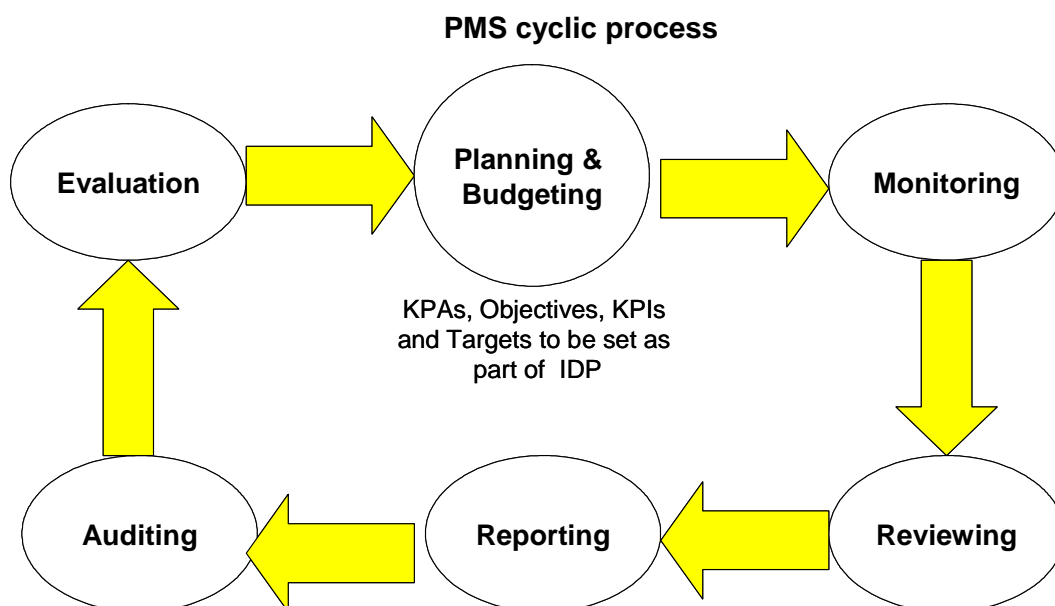
The main goal of this document is to provide the Sakhisizwe Local Municipality with a written policy that will serve as a guide in terms of the key processes, procedures and mechanisms to be followed when implementing performance planning, measurement, review, reporting and auditing. This framework document will also outline timeframes as to when (in the cycle of municipal planning) should the processes of *performance planning, measurement, monitoring, review, reporting and auditing as well as review of the PMS itself* unfold. Further, the framework outlines the PMS model to be followed in implementing performance management at Sakhisizwe LM.

24.1 Status of the framework document

This document represents a draft discussion policy which will be commented upon and finalised before being submitted to Exco and council for adoption. Once adopted by council it will serve as a binding policy that guides how performance management should be implemented at Sakhisizwe. It will also serve as a document reference that is aimed at enhancing the awareness and understanding (among all role players) of how the performance management system should operate.

25 WORKING DEFINITION

Performance management is viewed as a continuous and cyclic process of evaluating our actions and operations to determine whether we are delivering the desired level of development committed in our IDP. It is envisaged as a process that will roll-out incrementally following the steps illustrated in the figure below:



Sakhisizwe municipality subscribes to the view that PMS is a strategic management tool which equips (with a set of tools and techniques) leaders, managers, workers and stakeholders at different levels of an organization to regularly plan, continuously monitor, periodically measure,

review and report performance of the organization in terms of a set of chosen indicators and targets for achieving development efficiency, effectiveness and impact.

In practical terms, performance management refers to the use of indicators to show how the organisation is performing on its development objectives as set out in the ruling integrated development plan. In Sakhisizwe, this will involve among other things:

- ◇ developing performance scorecards (two levels - Strategic and Departmental)
- ◇ setting of clear objectives, indicators and targets for performance (Based on IDP)
- ◇ determining baseline levels for indicators before finalizing targets
- ◇ gathering of measurement information to determine progress against set indicators and targets
- ◇ regular reviewing of performance (monthly, quarterly & annually)
- ◇ periodic reporting on performance (monthly, quarterly & annually)
- ◇ regular auditing of performance reports
- ◇ periodic assessing, evaluating and reviewing of the effectiveness of PMS itself

26 POLICY CONTEXT FOR MUNICIPAL PMS

In 1997 the white paper on local government introduced the concept of performance management systems as a mechanism to improve accountability and enhance public trust on local government. The white paper further suggests that by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system is also enhanced.

In 1998, the White Paper on Transforming Public Service Delivery (Batho Pele) was adopted as a policy to enhance and enforce quality service among civil servants. All employees of public entities (government institutions including local government municipalities) are obliged to adhere to the provisions of the Batho Pele policy. These provisions are captured in the form of the following eight key principles:

- a) **Consultation:** - Citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services which are provided.
- b) **Service standards:-** Citizens should know what standard of service to expect and should be consulted if promised service standards are to change including development targets set in terms of the IDP.
- c) **Access:** - All citizens should have equal access to the services to which they are entitled. State of exposure to income or poverty should not be reason enough to lack access to a basic level of service.
- d) **Courtesy:-** Citizens should be treated with courtesy and consideration.
- e) **Information:-** Citizens should be given full and accurate information regarding public services they are entitled to receive.
- f) **Openness and transparency:-** Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- g) **Redress:-** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made citizens should receive a sympathetic, positive response.
- h) **Value-for-money:-** Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

The two policies mentioned above provide the framework for implementing performance management system in a municipality.

In order to ensure compliance with the objects of the constitution and national policy, Sakhisizwe municipality accepted the local government and Batho Pele white papers as its policy framework for performance management system and for advancing the cause of local government transformation

27 LEGAL CONTEXT FOR MUNICIPAL PMS

The municipal systems act 32 of 2000 calls for all municipalities to establish and implement performance management systems. In its chapter six, the act prescribes for all municipalities to:

- develop a performance management system
- set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- publish an annual report on performance for the councillors, staff, the public and other spheres of government
- incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- conduct an internal audit on performance before tabling the report.
- have their annual performance report audited by the Auditor-General
- involve the community in setting indicators and targets and reviewing municipal performance

In August 2001 regulations on municipal planning and performance management were published by Department of Provincial and Local Government (**dplg**) to further explain the requirements of the act.

The regulations provide minimum requirements for a municipal performance management system and prescribe a set of seven national key performance indicators that must be measured and reported to national government by all municipalities annually. According to the regulations a municipal PMS must ensure that it:

- complies with all the requirements set out in the Municipal Systems Act;
- demonstrates how it is to operate and be managed from the planning stage up to the stages of performance and reporting;
- clarifies the roles and responsibilities of each role-player, including the local community, in the functioning of the system;
- clarifies the processes of implementing the system within the framework of the integrated development planning process;
- determines the frequency of reporting and the lines of accountability for performance;
- relates to the municipality's employee performance management processes;
- provides for the procedure by which the system is linked to the municipality's integrated development planning processes;

The regulations also prescribe that municipalities must monitor their performance and report on these national indicators (in addition to their local level indicators):

- a) the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b) the percentage of households earning less than R1100 per month with access to free basic services;
- c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- d) the number of jobs created through municipality's local economic development initiatives including capital projects

- e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- f) the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- g) financial viability as expressed by the following ratios:

$$(i) \quad A = \frac{B - C}{D}$$

Where - "A" represents debt coverage
 "B" represents total operating revenue received
 "C" represents operating grants
 "D" represents debt service payments (i.e. interest plus redemption) due within the financial year;

$$(ii) \quad A = \frac{B}{C}$$

Where - "A" represents outstanding service debtors to revenue
 "B" represents total outstanding service debtors
 "C" represents annual revenue actually received for services;

$$(iii) \quad A = \frac{B + C}{D}$$

Where - "A" represents cost coverage
 "B" represents all available cash at a particular time
 "C" represents investments
 "D" represents monthly fixed operating expenditure.

In terms of section 53 of the Municipal Finance Management Act (MFMA) 2003, the mayor of a municipality must take reasonable steps to ensure that the annual performance agreements of the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and are concluded in accordance with section 57(2j) of the Municipal Systems Act.

Coupled with the MSA: 2000, the MFMA: 2003 provide for the development of a mid-term budget and performance assessment of the municipality. The development of the mid-year budget and performance assessment report should give an indication on the progress made by the municipality for the past six months. The MFMA requires that the accounting officer of the municipality take into account the performance of the municipality against the performance expectations set by senior managers and their departments.

The legislative framework referred to above provides a solid case for the implementation of Sakhisizwe performance management systems in local municipalities.

28 OTHER BENEFITS FOR ESTABLISHING PMS

For Sakhisizwe LM, the rationale for establishing PMS goes much deeper than the mere partial fulfilment of the legislative requirements. The following are other benefits for implementing a PMS.

28.1 Increased accountability

The performance management system should aim to provide a mechanism for ensuring increased accountability between:

- The residents of the Sakhisizwe Local and the municipal council,

- The political and administrative components of the municipality,
- Each department and the executive office.

28.2 Learning and improvement

While ensuring that accountability is maximised, the performance management system must also provide a mechanism for learning and improvement. It should allow for the municipality to know which approaches are having the desired impact, and enable the municipality to improve delivery. It should form the basis for monitoring, evaluating and improving the Integrated Development Plan.

28.3 Early warning signals

The performance management system should provide Managers, the Municipal Manager, Standing Committees and the Executive Committee with early warning of non-performance of the full implementation of the Integrated Development Plan. It is important that the system ensures decision-makers are timeously informed of possible non-performance, so that they can facilitate pro-active intervention, if necessary.

28.4 Effective decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The functions listed above are not exhaustive, but summarise the intended benefits of the performance management system to be developed and implemented. These intended functions should be used to evaluate the performance management system periodically.

29 PRINCIPLES GUIDING PMS IMPLEMENTATION

This policy provides for implementation of a comprehensive Sakhisizwe PMS based on the following set of guiding principles:

- ◇ UNIFORMITY - System must apply uniformly to all affected
- ◇ DEVELOPMENTAL - Must be developmental in nature, not punitive. Therefore, must focus on outcomes or development impact achievements rather than short term individual benefits like earning bonuses
- ◇ EQUITY OF RIGHT -Must balance organisational needs and employee rights
- ◇ PERFORMANCE CONTRACTS -Must provide for signing of performance contracts by section 57 managers
- ◇ PMS MODEL -Must identify suitable model commensurate with existing organisational capacity, constraints & LG legal context.
- ◇ EARLY WARNING -Must promote use as an early warning system
- ◇ TRANSPARENCY – Must provide for effective participation of affected parties in arriving at final targeted performance commitments (setting of targets to be discussed and agreed with those the people / units whose performance will be managed)
- ◇ DEMOCRATIC - Must provide for involvement of key stakeholders in the processes of PM planning, monitoring, review, reporting and auditing

30 INSTITUTIONAL ARRANGEMENTS

30.1 PMS Co-ordination

For purposes of coordinating PMS activities inside the municipality the policy provides for the delegation of authority to the corporate services manager to be the PMS coordinator. In terms of the envisaged role the PMS coordinator shall:

- ◇ Facilitate PMS communication
- ◇ Coordinate daily liaison
- ◇ Issue memos inviting inputs and reports from managers
- ◇ Facilitate implementation (monitoring & measurements of KPIs, reviews, report consolidation & submission, liaison with PMS audit committee etc)

30.2 PMS Audit function

For purposes of meeting legal requirements for the appointment of an independent audit committee to audit PM reports, the policy provides for:

- ◇ Maintaining current status quo whereby the district PM Audit committee also audits reports of the local municipality via an agreement with the district
- ◇ Creation of internal audit function to look at municipal PM reports prior to them being forwarded to the audit committee
- ◇ The extension of the terms of reference of the current audit structure which currently audits financial statements only to also incorporate the task of auditing performance reports of the municipality
- ◇ Preparation and submission of PM reports to be audited at least twice a year. This will happen during the months of January and June of each year. In this instance the policy suggests that the second report be an annual report to prevent duplication.

30.3 Public participation

For purposes of ensuring effective participation by all relevant stakeholders in the PM processes, the policy provides for the recognition and use of the same structures set for the IDP. In terms of this policy, public participation for the planning of PMS takes place during IDP formulation which must cater for the formulation of:

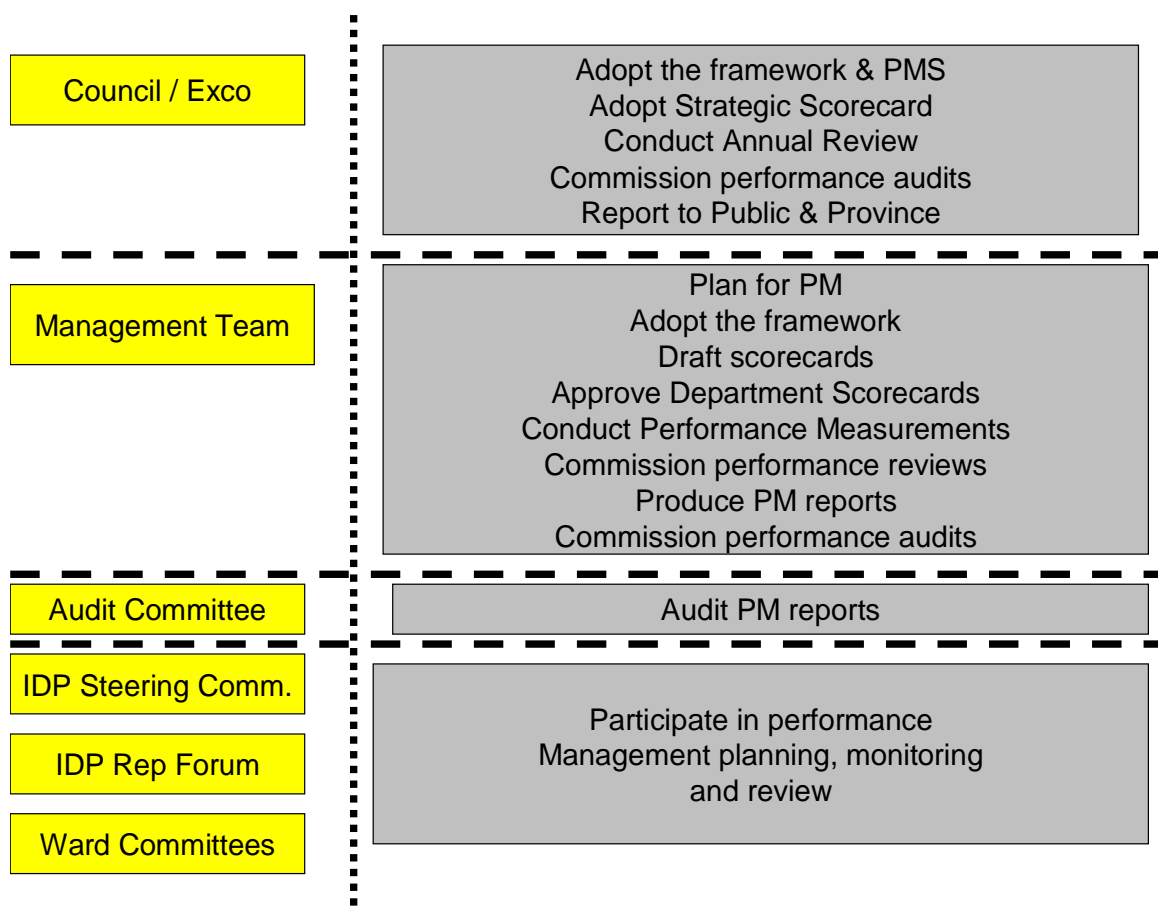
- ◇ Key development priorities agreed for each year
- ◇ Development objectives
- ◇ Key development targets agreed

Therefore, IDP steering committee and Representative forums will serve as main key platforms for public and broader stakeholder participation.

30.3.1 Stakeholder Roles and Responsibilities

The following figure outlines the key roles and responsibilities to be discharged by the various role players in the process.

Stakeholder Roles and Responsibilities



31 PMS MODEL FOR SAKHISIZWE LM

31.1 What is a model?

A model for performance management provides simplified mechanisms for understanding how better to organise and roll-out the various aspects of performance that should be measured, reported on and managed. It also provides a useful tool to predict and project future scenarios so that current decision-making could influence the desired future.

31.2 Why is a model important for PM?

Models have proved useful in performance management for the following reasons. They provide:

Balance: A good model will ensure balance in how the organisation measures and manages its performance. It should not bias performance measurement by relying on one facet of performance, but represent a multi-perspective holistic assessment of municipal performance.

Simplicity: A good model should organise simply, what would otherwise be a long list of indicators attempting to comprehensively cover performance, into a set of categories sufficiently covering all key areas of performance. Models differ most significantly in what they assert are the key aspects of performance.

Mapping of Inter-relationships: A good model will map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in one category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the planning stage and the review stage, particularly in the diagnosis of causes of poor performance.

Alignment of resources to strategy: A good model will align the processes of performance management to the Integrated Development Plan & budgeting processes of the organisation. It will

ensure that the Integrated Development Plan is translated into performance plans that will be monitored and reviewed. The categories of key performance areas provided by a model should relate directly to the identified priority areas of the Integrated Development Plan.

International experience in both the private and public sectors has shown that traditional approaches to measuring performance that tends to be heavily reliant on financial measures are severely lacking. These approaches tended to over-emphasise financial efficiency over other equally important variables of performance measurement and thereby providing a skewed perspective of the organisation's performance, particularly for a municipal organisation.

However, with recent developments in performance measurement literature in both the public and private sector, it has become well accepted that in order to assess an organisation's performance, a balanced view is required, incorporating a multi-perspective assessment of how the organisation is performing as seen by differing categories of stakeholders.

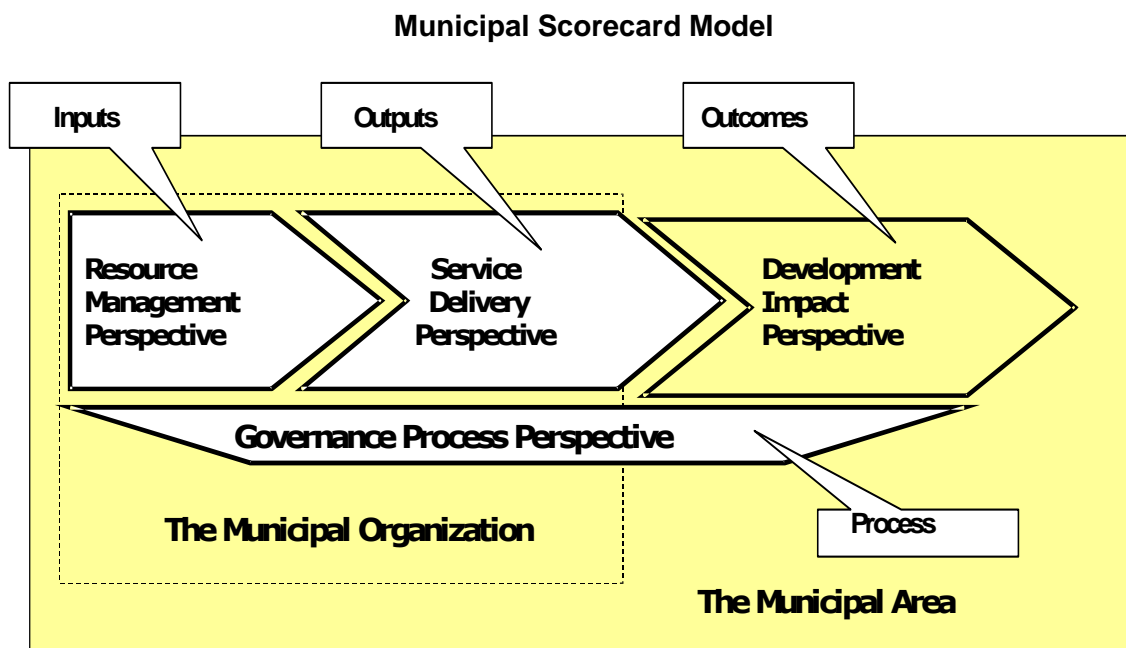
31.3 The Municipal Scorecard model

In terms of this policy the municipal scorecard model is to be used as a preferred model for the municipality. This model provides a modified version of the balanced scorecard model which has been adapted to SA local government legislation environment. It is also based on four key perspectives outlined later in this section.

The choice of this model is based on the strengths that it is:

- Tightly aligned to the strategic planning (IDP) and Budget processes
- Directly relevant to the notions of developmental local government and co-operative governance
- Fits neatly with the envisaged legal process of managing performance in a municipal organisation in SA
- A balanced view of performance based on inputs, outputs, outcomes and processes
- A simple portrayal of municipal performance, where inter-relationships can be mapped
- Has been adopted as the recommended model for municipalities by the South African Local Government Association (SALGA) because of its simplicity and relevance to local government environment.

The Municipal Scorecard is based on four key perspectives, outlined in the figure below.



The Development Impact Perspective: In this perspective the municipality will need to assess whether the desired development impact in the municipal area is being achieved. This perspective will constitute the development priorities for the municipal area and indicators that tell us whether the desired development outcomes are being achieved. It will be difficult to isolate development outcomes for which the municipality is solely accountable. It is expected that the development priorities and indicators, will often lie within the shared accountability of the municipality, other spheres of government and civil society. The measurement of developmental outcomes in the municipal area will be useful in telling us whether our policies and strategies are having the desired development impact.

The Service Delivery Perspective: This perspective should tell us how a municipality is performing with respect to the delivery of services and products. This relates to the output of the municipality as a whole.

The Resource Management Perspective: This perspective should tell us how a municipality is performing with respect to the management of its resources:

- Budget & other financial Resources
- Human Resources
- Systems & Information
- Organizational Infrastructure (enabling equipment)

This relates to the inputs of the municipality as a whole.

Governance Process Perspective: This perspective should tell us how a municipality is performing with respect to its engagement and relationship with its stakeholders in the process of governance. This perspective should include, amongst others:

- Public participation
- Intergovernmental relations
- Customer care relations
- Citizen satisfaction
- Access to Information
- Communication strategies

This relates to the governance processes of the municipality as a whole.

DEFINITION OF CONCEPTS USED IN THE SCORECARDS

Objectives: are statements about what a service wants to achieve.

Indicators: are measures that tell us whether we are making progress towards achieving our objectives.

A baseline measure: is the value of the indicator before the start of the programme or prior to the period over which performance is to be reviewed.

A target: is the value of the indicator that we want to achieve by a specified time.

The measurement source and frequency: should indicate where the data emanates from, and how frequently it can be measured and reported. This information will assist the auditing process.

These have been used as the basis of the plans for the strategic and service scorecards.

CRITERIA ADOPTED TO GUIDE SELECTION OF SUITABLE INDICATORS

Focused and Specific: Is the indicator selected clear, focused and not stated in an ambiguous way?

Measurable: Does the indicator have defined unit of measurement? Note that this unit must also be used in determining the target.

Valid and Relevant: Validity is the degree to which an indicator measures what it is intended to be measured. Is the indicator relevant to the objective of the performance being measured?

Reliable: Reliability is the degree to which repeated measures, under exactly the same conditions will produce the same result. How reliable is your indicator?

Simple: Good indicators will be simple, easy to communicate. A composite indicator would try to measure a series of performance dimensions at the same time, this may confuse. Where possible avoid using complex or composite indicators.

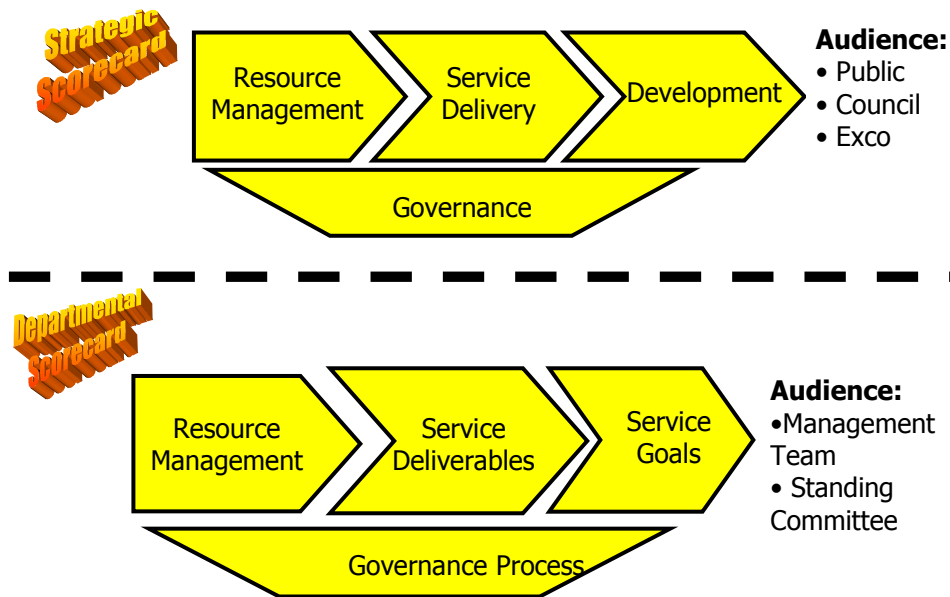
Minimize perverse consequences: Poorly chosen indicators, while they may have noble intentions, can have perverse consequences in the behaviors it incentives. Choose indicators that will incentives behavior that is desired and not unintended results.

Data Availability: Good indicators will also rely on data that is, or intended to be, available on a regular basis. Be careful of choosing indicators that will not have data to be measured against.

31.4 Levels of scorecards in a municipal scorecard model

There are two levels of scorecards recommended in the municipal scorecard model. These include the strategic and the services outcome scorecards as depicted in the figure below.

Levels of scorecard example



The Strategic Scorecard: The strategic scorecard will provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. The Municipal Manager and Managers of Departments will use it after review as a basis for reporting to the Executive Committee, Council and the public. In terms of this policy this scorecard is to be reported to Executive Committee quarterly, to Council six-monthly and the public annually for review.

Service Scorecards: The service scorecards will capture the performance of each defined service (can be a directorate or department line-function). Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a service scorecard will provide a comprehensive picture of the performance of that service. It will consist of objectives, indicators and targets derived from the service plan and service strategies. It will be crucial that service scorecards should not duplicate current reporting, but be integrated to form a core component and simplify all regular reporting from departments to the Municipal Manager and Standing Committees.

Service Scorecards will be comprised of the following components:

- Service Outcomes, which set out the developmental outcomes that the service is to impact on,
- Service Deliverables, which set out the products and services that the service will deliver,
- Resource Management, which sets out how the service will manage its Human and Financial resources, Information and Organisational Infrastructure
- Stakeholder Relations, which sets out how the service will improve its relationship with its key stakeholders

Performance in the form of a service scorecard will be reported to the Municipal Manager and relevant Standing Committee for review. The policy provides for the reporting in terms of this level of scorecard to be undertaken at least monthly. The policy assumes that the reporting on this level scorecard will be preceded by internal departmental reporting (reports from unit managers and supervisors to be consolidated by the head of departments) which is expected to happen more regularly than monthly intervals and would ideally inform the monthly management reports.

The policy suggests that municipal scorecard formats be designed to reinforce aggregation of information and alignment with service delivery budget and implementation plans (SDBIPs).

32 MONITORING AND MEASUREMENT OF INDICATORS

For each indicator the scorecard require a responsible official, usually the respective line manager, to be designated by name. While this official is not necessarily fully accountable for performance on this

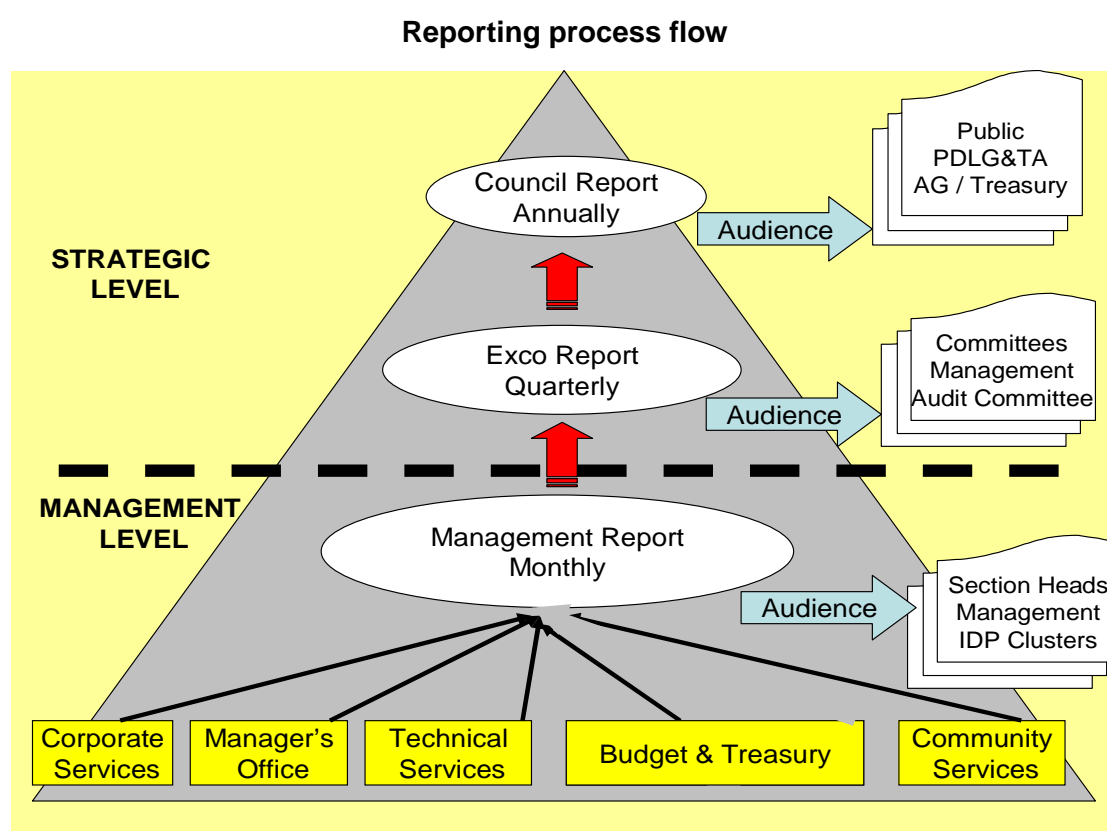
indicator, he/she has the responsibility for conducting measurements of that indicator, analyzing information and reporting results for reviews.

Analysis requires that line managers compare current performance with targets, past performance and possibly the performance of other municipalities, where data is available, to determine whether or not performance is poor. They should also analyze the reasons for performance levels and suggest corrective action where necessary.

Municipal-wide outcome indicators and satisfaction surveys may need to be co-ordinated centrally. It is recommendable that the PMS coordinator be tasked with this responsibility. An effort should also be made to undertake regular (annually) surveys in order to provide data for indicators organizationally and for the different service scorecards:

33 PERFORMANCE REPORTING AND AUDITING

The following figure outlines the envisaged PM reporting processes and lines of authority.



Performance reporting: As indicated in the above diagram reporting will commence from the internal department (weekly and chaired by HoD) then cascade to management (receive monthly management reports and chaired by municipal manager), thereafter, a bi-monthly report will be tabled to Exco by management. This report will move be consolidated with comments of Exco into a quarterly report to be tabled to council. At least two six-monthly reports will be forwarded for auditing by the audit committee during January and June of each year.

At the end of the year, an annual performance report will be produced and summarized for public reporting by the mayor via Imbizos and by the manager to auditor general and PDLGH&TA.

Quality Control: All auditing should comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001). Managers responsible for line functions should undertake quality control of the information gathered and presented in the scorecard.

Co-ordination: The performance management coordinator is required by the framework to co-ordinate and ensures good quality of reporting and reviews. It is his or her role to ensure conformity to reporting formats and check the reliability of reported information, where possible or when asked to do so by Exco / council.

Performance Investigations: This policy provides for the Executive Committee or Audit Committee when deemed necessary to can commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations could cover assessment of:

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies
- Validity of evidence material submitted in support of claims

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, preferably academic institutions/practitioners, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Executive Committee, should such a need for investigation arise.

Audit Committee: As indicated earlier the municipality will make use of the district committee via a service level agreement. This facility will be complemented by the internal audit function which shall have been made by extending the current terms of reference for the existing audit committee currently responsible for financial statements to also cater for auditing of PM reports at least twice per annum.

34 PERFORMANCE REVIEWS

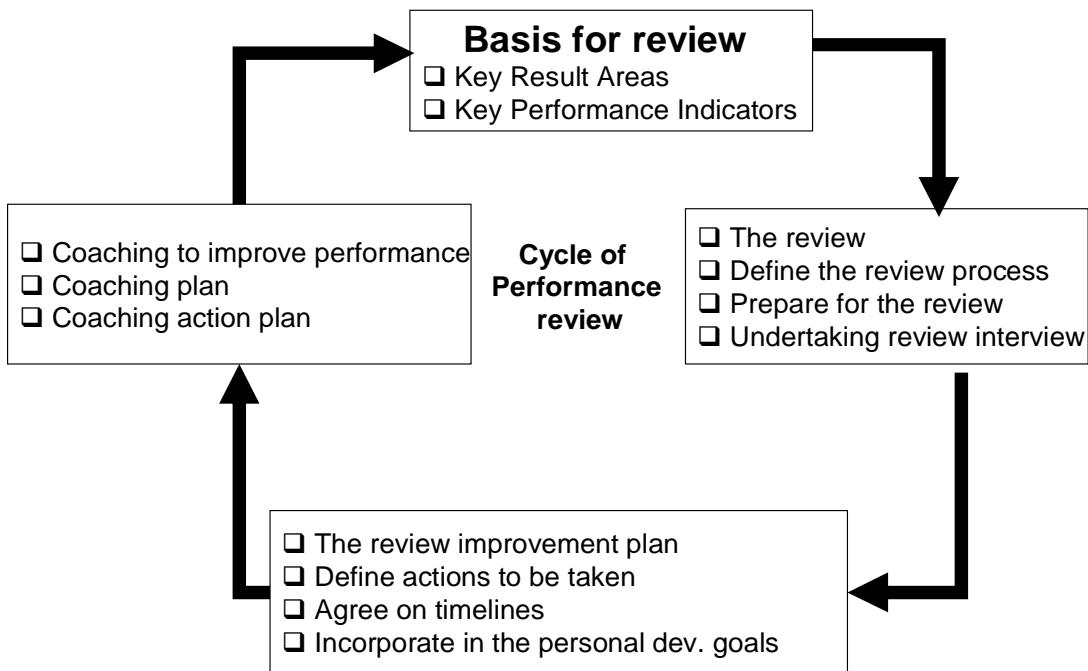
Performance reviews must be conducted at various intervals and levels of authority in order to determine as to the progress made against committed performance targets. Every review session must be documented and evidence material filed in case it is called by senior level reviews or the audit committee. Prior to reviews taking place by the Management Team, Executive Committee and Council, performance reporting will need to be tracked and co-ordinated. The Performance Management coordinator is responsible for this process.

It will also be useful to provide an overall analysis of municipal performance with respect to the strategic scorecards and department scorecards, at least for quarterly and annual reviews. Such an analysis could pick up trends in performance over time and over all departments. It is proposed that the Performance Management Coordinator be responsible for this.

34.1 How should reviews be conducted?

The following figure provides a guideline for setting-up a review process.

PROPOSED REVIEW PROCESS



The review process should involve the following guideline steps:

1. Prepare for the review
 - Set appointments and schedule interview sessions
 - Produce and circulate scorecard templates (FORMS)
 - Commission self appraisals
2. Conduct review interviews
3. Discuss and agree on improvement plan
4. Feedback review outcomes to those concerned

During the review, the reviewing person / committee or structure must ensure the following things happen:

- ◇ Confirm what is expected of employee / department being reviewed
- ◇ Encourage those reviewed to feel comfortable and create conducive atmosphere for discussing issues frankly and fairly
- ◇ Fairly and equitably measure performance of individual / department.
- ◇ Agree on the final determination of performance achieved
- ◇ Identify strengths and areas of improvement
- ◇ Give feedback in terms of the reward/ recognition of good performance / excellence or the steps to be taken to address poor performance
- ◇ Align individual performance behaviour with organizational performance goals (IDP vision)
- ◇ Incorporate lessons of the previous year's performance into the following year's performance (Learning curve) by jointly developing a Performance Improvement Plan with the manager concerned
- ◇ Agree on a performance improvement plan

If the review session is to lead to the determination of salary progressions and bonuses in the case of individual management reviews, then the following rules should apply:

- 1) Determination of final scores will be based on the scoring model which uses a rating scale of 1 – 5 combined with point system

- 2) The employee will be allowed during the review to provide evidence to his /her claims should this be necessary
- 3) An aggregate score should be determined after adding all KPA scores achieved in the review
- 4) The decision of the audit committee ON SCORES is final
- 5) A manager can only qualify for a bonus portion when he/ she has achieved a minimum of level 3 overall score
 - a. A score of 251 – 300 will qualify for 50% of bonus possible
 - b. A score of 301 – 350 will qualify for 60% of bonus possible
 - c. A score of 351 – 400 will qualify for 75% of bonus possible
 - d. A score of 401 – 450 will qualify for 90% of bonus possible
 - e. A score of 451 – 500 will qualify for 100% of bonus possible

Combining points & rating on a scale with 5 levels

Points	Rating	Meaning
451-500	5	outstanding performance
351-450	4	commendable performance
251-350	3	satisfactory performance
151-250	2	marginal performance
0-150	1	unsatisfactory performance

EXPLANATION OF LEVELS

Level 5: Outstanding performance: Performance far exceeds the standard expected of a member at this level. The incumbent has achieved exceptional results against all performance criteria agreed and has maintained this all year round.

Level 4: Performance significantly above expectations. Significantly higher than expected. Incumbent has achieved exceptional results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.

Level 3: Fully effective. Performance fully meets the standard expected in all areas of the job. Incumbent has achieved results against all significant performance criteria and indicators and incumbent has achieved results significantly above expectation in one or two less significant areas.

Level 2: Performance is below standard required for the job in key areas (judge per weight etc). Incumbent has achieved adequate results against many key but not all others during the course of the year.

Level 1: Performance does not meet the standard expected for the job. The incumbent has not met one or more fundamental requirements and / or is achieved results that are below expectation in most result areas.

34.2 Suggested levels of reviews

Section 57 Management Reviews: It is intended that a review committee comprising of the municipal manager, a standing committee councilor of that department and an independent auditor who must be a member of the audit committee review their performance of a section 57 manager at least every second

month, using his/her personal contract scorecard. Managers will be reviewed on their overall annual performance during the period 01 July and 30 July of every year to conclude the year ended 30 June and to determine salary progression moves and bonuses.

Departmental Reviews: It is intended that departments review their performance at least monthly, using their department scorecards and SDBIPs. Decision-makers should be immediately warned of any emerging failures to service delivery to ensure that they can intervene if necessary. It is important that departments use these reviews as a platform to reflect on their goals and programmes and whether these are being achieved. Minutes of these reviews should be forwarded to the performance management coordinator. Changes in indicators and targets may be proposed at this meeting but can only be approved by the relevant standing committee, in consultation with the Performance Management Coordinator.

Management Team Reviews: Departments have to report on their performance in the department scorecard format to the Municipal Manager and the Managers of departments every month. These reviews must also provide for section 57 managers to report on their individual scorecards to the municipal manager. In order to avoid duplication of reporting efforts the SDBIPs must also be reported at these platforms. Additional indicators that occur in the departmental scorecard & SDBIP should also be reviewed. The formulation of the process of review will be co-ordinated by the proposed performance management coordinator.

The Management Team will need to reflect on whether targets are being achieved, what are the reasons for targets not being achieved where applicable and corrective action that may be necessary. Where targets need to be changed, the Management Team can endorse these, for approval by the relevant standing Committee. The Management Team can delegate tasks to the performance management coordinator in developing an analysis of performance prior to Management Team reviews.

Standing Committee Reviews: Each Standing Committee is required to review the performance of their respective departments against their department scorecard every second month. The Standing Committee should appraise the performance targets. Where targets are not being met, the Standing Committee should ensure that the reasons for poor performance are satisfactory and sufficient, and the corrective strategies proposed are sufficient to address the reasons for poor performance. Changes in indicators and targets that do not appear in the strategic scorecard may be proposed to and can only be approved by the relevant Standing Committee, in consultation with the IDP manager and Performance Management Coordinator (Strategic Planning Manager). Changes in indicators and targets that fall within the strategic scorecard will need to be approved by the Exco / Council.

Executive Committee Reviews: On a quarterly basis, the Executive Committee is tasked to engage in an intensive review of municipal performance against both the department scorecards and the strategic scorecard, as reported by the Municipal Manager. This must also incorporate reviews based on SDBIPs in order to avoid duplication of reporting processes.

Many of the indicators in the strategic scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance in terms of both scorecards.

The review should reflect on the performance of services and the strategic scorecard. The Executive Committee will need to ensure that targets committed to in the strategic scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance.

The review should also focus on reviewing the systematic compliance to the performance management system, by departments, Standing Committees and the Municipal Manager.

Incentives for Excellent Performance: It is the intention of the PMS framework that the Executive Committee not only pays attention to poor performance but also to good performance. It is expected of the Executive Committee to acknowledge good performance, where departments have successfully met targets in their department scorecards.

Council Reviews: At least annually, the Executive Committee is required to report to Council on municipal performance. This reporting takes place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

Public Reviews: The Municipal Systems Act requires the public to be given the opportunity to review municipal performance. Therefore in addition to the annual report mentioned above, user-friendly citizens' report is intended to be produced as part of our PMS for public consumption. The citizens' report has not yet been produced at our municipality but it is envisaged to be a simple, easily readable and attractive document that translates the strategic scorecard for public consumption.

It is envisaged also that a public campaign shall be annually embarked on to involve citizens in the review of municipal performance. Such a campaign could involve the following methodologies:

- ◇ Ward committees would be reported to (once systems are developed fully) and submit their review of the municipality to council. The performance management team should be used to summarize this input.
- ◇ Various forms of media including radio, newspapers and billboards would be used to convey the citizens' report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.

The public reviews are planned to be concluded by a review by the Integrated Development Plan Representative Forum or Mayoral Imbizos.

35 EVALUATION AND IMPROVEMENT OF THE MUNICIPAL PMS

The Municipal Systems Act requires the Sakhisizwe Local Municipality to annually evaluate its performance management system. At the end of the planning year cycle as part of the annual review of the municipality's IDP, the council must always evaluate:

- The adherence of the performance management system to the Municipal Systems Act.
- The fulfilment of the objectives for a performance management system captured earlier in this document.
- The adherence of the performance management system to the principles captured earlier in this and those subscribed to in terms of the Batho Pele white paper discussed under section 3 of this document.
- Opportunities for improvement and a proposed action plan for areas to be revised.

The process of implementing a performance management system in Sakhisizwe LM is viewed as a learning process, where we are continuously improving the way the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

APPROVAL

The IDP was prepared in line with adopted process plan and contains an outcome of a consultative process of planning involving all our municipal stakeholders through the representative forum and steering committee.

This document is hereby tabled for adoption by Sakhisizwe Municipal Council to serve as its IDP 2012 – 2017.

It is therefore declared by Sakhisizwe Council that this is a true reflection of our planning efforts and will as such be supported and implemented by all our stakeholders during its tenure.

THUS ADOPTED AND ACCEPTED AS DRAFT IDP THROUGH A COUNCIL RESOLUTION LISTED BELOW

COUNCIL RESOLUTION NUMBER FOR IDP ADOPTION: **ITEM 32/2012**

SIGNATURES

THEMBENI SAMUEL
MUNICIPAL MANAGER

DATE _____

COUNCILOR: JENTILE
HON. MAYOR

DATE _____

ANNEXURES

36 Municipal Organogram

37 Municipal Service Delivery Budget & Implementation plan 2012 /2013

38.SAKHISIZWE MUNICIPALITY FINANCIAL PLAN (3YEAR)2013 - 2015



SAKHISIZWE MUNICIPALITY FINANCIAL PLAN (3YEAR) 2013 - 2015

1. Introduction

In general usage a financial plan is a budget, in other words a plan for spending and saving future income. This plan allocates future income to various types of expenses, such as salaries, insurances and also reserves some income for short term and long term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future income.

One of the key issues identified for the sustainability of Sakhisizwe Local Municipality is expanding its revenue base whilst remaining financially viable and sustainable. The objectives are therefore to provide effective, efficient and co-ordinated financial management and financial accounting.

This financial plan includes the assumptions used when compiling the operating and capital budget, financial strategies as well as the accounting policies and includes national and provincial priorities.

2. Overview of Economic Analysis

2.1 INTRODUCTION

The domestic economy has lost momentum as a result of the disruption to world economic activity following the Japanese tsunami, domestic strike activity and moderating household consumption. South Africa's recession officially ended in 2009/Q3, boosted by the growth in the manufacturing, electricity, water and gas and construction sectors. The South African economy contracted by 1,8% in 2009, grew by 1,5% in 2010 and was

expected to grow by 3,5% in 2011. The economic contraction in 2009 resulted in a sharp decline in employment in the private sector (SARB). However, the economy grew at 4,5% on an annual basis, in the first quarter of 2011, slowing down to 1.3% in the second quarter.

The labour market remains sluggish. Formal sector non-agricultural employment is just 2.6% higher than its low in March 2010. Unemployment increased from 21.8% in the fourth quarter of 2008 to 25.7% in the second quarter of 2011.

The *Local Government Budgets and Expenditure Review* document published by National Treasury in September 2011, highlights the following areas as requiring particular attention while preparing municipal budgets:

- **Revenue management** - To ensure the collection of revenues, municipalities need to ensure that billing systems are accurate, send out accounts to residents and follow up to collect revenues owed.
- **Collecting outstanding debts** - This requires political commitment, sufficient administrative capacity, and pricing policies that ensure that bills are accurate and affordable, especially for poor households.
- **Pricing services correctly** - The full cost of services should be reflected in the price charged to residents who can afford to pay. Many municipalities offer overly generous subsidies and rebates that result in services being run at a loss, resulting in funds being diverted away from other priorities.
- **Under spending on repairs and maintenance** - Often seen as a way to reduce spending in the short term, under spending on maintenance can shorten the life of assets, increase long-term maintenance and refurbishment costs and cause a deterioration in the reliability of services.
- **Spending on non-priorities** - Many municipalities spend significant amounts on non-priority items including unnecessary travel, luxury furnishings, excessive catering and unwarranted public relations projects. Consultants are often used to perform routine tasks.

National Priority - creating decent employment opportunities

In drafting their budgets, all municipalities are urged to continue to explore opportunities to mainstream labour intensive approaches to delivering services and more particularly to participate fully in the Extended Public Works Programme.

Municipalities must focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate
- Ensuring that service providers use labour intensive approaches

- Supporting labour intensive LED projects
- Participating fully in the Extended Public Works Programme
- Implementing interns programmes to provide young people with on-the-job training

The past financial year has presented budgetary challenges to the Sakhisizwe Local Municipality, resultant of the global economic meltdown.

These challenges include coping with revenue shortfall, the collection of arrear debt, and creating a balance between increasing demand for services and limited financial resources. The Sakhisizwe Local Municipality has developed a Financial Strategy to mitigate against these pressures. Several options were considered, which include maximizing revenue generation, debt collection, increase in indigent support, tariff increases above the projected inflation in some services and curtailing of expenditure.

2.2 THE OUTLOOK FOR INFLATION

The following graphs indicate the estimated movement in the inflation percentage in the coming three years:

Year	2012	2013	2014	2015
%	5.4	5.6	5.4	5.4

2.3 SUMMARY OF BUDGET ASSUMPTIONS

- The period of the Salary and Wage Collective Agreement 2009/2010 to 2011/2012 has come to an end. In the absence of other information from the South African Local Government Bargaining Council, municipalities are advised to budget for a 5% cost-of-living increase adjustment, to be implemented with effect from July 2012(in line with the increase proposed in the 2011 MTBPS)
- Bulk electricity purchases: SAKHISIZWE LM has assumed a tariff increase of 27.06% from ESKOM and will increase its tariffs with 16% as determined by NERSA;
- Other expenditure: in order to accommodate the increases in salaries, bulk purchases, debt impairment and depreciation, it means that all other expenditure will increase at a reduced rate or maintained at the current levels;
- Sakhisizwe Local Municipality will continue with its current powers and functions;
- The Budget is based on current service levels.
- Government grants for the years 2012/2013 to 2014/2015 are as per the Division of Revenue Act, assuming that all allocations will be received;
- The inflation rate has been estimated at 5.6% per annum;
- Tariff increases relating to services are as follows:
 - Rates = 6.00 %
 - Refuse = 6.00 %
 - Water = 6.00 %
 - Sewerage = 6.00 %
 - Electricity = 11.03 %

2.4 Capital & Operating Budget

The three-year financial plan includes an Operating Budget and Capital Investment Programme for the three years ending June 2015.

a) Operating Budget

Table A4 details the Operating Budget for the three years starting 1 July 2012 and ending 30 June 2015.

Table A4 Operating Budget

EC138 Sakhisizwe - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2008/2009	2009/2010	2010/2011	Current Year 2011/2012				2012/13 Medium Term Revenue &		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source											
Property rates	2	1 078	2 843	2 609	3 015	3 262	3 262	3 262	3 785	3 997	4 213
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	4 052	3 770	4 842	4 000	6 930	6 930	6 930	7 980	8 427	8 882
Service charges - water revenue	2	-	-	-	-	2 200	2 200	2 200	2 200	2 323	2 319
Service charges - sanitation revenue	2	-	-	-	-	1 850	1 850	1 850	1 950	2 059	2 055
Service charges - refuse revenue	2	1 614	1 735	1 648	1 800	2 300	2 300	2 300	2 450	2 587	2 727
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	5	9	1 009	1 009	1 009	1 009	1 009	1 065	1 122
Interest earned - external investments		1 826	1 077	836	720	630	630	630	630	665	701
Interest earned - outstanding debtors		1 043	1 142	1 845	120	2 130	2 130	2 130	2 130	2 249	2 320
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines		53	56	28	60	60	60	60	60	64	67
Licences and permits		-	-	-	-	-	-	-	-	-	-
Agency services		-	5 520	-	671	3 609	3 609	3 609	3 982	4 194	4 237
Transfers recognised - operational		24 904	41 651	44 592	54 577	54 577	54 577	54 577	62 541	65 916	77 288
Other revenue	2	2 347	4 413	3 013	3 463	20 121	20 121	20 121	19 163	20 391	21 824
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		36 916	62 210	59 421	69 436	98 677	98 677	98 677	107 880	113 938	127 756
Expenditure By Type											
Employee related costs	2	14 397	17 873	18 636	19 128	24 731	24 731	24 731	26 796	28 296	29 598
Remuneration of councillors		4 019	2 794	2 929	5 253	4 641	4 641	4 641	4 780	5 048	5 321
Debt impairment	3	661	12 309	4 122	4 120	4 976	4 976	4 976	4 976	5 255	5 447
Depreciation & asset impairment	2	4 584	3 827	3 673	4 131	5 098	5 098	5 098	5 098	5 384	5 628
Finance charges		129	68	1 064	1 075	1 087	1 087	1 087	1 168	1 234	1 301
Bulk purchases	2	3 070	4 217	5 050	5 200	7 900	7 900	7 900	8 900	9 398	9 906
Other materials	8	3 112	3 724	7 248	1 584	5 354	5 354	5 354	5 974	6 309	6 461
Contracted services		94	82	343	109	319	319	319	319	337	345
Transfers and grants		8 653	3 183	5 014	3 418	3 418	3 418	3 418	3 892	2 381	2 711
Other expenditure	4, 5	5 700	7 663	10 398	9 880	24 739	24 739	24 739	25 907	25 651	27 664
Loss on disposal of PPE		-	70	-	-	-	-	-	-	-	-
Total Expenditure		44 419	55 811	58 477	53 899	82 264	82 264	82 264	87 811	89 292	94 381
Surplus/(Deficit)		(7 503)	6 400	944	15 537	16 414	16 414	16 414	20 070	24 646	33 375
Transfers recognised - capital		-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(7 503)	6 400	944	15 537	16 414	16 414	16 414	20 070	24 646	33 375
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		(7 503)	6 400	944	15 537	16 414	16 414	16 414	20 070	24 646	33 375
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		(7 503)	6 400	944	15 537	16 414	16 414	16 414	20 070	24 646	33 375
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		(7 503)	6 400	944	15 537	16 414	16 414	16 414	20 070	24 646	33 375

b) Capital Budget

The Capital Investment Programme is listed in Table A5 below.

EC138 Sakhisizwe - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2008/2009	2009/2010	2010/2011	Current Year 2011/2012				2012/13 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote1 - Executive and Councillors		-	-	-	100	350	350	350	300	317	334
Vote2 - Municipal Manager		-	-	-	-	100	100	100	100	106	111
Vote3 - Budget and Treasury		90	683	190	50	50	50	50	50	53	56
Vote4 - Coporate services		-	-	-	-	-	-	-	-	-	-
Vote5 - Property services		-	-	45	-	-	-	-	-	-	-
Vote6 - Planning ad development		-	-	-	-	-	-	-	-	-	-
Vote7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote8 - public safety		-	9	869	-	-	-	-	-	-	-
Vote9 - Health		-	10	-	-	-	-	-	-	-	-
Vote10 - Community services		-	200	602	4 899	4 899	4 899	4 899	2 000	-	-
Vote11 - Sports and Recreation		-	-	-	-	-	-	-	-	-	-
Vote12 - Waste Management		-	192	-	4 529	4 529	4 529	4 529	6 125	-	-
Vote13 - Road Transport		-	13 896	17 537	3 270	3 310	3 310	3 310	7 608	16 327	17 271
Vote14 - Electricity		-	12	-	4 530	4 900	4 900	4 900	4 100	5 106	6 111
Vote15 - Ex ample 15		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	90	15 001	19 242	17 378	18 138	18 138	18 138	20 284	21 908	23 883
Single-year expenditure to be appropriated	2										
Vote1 - Executive and Councillors		-	-	-	-	-	-	-	-	-	-
Vote2 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote3 - Budget and Treasury		-	-	-	-	-	-	-	-	-	-
Vote4 - Coporate services		-	-	-	-	-	-	-	-	-	-
Vote5 - Property services		-	-	-	-	-	-	-	-	-	-
Vote6 - Planning ad development		-	-	-	-	-	-	-	-	-	-
Vote7 - Housing		-	-	-	-	-	-	-	-	-	-
Vote8 - public safety		-	-	-	-	-	-	-	-	-	-
Vote9 - Health		-	-	-	-	-	-	-	-	-	-
Vote10 - Community services		-	-	-	-	-	-	-	-	-	-
Vote11 - Sports and Recreation		-	-	-	-	-	-	-	-	-	-
Vote12 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote13 - Road Transport		-	-	-	-	-	-	-	-	-	-
Vote14 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote15 - Ex ample 15		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Vote		90	15 001	19 242	17 378	18 138	18 138	18 138	20 284	21 908	23 883
Capital Expenditure - Standard											
Governance and administration		90	683	235	150	500	500	500	450	475	501
Executive and council		-	-	-	100	450	450	450	400	422	445
Budget and treasury office		90	683	190	50	50	50	50	50	53	56
Corporate services		-	-	45	-	-	-	-	-	-	-
Community and public safety		-	218	1 471	4 899	4 899	4 899	4 899	2 000	-	-
Community and social services		-	200	602	4 899	4 899	4 899	4 899	2 000	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	9	869	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	10	-	-	-	-	-	-	-	-
Economic and environmental services		-	13 896	17 537	3 270	3 310	3 310	3 310	7 608	16 327	17 271
Planning and development		-	-	-	-	-	-	-	-	-	-
Road transport		-	13 896	17 537	3 270	3 310	3 310	3 310	7 608	16 327	17 271
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		-	204	-	9 059	9 429	9 429	9 429	10 225	5 106	6 111
Electricity		-	12	-	4 530	4 900	4 900	4 900	4 100	5 106	6 111
Water		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	192	-	4 529	4 529	4 529	4 529	6 125	-	-
Other											
Total Capital Expenditure - Standard	3	90	15 001	19 242	17 378	18 138	18 138	18 138	20 284	21 908	23 883
Funded by:											
National Government									19 664	21 908	23 883
Provincial Government									-	-	-
District Municipality									-	-	-
Other transfers and grants									-	-	-
Transfers recognised - capital	4	-	-	-	-	-	-	-	19 664	21 908	23 883
Public contributions & donations	5								-	-	-

c) Grants receivable

Herewith the schedule of Grant Receivable for the financial year 2012 – 2013:

NATIONAL DORA ALLOCATIONS			
Description	Year 2012/2013	Year 2013/2014	Year 2014/2015
<u>Direct</u>			
Equitable Share	36 713 000	39 317 000	42 231 000
Councillor Remuneration	2 100 000	2 374 000	3 027 000
Finance Management Grant (FMG)	1 500 000	1 500 000	1 750 000
Municipal System Improvement Grant (MSIG)	800 000	870 000	950 000
Municipal Infrastructure Grant (MIG)	16 292 000	17 186 000	18 180 000
Integrated National Electrification Programme Grant (Municipal)	4 000 000	5 000 000	6 000 000
Expanded Public Works - Programme Integrated Grant	1 000 000		
	62 405 000	66 247 000	72 138 000
<u>Indirect</u>			
Integrated National Electrification Programme Grant (Eskom)	5 472 000	2 259 000	3 473 000
Water Services Operating Subsidy Grant			
Neighbourhood Development Partnership Grant			
Municipal Disaster Grant			
MIG Allocation for District Municipalities	25 841 000	27 260 000	29 724 000
	31 313 000	29 519 000	33 197 000
<u>Direct (Other)</u>			
Water: 67% of Total Allocation	8 353 560	8 944 500	9 605 790
Sanitation: 67% of Total Allocation	7 306 350	7 822 920	8 401 800
	15 659 910	16 767 420	18 007 590
	109 377 910	112 533 420	123 342 590

2.5 Situational Analysis

The tables below indicate the actual versus budgeted figures for capital expenditure for 2010 – 2011:

SAKHISIZWE MUNICIPALITY							
APPENDIX E2							
ACTUAL VERSUS BUDGET: ACQUISITION OF PROPERTY PLANT AND EQUIPMENT							
FOR THE YEAR ENDED 30 JUNE 2011							
		2011 Actual	20101 Under construction	2011 Total additions	2011 Budget	Variance	Variance %
		R	R	R	R	R	
Land							
Land			-	-		-	-
Landfill Sites		-	-	-		-	-
		-	-	-	-	-	-
Buildings		45 001		45 001		45 001	
Infrastructure							
Roads		1 378 945		1 378 945	11 012 000	(9 633 055)	-87%
Electricity Mains		1 927 561		1 927 561	6 000 000	(4 072 439)	-68%
Reservoirs/Tanks/Pumps				-		-	-
Taxi Ranks				-		-	-
Airfield				-		-	-
		3 306 506	-	3 306 506	17 012 000	-13 705 494	-155%
Community Assets							
Parks & Gardens				-		-	-
Libraries				-		-	-
Recreation Grounds				-		-	-
Civic Buildings				-		-	-
Landfill Sites				-		-	-
Halls				-	4 000 000	(4 000 000)	-100%
Pre-Schools				-		-	-
Arts & Craft				-		-	-
Cemeteries				-		-	-
		-	-	-	4 000 000	-4 000 000	-100%
Other Assets							
Office Equipment		130 722		130 722	150 000	(19 278)	-
Furniture & Fittings		740 954		740 954		740 954	-
Plant and Equipment		14 230 056		14 230 056	6 000 000	8 230 056	
Motor vehicles				-		-	-
Emergency Equipment				-		-	-
Specialised vehicles				-	300 000	(300 000)	-
Computer Equipment		187 052		187 052		187 052	
Intangible Assets				-		-	-
Loose equipment				-	60 000	(60 000)	-
		15 288 784	-	15 288 784	6 510 000	8 778 784	0%
TOTAL		18 640 291	-	18 640 291	27 522 000	(8 881 709)	-255%

The tables below indicate the actual versus budgeted figures for operating revenue and expenditure for 2010 – 2011:

SAKHISIZWE LOCAL MUNICIPALITY				
ACTUAL VERSUS BUDGET (REVENUE AND EXPENDITURE)				
FOR THE YEAR ENDED 30 JUNE 2011				
	2011	2011	2011	2011
	Actual (R)	Budget (R)	Variance (R)	Variance (%)
Revenue (by Source)				
Property Rates	2 608 692	3 160 000	(551 308)	-17%
Property Rates - Penalties imposed and		-	-	
Service Charges	6 489 228	8 714 000	(2 224 772)	-26%
Rental of facilities and equipment	90 215	1 007 700	(917 485)	-91%
Interest earned - External investments	835 634	720 000	115 634	16%
Interest earned - Outstanding Debtors	1 845 310	80 000	1 765 310	2207%
Dividends Received		-	-	
Fines		50 350	(50 350)	-100%
Licenses and permits	2 522 873	-	2 522 873	
Income for agency services		485 000	(485 000)	-100%
Government Grants and Subsidies - Operational	44 285 878	34 447 836	9 838 042	29%
Government Grants and Subsidies - Capital		16 716 000	(16 716 000)	-100%
Other Income	682 674	2 626 000	(1 943 326)	-74%
Change in Fair Values		-		
Gain on Disposal of Assets		-	-	
Total Revenue	59 360 504	68 006 886	(8 646 382)	
Expenditure (by type)				
Employee related costs	20 094 934	18 863 692	(1 231 242)	-7%
Remuneration of Councilors	2 884 143	3 235 032	350 889	11%
Bad Debt	4 122 072	4 320 120	198 048	5%
Depreciation	3 673 334	4 060 000	386 666	10%
Repairs & Maintenance	5 268 998	1 434 000	(3 834 998)	-267%
Interest Paid	1 179 791	842 480	(337 311)	-40%
Bulk Purchases	5 113 861	6 700 000	1 586 139	24%
Contracted Services		271 000	271 000	100%
Grants & Subsidies Paid	6 817 222	5 803 000	(1 014 222)	-17%
General Expenses	9 262 457	8 885 973	(376 484)	-4%
Gain or loss on disposal of assets		-	-	
Total Expenditure	58 416 812	54 415 297	(4 001 515)	-7%
Surplus/(Deficit)	943 692	13 591 589	(12 647 897)	

Conclusion:

The capital projects complete for the year 2010 – 2011 amounts to R19 242 174 against the budgeted amount of R27 522 000 . This represents a spending percentage of 69.92 %. The % own capital to fund capital expenditure is 4.09%.

2.6 Financial Strategy

Sakhisizwe Local Municipality is a developing municipality located in the rural areas of the Province of the Eastern Cape. Only a small percentage of its population is economically active which poses specific challenges regarding financial sustainability. Council operations must be conducted in a manner that will ensure that services will remain affordable and yet tariffs must be able to cover costs.

The Municipality do have a GRAP compliant asset register from the financial year 2008 – 2009. All infrastructure assets were valued and reflected at fair values.

The valuation roll of the municipality is up to date and implemented on the financial system sebata.

The by-laws of the municipality is in the reviewing process to be implemented from 01 July 2012.

a) Revenue Raising Strategy

Outstanding debt amounts to R15.8 million. Drastic steps must be implemented to have this amount reduced as it will eventually lead to cash flow problems. The target is that 90% of all billing must be collected.

The following are some of the more significant programmes that have been identified:

- **The review and implementation of the Credit Control & Debt Collection Policy.** This policy and the relevant procedures detail all areas of credit control, collection of amounts billed to customers, procedures for non-payment etc.
- **The review and implementation of the Indigent Policy.** This policy defines the qualification criteria of an indigent, the level of free basic services enjoyed by indigent households, penalties for abuse etc.

- **The review and implementation of the Tariff Policy.** This policy will ensure that fair tariffs are charged in a uniform manner throughout the Sakhisizwe Local Municipality area. Tariffs must remain affordable but also insure sustainable services.
- **The review and implementation of the Property Rates and Valuation Policy.** This will ensure that a fair rates policy and an updated valuation roll is applied to the entire Sakhisizwe Local Municipality area and will aim to ensure that all properties are included in the municipality's records. Furthermore the policy will ensure that valuations are systematically carried out on regular bases for all properties.
- **The review and implementation of the Improved Payment Strategy.** This strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems.

b) Asset Management Strategy

The following are some of the more significant programmes that have been identified:

- **The maintaining of the asset management system.** All assets must be captured on the asset management system on a monthly basis. The system must be maintained in terms of GRAP requirements.
- **The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio.** This programme will involve the identification of risks in conjunction with insurers and all Departments and the review and update of the asset and risk insurance procedure manual. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per the renewal terms.

c) Capital Financing Strategy

The following are some of the more significant programmes that have been identified:

- **The review and implementation of the municipal loans policy.** This policy will ensure that any borrowings taken by the Sakhisizwe Local Municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.

d) Projected staff growth and costs

After the 2011 Local Government Election the status of Sakhisizwe Municipality changed from a plenary council to an executive council, which will result in an increase in the staff component.

Currently the municipality is using casuals to assist with service delivery of the refuse collection function. The option of appointing more permanent staff for the services needs to be investigated and can result in an increase in the staff component of the municipality with a financial implication.

e) Managing Global Financial Crisis

Alternative mechanisms being sought by the municipality to finance investment in infrastructure and acquiring of new infrastructure.

MFMA Circular 48 notes that the global economy is experiencing a sharp downturn, spreading from developed to developing countries. Its origins lie in macroeconomic imbalances of an unprecedented scale and therefore, the consequences are felt everywhere.

Given the current economic crisis, municipalities will need to take some very tough decisions in the course of preparing their 2012 – 2013 budget and MTREF. We have given priority to the following critical issues:

Focus Area	Detail
Managing and enhancing all revenue streams, especially debtors.	Develop a revenue enhancement strategy and recovery plan.
Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation	Implement LED strategy which seeks to address job creation through support to SMME's
Expediting spending on capital projects that are funded by conditional grants.	Develop a strategy through which all conditional grants are re-in fenced, and reported monthly to council
Customer Centre	In a process of enhancing and expanding the customer and the Presidential Hotline System to include all the municipal sections.

2.7 Financial Management Policies

a) General Financial Philosophy

The financial policy of the Sakhisizwe Local Municipality is to provide sound, secure and fraud free management of financial services.

The Budget and Finance Office has the following objectives:

- Implementation of LG MFMA
- Implementation of the LG Municipal Property Rates Act
- Management of the Budget Process
- Performance of the Treasury Function
- Management of Municipal Revenue
- Maintaining the Supply Chain Management Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To Retain the Financial Viability of the Municipality
- To work towards an Unqualified Audit Report

Herewith the list of the current budget and financial related policies of Sakhisizwe Municipality:

- Budget Policy
- Corruption and Fraud Policy
- Credit Control and Debt Collection Policy
- Bad Debt Write Off Policy
- Asset Management Policy
- Indigent Policy
- Cash & Investment Management Policy
- Rates Policy
- Tariff Policy
- Information Technology Policy
- Supply Chain Management Policy
- Interest Reversal Policy
- Loans Policy
- Unforeseen & Unavoidable Expenditure Policy
- Administration of Immoveable Property Policy
- MFMA Delegations Policy

b) Budget Policy

The aim of the policy is to set out the budgeting principles which the municipality will follow in preparing each annual budget, as well as the responsibilities of the chief financial officer in compiling such budget.

c) Tariff Policy

A tariff policy must be compiled, adopted and implemented in terms of Section 74 of the Local Government: Municipal Systems Act 2000, such policy to cover, among other things, the levying of fees for municipal services provided by the municipality itself or by way of service delivery agreements.

d) Rates Policy

In developing and adopting this rates policy, the council has sought to give effect to the sentiments expressed in the preamble of the LG Municipal Property Rates Act, namely that:

- the Constitution enjoins local government to be developmental in nature, in addressing the service delivery priorities of our country and promoting the economic and financial viability of our municipalities;
- there is a need to provide local government with access to a sufficient and buoyant source of revenue necessary to fulfill its developmental responsibilities;
- revenues derived from property rates represent a critical source of income for municipalities to achieve their constitutional objectives, especially in areas neglected in the past because of racially discriminatory legislation and practices; and
- it is essential that municipalities exercise their power to impose rates within a statutory framework which enhances certainty, uniformity and simplicity across the nation and which takes account of historical imbalances and the burden of rates on the poor.

In applying its rates policy, the council shall adhere to all the requirements of the Property Rates Act no. 6 of 2004 including any regulations promulgated in terms of that Act.

e) Indigent Support Policy

The objective of Indigent Support Policy is to ensure the following:

- The provision of basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council; and
- To provide procedure and guidelines for subsidization of basic provisions received from Central Government, according to prescribed Policy guidelines.

The Council also recognizes that there may be residents simply not able to afford the cost of full provision and for this reason the Council will endeavour to ensure affordability through:

- Settings tariffs in terms of the Council Tariff Policy; which will balance the economic viability of continued service delivery; and
- Determining appropriate service levels.

f) Credit Control & Debt Collection Policy

The purpose is to ensure that credit control forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case.

g) Supply Chain Management Policy

The objective of this policy is to provide a policy framework within which the municipal manager and chief financial officer can institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive, which ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development.

By adopting this policy the council further pledges itself and the municipal administration, to the full support of the Proudly SA campaign and to the observance of all applicable national legislation, including specifically the:

- Preferential Procurement Policy Framework Act No. 5 of 2000 and its regulations;
- Broad Based Black Economic Empowerment Act No. 53 of 2003 and any applicable code of practice promulgated in terms of that Act; and
- LG Municipal Finance Management Act No. 56 of 2003, including the regulations relating to the prescribed framework for supply chain management.

A paraphrase of the relevant provisions of the foregoing statutes is annexed to this policy.

Where applicable, the council also pledges itself to observe the requirements of the Construction Industry Development Board Act No. 38 of 2000 and its regulations.

The following committees exist for the execution of supply chain:

- Bid specification committee
- Bid evaluation committee
- Bid Adjudication committee

h) Accounting Policies

Sakhisizwe Local Municipality has submitted its Annual Financial Statements in time to the Auditor General from the financial year ending June 2011. The municipality moved out of disclaimers to a qualified opinion for the financial year ending June 2011. The municipality is striving towards unqualified audit reports.

Basis of Presentation of financial statements

The Annual Financial Statements have been prepared on an accrual basis of accounting and are in accordance with the historical cost convention, except where indicated otherwise.

The Annual Financial Statements have been prepared in accordance with the Accounting Standards as prescribed by the Minister of Finance in terms of Government Gazette number 31021, Notice Number 516, dated 9 May 2008, and also in terms of the standards and principles contained in Directives 4 and 5 issued by the ASB in March 2009.

The Accounting Framework of the municipality, based on the preceding paragraphs, is therefore as follows:

GRAP 1	Presentation of Financial Statements
GRAP 2	Cash Flow Statements
GRAP 3	Accounting Policies, Changing in Accounting Estimates and Errors
GRAP 4	The Effects of Changes in Foreign Exchange Rates
GRAP 5	Borrowing Costs
GRAP 6	Consolidated and Separate Financial Statements
GRAP 7	Investments in Associates
GRAP 8	Interests in Joint Ventures
GRAP 9	Revenue from Exchange Transactions
GRAP 10	Financial Reporting in Hyperinflationary Economies
GRAP 11	Construction Contracts
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events after the Reporting Date
GRAP 16	Investment Property
GRAP 17	Property, Plant and Equipment
GRAP 19	Provisions, Contingent Liabilities and Contingent Assets
GRAP 100	Non-current Assets Held for Sale and Discontinued Operations
GRAP 101	Agriculture
GRAP 102	Intangible Assets
GAMAP 9	Paragraphs relating to Revenue from Non-exchange Transactions
IPSAS 20	Related Party Disclosures
IPSAS 21	Impairment of Non Cash-generating Assets
IFRS 3	Business Combinations
IFRS 7	Financial Instruments: Disclosures
IAS 19	Employee Benefits
IAS 32	Financial Instruments: Presentation
IAS 36	Impairment of Assets
IAS 39	Financial Instruments: Recognition and Measurement
IFRIC 4	Determining whether an Arrangement contains a Lease

2.8 Information and Communication Technology

The ICT Software used by Sakhisizwe Local Municipality is summarized in Table F6 below:

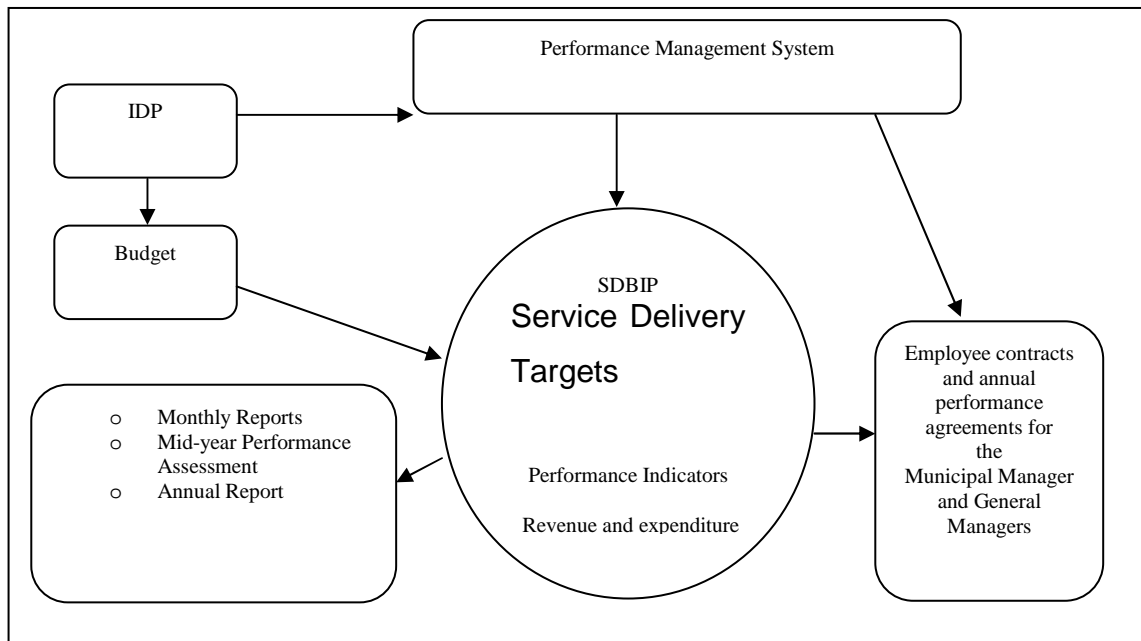
Table F6

COMPANY	PROGRAMME	APPLICATION
1. Sebata	1. Sebata FMS	1 Billing 2 Creditors 3 Stores 4 Ledger 5 Assets 6 Cash Book 7 Payroll
	2. Windows	1 Operating System
2. Microsoft	1. MS Office	1 Word 2 Excel 3 Power Point 4 Presentations and Publisher 5 Adobe Acrobat 6.0, 8 & 5
	2. Outlook	1 Email
3. Windeed	1. Win Deed 2. Win Search 3. Win Transfer	1 Property transfers 2 Title deed searches 3 Report on property transfers
4. First National Bank	1. Corporate Banking	1 Electronic Banking
5. SITA	1. eNatis	1 Motor Vehicle Registration
	2. Pals	2 Library Book issues

2.9 THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

INTRODUCTION

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for a SDBIP is stated in the MFMA, Section 69.3 (a) and is the responsibility of the Municipal Manager.



The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes I detail the approach to SDBIP's. Basically there is a high level SDBIP for the purpose of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the Municipal Manager), all staff operate under KPI's within the identified KPA's. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPI's. These then form the basis of future monthly and in year reporting.

SDBIP

The SDBIP for the Budget & Finance Department is attached.

Sakhisizwe Municipality



SDBIP

2012-2013

SAKHISIZWE MUNICIPALITY**SDBIP 2012 - 2013****INDEX**

Number	Description	Page
1	Introduction	1 - 3
2	SDBIP - Corporate Services	4 - 12
3	SDBIP - Finance	13 - 21
4	SDBIP - Iped	22 - 32
5	SDBIP - Technical Services	33 - 56
6	SDBIP - Municipal Manager	57 - 65
7	SDBIP - Summary Current Year	66 - 67
8	SDBIP - Capital Plan	68 - 70
9	SDBIP Gfs Functions - Executive & Council	71
10	SDBIP Gfs Functions - Finance & Admin	72
11	SDBIP Gfs Functions - Planning & Development	73
12	SDBIP Gfs Functions - Housing	74
13	SDBIP Gfs Functions - Public Safety	75
14	SDBIP Gfs Functions - Health	76
15	SDBIP Gfs Functions - Community Services	77
16	SDBIP Gfs Functions - Sport & Recreation	78
17	SDBIP Gfs Functions - Waste Management	79
18	SDBIP Gfs Functions - Roads	80
19	SDBIP Gfs Functions - Electricity	81
20	SDBIP Gfs Functions - Water	82
21	SDBIP Gfs Functions - Sewerage	83
22	SDBIP Service Delevery Targets	84 - 89

SAKHISIZWE MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR PERIOD:

SDBIP 2012 - 2013

1 Introduction

Within municipalities and at a strategic level, the 5 year Integrated Development Plan (IDP) determines the strategic direction and objectives of the municipality. On an annual basis and with public participation initiatives and input, a reviewed IDP is developed which will inform the strategic direction of the municipality for the current year.

The annual IDP objectives are translated into the strategic objectives of the organization (strategic scorecard) and these are further translated into performance scorecards for each department.

The municipality is then required to translate these scorecards into Service Delivery and Budget Implementation Plans, which link the IDP objectives, to the Departmental objectives, while taking into account related projects and budgeting that is committed for this purpose.

In establishing the reviewed IDP for 2011/2012, the revised IDP and the draft budget were approved as a draft by Council on 30 March 2011 and published for input from the community. The budget was approved, the IDP revised and strategic performance indicators approved for the period under review.

2 Legal Prescriptions for the Development of the SDBIP

The required processes for the submission, approval, implementation and revision of the Service Delivery and Budget Implementation Plan are detailed as follows (taking into account , the prescriptions of the Municipal Finance Management Act, Act 56 of 2003):

Section 69(3)(a)	Municipal Manager submits draft SDBIP to the Mayor within 14 days after the approval of the Budget.
Section 53 (1)(c)(ii)	Mayor to take all reasonable steps to ensure that the Mayor approves the SDBIP within 28 days after the approval of the budget.
Section 53(1)(c)(iii)	Mayor to take all reasonable steps to ensure that the annual performance agreements of the Municipal Manager and all Senior Managers are linked to the SDBIP and performance objectives approved with the Budget.
Section 53(3)(a)	Mayor must ensure that the SDBIP is made public within 14 days after approval of the SDBIP.
Section 53(3)(b)	Mayor must ensure that the Performance Agreements of the Municipal Manager and Senior Managers be made public within 14 days after approval of the SDBIP and copies submitted to Council and MEC for Local Government in the Province.
Section 69(1)(a)	Municipal Manager to implement the Budget and to adjust expenditure if revenue is not in accordance with the Budget or the SDBIP.
Section 71(1)(g)(ii)	The Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variances from the SDBIP.
Section 72	The Municipal Manager, by 25 January, to assess the performance of the Municipality for the first half of the year taking into account the service delivery targets and performance indicators set in the SDBIP and submit a report on it to the Mayor, the National Treasury and the Provincial Treasury. The report must include recommendations as to whether an adjustment budget is necessary, and if necessary, recommendations of revised projections of income and expenditure.
Section 54	The Mayor must, upon receiving the reports listed in Sections 71 and 72, check whether the budget is implemented in accordance with the SDBIP, make revisions to the SDBIP with Council approval for an adjustment budget and changes to the performance indicators in the budget and SDBIP, issue instructions to the Municipal Manager to ensure the budget is implemented according to the SDBIP, submit the Section 72 report to Council by 31 January of each year and make any revision to the SDBIP public promptly.

The SDBIP stipulates the projects that should be implemented to effect the development priorities and objectives as set out in the IDP. Additionally, and through this process it is able to ensure that alignment occurs between the IDP and the Budget. This is achieved by ensuring that the performance and achievement of targets will be measured.

VISION

"Together with communities and partners striving for sustainable livelihoods and economic growth for all"

MISSION

"Together with all communities, we will provide sustainable service delivery, skills development and alleviate poverty through the integrated development plan"

Achievement of these vision and mission statements requires that the various programmes and activities reflected within the SDBIP (for each department) are achieved.

4. Development Priorities

The Sakhisizwe IDP Steering committee and Representative Forum changed the formerly identified development priorities to the following:

- (1) **Roads and Storm water**
The lack of a proper road network was identified as having the single most negative impact on business growth and communication. An inadequate storm water drainage system contributes to the bad condition of the available roads.
- (2) **Water and Sanitation**
The large number of households without these basic facilities is a major cause of concern.
- (3) **Housing**
A large housing backlog, as previously quantified, requires urgent attention. We are experiencing problems with the availability of land for housing development. Further the water and sanitation supply is inadequate and bulk services needs to be upgraded and renewed.
- (4) **Electrification**
The provision of electricity to all households has been considered as an essential infrastructural requirement
- (5) **LED**
Unemployment and slow economic growth was identified as requiring intervention in order to alleviate poverty levels and combat associated social problems. To facilitate and monitor the provision agricultural activities and facilitate with DOA the support of emerging farmers.
- (6) **Social and Recreational Facilities**
A serious lack of adequate sports and social facilities was identified throughout the municipal area in particular the provision of service centres to complement existing municipal and health services were identified. The need to provide information centres to assist economic growth initiatives was also identified.
- (7) **Health**
The availability of health facilities to all families, as well as adequate maintenance and administration thereof, has been identified as an urgent need. The need to plan and administer all emergency services in order to reach all inhabitants of the area was identified.
- (8) **Safety and Security**
Improved safety and security measures, such as the improvement of associated infrastructure, the creation of community police forums and improved communication measures are also required.
- (9) **Education**
A dire need for additional educational facilities has been identified as well as a need for proper maintenance of existing educational infrastructure.
- (10) **Land Environmental Management**
To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated.
- (11) **Disaster Management**
The need to upgrade the existing fire fighting and disaster management programs and procedures was also identified.
- (12) **Special Programmes –HIV/Aids, Youth, _Elderly People, Women, and Disabled**
The prevalence of HIV/Aids and its associated problems is cause for concern and requires action. It is imperative to involve the youth, elderly, people with disabilities and women of the area in all developmental and planning matters. The empowerment of these groups with regard to the planning and financial responsibilities of the Council is also regarded as vital to the future of the region.

5 Key Performance Areas and Indicators

The Budget and SDBIP for 2011/2012 have been written in a manner that conforms with the format of National Treasury and each KPA is set in terms of the 5 year Local Government Strategic Agenda as follows:

KPA 1: Local Economic Development

- a Focusing efforts on enabling economic growth based on identified sectoral development potentials
- b Addressing poverty through poverty alleviation initiatives in collaboration with other spheres of government
- c Ensuring that LED strategies and individual projects are designed so as to realize maximum job creation, preferably on a sustainable basis.

KPA 2: Service Delivery

- a Working to improve levels of service delivery for water and sanitation services
- b Working to improve levels of service delivery for electricity (energy)
- c Ensuring an appropriate system is in place for Solid Waste Management
- d Integrating Environmental Management processes into development activities
- e Working to improve levels of service for the road network under the jurisdiction of the Municipality
- f Working to address housing backlogs
- g Integrating spatial planning into development activities and ensuring a process aimed at urban efficiency
- h Working to improve levels of provision of Community Facilities

KPA 3: Municipal Transformation and Institutional Development

- a Ensuring an appropriate organizational design (Organogram) that fits in with the roles, powers and functions assigned to the Municipality
- b Working towards employment equity in the Municipality
- c Focusing on HR skills development
- d Improving Integrated Development Planning processes and outcomes
- e Developing and implementing an appropriate Performance Management System

KPA 4: Municipal Transformation and Institutional Development

- a Working to improve the financial viability of the Municipality by setting appropriate financial controls and systems in place
- b Ensuring effective Grant expenditure and financial management
- c GRAP compliance
- d Compliance with the Municipal Finance Management Act (MFMA)
- e Setting in place appropriate credit control measures and debt collection

KPA 5: Good Governance and Public Participation

- a Complying with Municipal Legislation
- b Developing appropriate By-laws
- c Setting in place internal Audit and Risk Management systems
- d Strengthen public participation and provide effective support to the Ward Committee system
- e Improving Communication (with communities and other organs of state)
- f Management of Municipal institutions to be based on the Batho Pele principles.

6 Annexures and Points for Consideration

It is imperative that the SDBIP is read together with the reviewed IDP and the Budget and that it is not regarded as a "stand alone document". Context is critically important for required insight.

It must be noted that the Community and Social Services Department does not have an appointed S57 Manager, and this position has been vacant for quite some time. As a direct result, the management functions pertaining to this department have been shared between the Technical Services Manager and the IPED Manager.

In the operational sense too, the Community Services Department has become a sub-department of IPED and as such the SDBIP is referred to as IPED/Community Services.

A number of Budget documents are attached to this SDBIP as supporting documentation and will provide greater context when examining the SDBIP in its entirety.

KPA 1: Local Economic Development		KPA Weight		5%		Targets		Indicator		Reason for variance		Remedial Action		General Comment	
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Q1	Q2	Q3	Q4	Act.	Reason for variance	Remedial Action	General Comment		
5	Creating an enabling environment for economic development and increase related potentials to maximize economic opportunities of the Local Municipality by 2011	Creation of sustainable jobs to reduce unemployment by assisting with procurement for Departments with related internal job creation projects that require recruitment of % of <i>Amatsotho</i> candidates	30%	Recruitment records per project/ Quarterly Report	Compliant with Provisioning / Recruitment Policy & project requirements (i.e. clean up projects/ sourcing of funding).	30%	30%	30%	30%	30%					
KPA 2: Service Delivery		KPA Weight		15%		Targets		Indicator		Reason for variance		Remedial Action		General Comment	
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Q1	Q2	Q3	Q4	Act.	Reason for variance	Remedial Action	General Comment		
13	Review, Development, and/or updating of Municipal by-Laws.	By-Laws Analysis Reports and Implementation Strategy	100%	Review/ develop/ update By-Laws	Capacity challenges; control & compliance with By-Laws attempted but require updating/ formulation.	Implem. Strat. Prep. ToR, invite tenders, Bid level, Process	Bid process final. Appt. SP. By-Laws	Draft By-Laws; Public comment on draft By-Laws; advertised, gazetted & reviewed	Implement. Strategy/ Staff capacitation on implement. of By-Laws.	80%					
KPA 3: Municipal Transformation and institutional development		KPA Weight		25%		Targets		Indicator		Reason for variance		Remedial Action		General Comment	
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Q1	Q2	Q3	Q4	Act.	Reason for variance	Remedial Action	General Comment		
13	Improved human resource capacity of local government by 2011	% of critical vacant positions filled within organisation	80%	No. of critical vacant posts filled vs those unfilled	Structure finalised	15%	35%	60%	80%	80%					
13	To ensure appropriate use of HR for effective and efficient service delivery	Reworked organogram/ organisational structure which takes into account functional assets	100%	Completed and adopted organisational structure	Existing structure currently under review and to be finalised	Final. Organogram	Council approval	Implementation	Implement.						
13	To ensure appropriate use of HR for effective and efficient service delivery	90% compliance with the employment equity plan in the 2 highest levels of management	90%	quarterly reports	Under Development Report	25%	50%	75%	90%	90%					
13	To ensure appropriate use of HR for effective and efficient service delivery	Report (Legislated format reporting) Approved EE Policy	100%	Employment Equity Report (Legislated format) Employment Equity Policy and Plan	Annual Review to be completed. EE Plan but no policy approved	EE Legislated format completed & sent to Equity Registry Dept. of Labour	Policy Plan Review in progress from Quant 1	75%	100%	100%					

KPA 3: Municipal Transformation and Institutional development (Cont.)	IDP Objective	Indicator of performance	Annual target	Measurement source	KPA Weight		25%		Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
					Baseline	Targets	Q1	Q2					
13	To ensure appropriate use of HR for effective and efficient service delivery	Identified HR policies are reviewed and updated as required (HR Provisioning, Retention strategy /scarcity of skill), HR Development, EE Policy/Plan, Performance Management & any other deemed operationally	100%	Completed and adopted HR Policies as deemed necessary for operational purposes.	100%	100%	100%	100%	CSM	👍			
13	Good governance, effective administration and service delivery	The signed performance agreement of the S57 Managers.	100%	Signed Performance Agreements for all managers	100%	100%	100%	100%	CSM,MM	👍			
13	To ensure appropriate use of HR for effective and efficient service delivery	implementation of institutional PMS as per project plan.	90%	Quarterly Reports and reporting as per policy.	20%	40%	65%	90%	MM, CSM, CFO, TS, Comm S, IPED	👍			
13	To ensure appropriate use of HR for effective and efficient service delivery	PMS Framework developed with roll-out plan for middle management	90%	Quarterly Reports and reporting as per policy	No framework	Implement plan	Application per plan	Application per plan	MM, CSM, CFO, TS, Comm S, IPED	👍			Not all the meetings Outreach, Dineatu & Standing Comm for Finance and Community Service) did not assemble as per the schedule, this is due to postponement because of other important meetings and availability of members of the
13	WSP- Staff Development	Skills Audit need analysis/ WSP Plan updated/ Implementation reports Level and degree of training conducted in terms of approved WSP Level and quality of reports submitted re-implementation	100%	Skills Audit Approved WSP Implementation Reports Monitoring Reports	WSP to be developed/ Skills Monitoring Reports to be developed	25%	25%	25%	CSM/SDF	👍			
13	Training Committee	Training Committee meetings held quarterly	100%	Minutes of Committee meetings, held quarterly	Not fully functional.	25%	25%	25%	CSM/SDF	👍			
13	WSP Budget	% of expenditure of the training skills budget spent	70%	Training report/implementation records of all training and workshop attendance, including costs of training	WSP, Training Plan and Implementation Reports.	50%	70%	70%	CS	👍			

KPA 3: Municipal Transformation and institutional development (Cont.)	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	25%				Indicator custodian	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4				
IDP No.			Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.
13	Corporate Services Staff	On-the-job and formal training provision for identified Corporate Services staff as per WSP and Management Planning	90%	On-the-job training programmes / external capacity building programmes as per quarterly training plans	WSP in place (reviewed annually) Department to formally document training needs quarterly and update	20%	50%	80%	90%	CSM/SDF	👍		
13	Labour relations management - to promote peace in the workplace.	Training provision for identified line managers on Disciplinary/Enquiry Management as per quarterly targets	100%	Legal compliance Records and outcomes minutes	Capacity shortfall. Discipline not managed by Line Depts due to lack of training and experience	20%	40%	60%	80%	CSM/ HR Officer	👍		
13	To protect the municipality from litigation -- Legal services	70% of litigations handled successfully	70%	Report to Council Quarterly	Disciplinary case. Reports with outcomes	70%	70%	70%	70%	CSM	👍		
13	Audit Reporting	90% of Council Resolutions pertaining to Corporate Services handled as required (4 reports)	90%	Quarterly Report to Council	No reporting currently	20%	40%	60%	90%	CSM	👍		
13	Local Labour Forum	LLF meet regularly (once per quarter).	100%	LLF Quarterly reports	Functional LLF	25%	50%	75%	100%	CSM/LLF	👍		
8	OHS Safety Management (OHS Act)	Safety Policy developed and applied as per approved strategy.	90%	Monthly Safety Committee Meetings. Trained Safety Reps., Minutes of meetings, quarterly reports.	Legal requirement Promotion of safety in the workplace	30%	50%	60%	90%	CSM/ HODs/ Safety Committee	👍		
13	Strengthening Good Governance and effective administration	Staff meetings to be held quarterly and monthly with senior staff	100%	Monthly meetings with senior staff & one meeting per quarter with all staff. Minutes/ attendance register	Take place as scheduled/ To be documented formally	100%	100%	100%	100%	CSM/ Senior Staff	👍		
13	Strengthening Good Governance and effective administration	Attendance at all Council and CSM Standing Committees	100%	Attendance Register of meetings attended Meeting minutes	Schedule of meetings available annually	25%	50%	75%	100%	CSM	👍		
13	Strengthening Good Governance and effective administration	Submission of half yearly and annual Departmental Reports	100%	Monthly reports on Departmental Reports (half yearly and annual)	Legislated reporting (Salary reviews/ leave/ appointments/ turnovers/ absenteeism etc)	25%	50%	75%	100%	CSM & Ssr Staff	👍		

KPA 3: Municipal Transformation and institutional development (Cont.)													
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	KPA Weight 25%			Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
						Targets Q1	Act.	Q2					
KPA 4: Financial management and viability													
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	KPA Weight 15%			Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
						Targets Q1	Act.	Q2					
13	Strengthening Good Governance and effective administration	Updated leave reports provided to internal departments quarterly	100%	Quarterly leave report, monthly leave reports	Leave records audited No formal reporting	25%	50%	75%	100%	CSM	👍		
13	Strengthening Good Governance and effective administration	Quarterly PMS & SDBIP Reports	100%	PMS Reports - Quarterly SDBIP Quarterly Reports	No PMS Framework and reporting not timely SDBIP Records	25%	50%	75%	100%	CSM	👍		
13	Strengthening Good Governance and effective administration	Response to departmental Risks Review Report Internal and External auditors	100%	Reports indicating response to internal and external auditors	Response to internal and External auditors	25%	50%	75%	100%	CSM	👍		
13	Improvement in the Financial Viability and Financial Management of local government Address audits raised & progress clean audit reports by 2011	70% attainment of a clean audit (CSM), as per AG Report Implementation of previous Audit Plans - Corporate Services	70%	AG Report/ Progress reports /Strategy to address audit queries Audit Plan progress report for 2010/2011	Qualified Report	70%	70%	70%	70%	CSM/MM Office Internal Audit	👍		
13	Improvement in the Financial Viability and Financial Management of local government. Address audits raised & progress clean audit reports by 2011	Compliance with SCM policy (CSM Department) in respect of purchases, awards and expenditure	100%	Bid reports/ awards/ contracts/ appointments/ awards/ records	unknown	100%	100%	100%	100%	CSM	👍		
13	Management Departmental Budget/ Expenditure by ensuring no over/under expenditure	95%	Expenditure Report/ monitoring votes/ monthly reports	MFMA requirements	75%	75%	75%	95%	95%	CSM	👍		
13	To ensure appropriate use of HR for effective and efficient service delivery	Strategy applied to deal with telephone usage and abuse	80%	Monthly telephone printout of expenditure Recovery reports for accurate usage	Limited control by User Depts/ Staff abuse	20%	40%	60%	80%	CSM	👍		
13	To ensure appropriate use of HR for effective and efficient service delivery	Stocktake completed quarterly. Updated Asset Inventory List, Annual Stock count.	100%	Quarterly Report	Stocktake records available	25%	50%	75%	100%	CSM/Snr Staff	👍		
13	To ensure appropriate use of HR for effective and efficient service delivery	Leave records updated monthly and verified	100%	Monthly reports/ leave taken / balances/ all statistical records monitors organisational attendance and reports thereon	Leave Policy and Procedure available	25%	50%	75%	100%	CSM/HR Officer /HODs/ All staff	👍		

KPA 5: Good governance and Public participation	KPA Weight 20%										Indicator custodian	Reason for variance	Remedial Action	General Comment		
	IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets Q1	Act.	Q2	Act.					Q3	Act.
13	Accountable and transparent programmes that lead to good governance, effective administration and public participation	CSM Departmental Annual Report	100%	Departmental Annual report submission by 30 November 2009 & Council approval by 31 March 2010	Legislated Annual Requirement	50%	100%	100%	100%	100%	100%	100%	100%	100%	👍	
13	To ensure appropriate use of HR for effective and efficient service delivery	Populated and finalised PMS scorecard and signed PMS Agreements for direct reporting staff up Middle Management Level	100%	Structured PMS System Populated Scorecard Signed agreement Monitoring/ performance Legislative compliance	In progress but only applicable to SS7 No PMS Framework available	25%	50%	75%	100%	75%	100%	100%	100%	100%	👍	
13	To ensure appropriate use of HR for effective and efficient service delivery	HR Strategy approved and implemented as per plan	100%	HR Strategy HR implementation Plan	Not yet approved	25%	50%	75%	100%	75%	100%	100%	100%	100%	👍	
13	To ensure appropriate use of HR for effective and efficient service delivery	Accurate and up to date Personnel filing system Audited Personnel Files	100%	Personnel Filing audit results	Lack of internal controls and information and verification	25%	50%	75%	100%	75%	100%	100%	100%	100%	👍	
13	To ensure appropriate use of HR for effective and efficient service delivery	Verified overtime, and leave data Pre-numbered payroll instructions	100%	Pre-numbered payroll instructions	No pre-numbering of payroll	25%	50%	75%	100%	75%	100%	100%	100%	100%	👍	
13	To ensure appropriate use of HR for effective and efficient service delivery	All new employees attend HR Induction Programme (Overview of Sakhiszwe)	100%	New appointee familiarised with the Municipality by attendance of Induction Programme	Not available	90%	90%	90%	90%	90%	90%	90%	90%	90%	👍	
13	To ensure appropriate use of HR for effective and efficient service delivery	Appoints SP to assist with development of HR Procedure Manual for Recruitment & Selection - ensures alignment to Recruitment & Selection Policy	100%	HR Procedure Manual reviewed	HR Procedure Manual for Recruitment & Selection - payroll/benefits admin/EE/MS/SP planned for 2010/2011 Financial Year	25%	50%	75%	100%	75%	100%	100%	100%	100%	👍	

KPA 5: Good governance and Public participation (cont.)		20%		KPA Weight		20%		Indicator		Reason for variance		Remedial Action		General Comment				
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Implementation of Fleet Management Policy and Plan	Fleet Management Implementation Plan and Fleet Management System developed and implemented as per plan	100%	Fleet maintenance schedule completed Updated log sheets Vehicles Roadworth Certificates Service History Reports	Fleet management Policy not implemented No management of fleet occurring	25%		75%		10%				CSM	👍			
13	Manages Maintenance Contracts Letters of Appointment and Maintenance of Conditions of Service and related captionation	Verify existence of Contract and Compliance with BC and SALGC's Conditions of Service. Letters, contracts are drafted to regulate employment relationships to avoid legal complications. Establishment and implementation of Conditions of Service and capacitates staff in area of contract management.	100%	HR monthly reports/ statistics/ capacity related on the-job training reports / Quarterly Administrative / legal complianc / Efficient record keeping / Regulated Employment relationship / Conditions of Service applied	Updated meeting schedules annually / Lack of cooperation from municipal officials re resolution implementation	Meetings as per sched.		Meetings as per sched.		Meetings as per sched.		Meetings as per sched.		CSM	👉			
	Effective functioning of Council and Committees & Institutional Meetings held in manner required in terms of legislative compliance	Good quality reporting, minute taking and agendas Meetings held as scheduled (Council, management and effective implementation of Council resolutions	100%	Council Committee and Management Meetings held as per schedule Effective implementation of Council Resolutions - Council and committee minutes distributed to Municipal Manager and HOD's 5 days after the Council or committee meeting											👍			
KPA 5: Good governance and Public participation (cont.)		20%		KPA Weight		20%		Indicator		Reason for variance		Remedial Action		General Comment				
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
	Document Management System	Management of institutional memory Review/Updated and current records and archives system (procedure manual for record keeping)	80%	Quarterly reports/ Project progress addressing the review and updating of existing approved document management system / record keeping procedure	Document Management System required review and update	Pre-prepare ToR, Invite tenders, Bid Evaluation process		Bid process finalized and appointment of SP		Completion of Document Management System		Implementation of Strat/ Train on system and ongoing analysis (M&E)		CSM	👍			
KPA 1: Financial Management		4%		KPA Weight		4%		Indicator		Reason for variance		Remedial Action		General Comment				
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic financial objectives.	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over or under-expenditure occurs.	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%		50%		75%		100%		CSM	👍			

CMC 2: People Management and Empowerment		KPA Weight		4%		4%		4%		4%		4%		4%					
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets	Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
13	To protect the municipality from litigation.	Ensures training provision for all related HR staff re-management and application of discipline (internal and CCMA).	100%	Training Records, Attendance Records	Training provision limited.	25%			50%		75%		100%		CSM	👍			
13	To improve HR Skills for best practice.	Provision of PMS, Training to all relevant HR staff in order to facilitate roll out to lower levels.	100%	Training Records and attendance Register	Applicable to s57 managers – limited training.	25%			50%		75%		100%		CSM	👍			
CMC 3: Client orientation and Customer Focus																			
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets	Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Establish effective and efficient IT system re- HR operation.	Develop IT Strategy and Implementation Plan.	100%	IT Strategy and implementation Plan approved.	No strategy or plan.	25%			50%		75%		100%		CSM	👍			
13	To improve HR Skills for best practice	Provision of Customer Care workshops to all staff (HR and organisationally).	30%	Training Records register	No customer care training.	10%			20%		30%		30%		CSM	👍			



SAKHISIZWE MUNICIPALITY

SDBIP 2012 - 2013

Finance Department

Key: Snap assessment on likelihood of achieving annual



Work on hold
 Proceeding well. Annual target will be met and exceeded
 Meeting target
 under achieving on target. More work is needed
 Assessment not possible to determine at this stage

To Provide sound financial management , support and strategic direction to Sakhisizwe Municipality in respect of Municipal assets and risks; budget and treasury; revenue and debt collection; and complete financial services to other departments

OPERATIONAL BUDGET

Budget name	Total Budget	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
Budget & Treasury	R 36 790 372	CFO				
Information Technology	R 630 828					

CAPITAL BUDGET

Budget name	Total Budget	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
Budget & Treasury	R 50 000.00	CFO				
Information Technology	R 0					

KPA 1: Local Economic Development														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
						Act.	Act.	Act.	Act.					
5	Creating an enabling environment for economic development and increase related potentials to maximize economic opportunities of the Local Municipality by 2011	30% of tenders awarded to HDIs	20%	Quarterly Report SCM : Tenders and Bid Reports	Compliance Report	5%	10%	15%	20%	CFO				
KPA 2: Municipal Transformation and institutional development														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
						Act.	Act.	Act.	Act.					
13	Improved human resources of local government by 2011	80% of critical vacant positions filled within Finance Department.	80%	Number of critical vacant posts filled vs those that are unfilled	Critical posts are identified on the organogram Finalisation of organogram underway	30%	80%	80%	80%	CFO				
		Staff capacitated through planned expenditure on training/skills budget	70%	Quarterly training/Skills monitoring reports 70% expenditure on training budget	Workplace Skills Plan approved and training required to be planned	15%	30%	60%	70%	CFO				
13	To provide sound and sustainable financial management.	Attendance of all Council and Standing Committee meetings where input/presence required as per schedule and report submissions.	100%	Proof of Council and Standing Committee Meetings required to be attended - Minutes	Meetings scheduled. Not always held as planned	100%	100%	100%	100%	CFO				
13	To secure sound and sustainable financial management. Effective Consumr Billing Systems, Debt Collection and Credit Control to improve payment levels and reduce debt, and in so doing, to promoted a culture of payment	Debt collection increased to 90% Adoption of Credit Control Policy and Debt Collection Billing System	90%	Credit Control Policy Debt Collection Billing System applied % of debt collected	Available Credit Control Policy and Debt Collection Billing System	25%	50%	75%	90%	CFO				
		Consumer database up to date and updated monthly	95%	Updated consumer base	Consumer database in process of being updated	90%	90%	90%	90%	CFO				
		Consumer accounts accurate	98%	Monthly billing of consumer accounts at 98% accuracy.	Inaccurate	90%	94%	96%	98%	CFO				
		Monthly meter readings captured accurately.	95%	Accuracy of meter monthly and inputted onto SEBATA	90%	90%	92%	95%	98%	CFO				
13	Indigent Management Free Basic Services	Reviewed and approved fully functional Indigent Policy and register	90%	Monthly updated Indigent Register Reviewed Indigent Policy. Quarterly reports	Indigent Policy Register + Register Some access to FBS.	25%	50%	75%	100%	CFO				

KPA 2: Municipal Transformation and institutional development (cont.)										15%			
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets			Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4	Act.			
13	Expenditure Management	Implementation of M & E system to monitor and control expenditure	100%	Monthly/Quarterly reporting/conciliations of votes	Managed and controlled	25%	50%	75%	100%		CFO	👍	
13	To secure sound and sustainable financial management.	AFS submitted timeously by 31 August	100%	AFS/Council approved/ submission to Treasury requirement	MFMA requirement	25%	50%	75%	100%		CFO	👍	
13	Develop and update financial policies/strategies and by-laws in line with legislation.	AFS GRAP/GAMAP Compliant	100%	GRAP/GAMAP Compliant.AFS	MFMA requirement	25%	50%	75%	100%		CFO	👍	
13	Develop and update financial policies/strategies and by-laws in line with legislation.	Updated financial policies as deemed necessary for operational efficiency as per implementation plan.	100%	Completed and adopted by-laws Policies as indicated	Policies outdated or non-existent	Policy Assessment	Appointment of Service Provider	Presentations and Workshops on drafts	Approved policies and implementation		CFO	👍	
13	To secure sound and sustainable financial management.	Timely receipting of National and Provincial allocations (Grant funding and equitable share).	100%	Correspondence / Reports/ Receipt and allocations	MFMA requirement	25%	50%	75%	100%		CFO	👍	
13	Provide efficient and effective financial support to all departments.	Data integrity and protection of all information and computer systems regular upgrade of hardware and software	100%	Roll-out and implementation of fully functional IT Policy & IT Strategy and effective website maintenance	IT System maintenance required	25%	50%	75%	100%		CFO	👍	
13	Provide efficient and effective financial support to all departments.	Functional Electronic IT/Financial Systems implemented	100%	Effectiveness of Electronic Data Management System	SEBATA Financial System maintained	25%	50%	75%	100%		CFO	👍	
13	Provide efficient and effective financial support to all departments.	Roll-out of email & functional email facilities	90%	Effective Communication	Ongoing	25%	50%	75%	100%		CFO	👍	
13	Provide efficient and effective financial support to all departments.	Website developed and updated and maintained according to implementation plan.	80%	SP Reporting, Monthly and quarterly reporting.	Website developed by MARS Technologies/ Requires implementation / maintenance	50%	60%	70%	80%		CFO	👍	
13	Provide efficient and effective financial support to all departments.	Purchase of office furniture and equipment	100%	Advert/ Tender/ Bid award/payment/ purchases		25%	50%	75%	100%		CFO	👍	

KPA 3: Service Delivery														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets								
						Q1	Q2	Q3	Q4					
13	To provide sound and sustainable financial management	Annual reconciliation and update of the valuation roll	100%	Accuracy and completeness of valuation roll (correct rates and accounts)	Existing valuation roll (75%)	100%	100%	100%	100%	CFO	👍			
13	Provide efficient and effective financial support to all departments.	Manage votes re costs of fuel and maintenance by monthly allocations to the correct vote.	100%	Monthly statistical /financial reports/allocated cost of fuel and maintenance to correct votes	Ongoing, MFMA	25%		25%	25%	CFO	👍			

KPA 4: Financial management and viability														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets								
						Q1	Q2	Q3	Q4					
13	Secure, sound and sustainable financial management	Clean audits received. MFMA compliance improved efficiency and fiscal control	100%	Quarterly Audit Reports, Annual Financial Statements and AG Report.	AFS compiled annually Disclaimer received.	25%	50%	75%	100%	CFO	👍			
13	Secure, sound and sustainable financial management	Implementation of SCM Policy Compliance Report submitted to Council	100%	Implement SCM Processes / SCM Tenders/Bids / Quarterly Report	SCM Policy in place	25%	25%	25%	25%	CFO	👍			

KPA 4: Financial management and viability (cont.) IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					Baseline	25%	Q1	Q2	Q3	Q4					
13		Implement MFMA requirements relating to accounting & reporting. Submit S71 reports monthly & S72 half yearly. Submit monthly bank recons. Process statutory reports National & Provincial.	100%	All reports submitted as per MFMA requirements.	25%	25%	50%	75%	100%	CFO	👍				
		Monthly, quarterly and mid-year reports to Municipal Manager, Exco, Full Council, Provincial and National Treasury and AG provided in terms of MFMA	100%	Monthly, quarterly, mid-year and annual reports to Municipal Manager, Exco, Full Council, Provincial and National Treasury and AG as per MFMA	25%	25%	25%	25%	25%	CFO	👍				
		95 % of allocated operating budget spent year to date, excluding staff costs	95%	Quarterly and monthly reports	25%	25%	50%	75%	95%	CFO	👉				
		95% of allocated capital budget spent year to date	95%	quarterly report	25%	25%	50%	75%	95%	CFO	👉				
	Accounting and Reporting	100% Compliance of Asset Register to GRAP standards	100%	Quarterly compliance report submitted to council	100%	100%	100%	100%	100%	CFO	👍				
		Review of efficiency of SOP's	100%	Efficiency of implementation	25%	25%	50%	75%	10%	CFO	👍				
		Review of Departmental Risk	100%	Responses to internal & external audit review re-risk assessment.	80%	80%	90%	100%	100%	CFO	?				
		Submission of Section 71 and s72 reports	100%	Monthly reports to NT and PT	100%	100%	100%	100%	100%	CFO	👍				
		Review of Financial Policies	100%	Annual Financial Policy Review Completed.	100%	100%	100%	100%	100%	CFO	👉				
		Submission of Budget and IDP Process Plan	100%	Draft approved Council 31/3 and final before 31/5	25%	25%	50%	75%	100%	CFO	👉				
		Budget Controls and Monitoring	100%	Report submitted to Council - Quarterly report as per MFMA	25%	25%	50%	75%	100%	CFO					

KPA 4: Financial management and viability (cont.) IDP No.	Indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
				Baseline	25%	Q1	Q2	Q3	Q4					
Accounting and Reporting	Submission of SDBIP and PMS Reports	100%	Legislative requirement	Reports	25%	25%	50%	75%	100%	CFO	👍			
	Coordinating CFO forums	100%	Half yearly meeting scheduled and held.	Minutes	0%	0%	50%	100%	100%	CFO	👍			
	Submission to Council of quarterly withdrawals	100%	Section 11(4) (a). MFMA quarterly Reports.	Items to Finance Standing, Mayco & Council	100%	100%	100%	100%	100%	CFO	👍			
	Implementation of monthly grant reconciliations	100%	Monthly reconciliation reports.	Monthly submissions	100%	100%	100%	100%	100%	CFO	👉			
	Submission of half Yearly and annual reports	100%	Report submitted to Council	Reports	100%	100%	100%	100%	100%	CFO	👉			
	Management of Investment accounts	100%	Reports submitted to Council. All surplus money invested, balance investment register monthly, Allocate interest and redemptions on loans monthly.	All reports submitted to Finance Standing monthly and to Mayco & Council quarterly.	100%	100%	100%	100%	100%	CFO	👉			
	Development of Investment Strategy	100%	Developed and approved Investment Strategy.	Not yet	100%	100%	100%	100%	100%	CFO	👍			
	Report to Council on Staff Benefits	100%	As required by the MFMA	Items to Finance Standing, Mayco & Council	100%	100%	100%	100%	100%	CFO	👍			
	Report on the implementation Priorities MFMA	100%	As required by national Treasury	Items to Finance Standing, Mayco & Council	100%	100%	100%	100%	100%	CFO	👍			

KPA 5: Good governance and Public participation		KPA Weight		20%												
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment	
13	Strengthening Good Governance, Community Participation and Ward Committee Systems in local government	Approved Review of the Integrated Development Plan	100%	Council approval	approved on an annual basis	20%		40%	80%	100%	CFO	👉				
		Status of the annual report	100%	Council approval	not meet all deadlines due to delay in the AFS	20%		80%	80%	100%	CFO	👉				
		% functioning of IGR systems	100%	Minutes	2	25%		50%	75%	100%	CFO	?				
13	Local government to obtain clean audit reports by 2011	95% expenditure of budget on public participation	100%	Report to council	unknown	25%		50%	75%	95%	CFO	?				
		80% implementation of risk assessment	80%	Quarterly report	unknown	25%		50%	75%	80%	CFO	👍				
	Budget and Treasury Departmental Annual Report Oversight Report	Development and submission of Financial Departmental Annual Report and Oversight Report	100%	Adopted Oversight Report and Annual Report	Annual Report completed by 30 November 2009 and Oversight Report completed February 2010			Completion of Oversight Report	Adopted and approved		CFO	👉				

KPA 5: Good governance and Public participation IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight				Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
					Targets								
					Q1	Q2	Q3	Q4					
13	Tariff and Adjustment Budget	Full compliance with Chapter 4 of MFMA Systems Act & S23 MFMA	100%	Approved Tariffs and approved adjustment budget	MFMA required		100%	100%	CFO				
13	Audit Qualifications (Budget and Treasury)	Improved audit report for 2008-2009 Financial Year. Address audit queries. Adherence to Audit Plan / Action Plan to address audit queries.	70%	Action Plan to address 2007/2008 AG queries raised. Queries raised by internal audit committee to be addressed within 30 days of receipt	Annually addressed		50%	70%	CFO				
13	Performance Management	Population scorecard and agreement for s57 manager concluded.	100%	Structured PM System. Populated scorecard. Signed agreement. Monitoring /Evaluation of Performance. Legislative compliance.	Applicable to s57 staff.	25%	50%	75%	CFO & Srr Staff				
		PMS phased to next reporting level. Populate and finalise PMS scorecard for direct reporting staff as per roll out to middle management.	80%	Structured PM System Populated scorecard. Signed agreement. Monitoring /Evaluation of Performance. Legislative compliance.	Currently applicable to all s57 staff.	20%	40%	60%	80%	CFO & Srr Staff			
	PMS Action Plans / PDP's	Corrective actions identified and applied as per PDP and assessment processes.	100%	Letters/ Reports/ Progress Reports	In progress.		100% Dec 2009	100% June 2009	CFO & Srr Staff				

CMC 1: Financial Management										KPA Weight		4%		
IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1 Act. Q2 Act. Q3 Act. Q4 Act.				Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Complies and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%	50%	75%	100%	CSM					
	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over or under-expenditure occurs.	100%												
	Manages risks identified by the Auditor General's assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	70%	Quarterly feedback / progress report.	Many risks identified re-controls.	20%	35%	50%	75%						

CMC 2: People Management and Empowerment										KPA Weight		4%			
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1 Act. Q2 Act. Q3 Act. Q4 Act.				Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	To protect the municipality from litigation.	Ensures training provision for all line managers as per training plan re- management and application of discipline.	100%	Training Records. Attendance Records.	Training provision limited.	25%	50%	75%	100%	CFO					
13	To capacitate staff	Provision of PMS Training to all relevant departmental staff in order to facilitate roll out to lower levels.	100%	Training Records and attendance Register	Applicable to s57 managers - limited training.	25%	50%	75%	100%	CFO					

CMC 3: Client orientation and Customer Focus										KPA Weight		4%			
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1 Act. Q2 Act. Q3 Act. Q4 Act.				Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Improved Customer Care	Develop Customer Care Strategy and Implementation Plan for the Department.	100%	Complaints register developed, Strategy and Implementation Plan approved, Quarterly Implementation Report.	No strategy or plan.	25%	50%	75%	100%	CFO					
13	To improve staff customer care skills for best practice	Provision of Customer Care workshops to all staff.	30%	Training Records/register	No customer care training.	10%	20%	30%	30%	CFO					

SAKHISIZWE MUNICIPALITY
SDBIP 2012 - 2013
IPED / COMMUNITY SERVICES



Key: Snap assessment on likelihood of achieving annual target	
	Work on hold
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	Under achieving on target. More work is needed
	Assessment not possible to determine at this stage

To ensure efficient and effective services to the community by providing social services, in relation primary health service, community services (cleansing and refuse services) and facilitates to promote social development thus creating a better lifestyle for the community of Sakhisizwe

OPERATIONAL BUDGET

Budget name	total	Indicator custodian	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
Integrated Planning & Economical Development	R 2 029 019.00	IPED/CO	MM				
Housing	R 223 192.00	IPED/CO	MM				
Traffic	R 2 351 340.00	IPED/CO	MM				
Health	R 0.00	IPED/CO	MM				
Libraries	R 364 544.00	IPED/CO	MM				
Cemeteries	R 95 368.00	IPED/CO	MM				
Community Halls	R 948 976.00	IPED/CO	MM				
Pound	R 593 644.00	IPED/CO	MM				
Sport and Recreation	R 211 361.00	IPED/CO	MM				
Waste Management (Shared function between TS and CSSM)	R 7 894 423.00	IPED/CO	MM				

CAPITAL BUDGET

Budget name	total	Indicator custodian	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
Integrated Planning & Economical Development	R 0.00	IPED/CO	MM				
Housing	R 0.00	IPED/CO	MM				
Traffic	R 0.00	IPED/CO	MM				
Health	R 0.00	IPED/CO	MM				
Libraries	R 0.00	IPED/CO	MM				
Cemeteries	R 0.00	IPED/CO	MM				
Community Halls	R 1 999 999.75	IPED/CO	MM				
Pound	R 0.00	IPED/CO	MM				
Sport and Recreation	R 0.00	IPED/CO	MM				
Waste Management (Shared function between TS and CSSM)	R 6 125 362.00	IPED/CO	MM				

KPA 1: Local Economic Development																									
IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	KPA Weight		Targets								Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment						
					Baseline	5%	Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.											
8	Promote Crime prevention strategies	Safety and Security and Crime Awareness Campaigns implemented as scheduled/planned.	100%	Progress Reports/ reports from social needs cluster	25%	50%	75%	100%																	
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated.	Generation/creation of employment and possible income by facilitation of Greening Projects	25%	Source possible funding/ Progress Reports	25%		25%																		
5	To create an economic vibrant environment that is conducive to promoting SMME's development to have unemployment by 2014.	Facilitate Charcoal Project & Implementation of Project	25%	Monthly Progress Reports	25%		25%																		
	To create an economic vibrant environment that is conducive to promoting SMME's development to have unemployment by 2014.	Look for funding to erect Hawker stalls		registration of the project into MIG	25%	formation of the PSC	25%	follow procurement processes	25%	report on progress															
5	Ensure that the LED strategy Plan is developed by the end of 2010. To create an economically vibrant environment that is conducive to promote SMME's development to have unemployment by 2014.	Reviewed LED Strategy and Implementation Plan	100%	Reviewed LED Strategy Plan & Implementation Plan	70%		100%																		
	To create an economically vibrant environment that is conducive to promote SMME's development to have unemployment by 2014.	SMME Grouping Database created by Service Provider appointed for this purpose.	100%	Contract Database. Service Provider.	25%	facilitate (train)ing	50%	data base updated in conduction with the supply chain	75%	launch business forum															
5	To increase the economic spin-offs from forestry and timber related activities	Community Skills Audit completed. (SP appointed)	100%	SP appointed. Skills Audit Completed.	25%	look for fundi	50%	No progress.	75%																
5	To increase the economic spin-offs from forestry and timber related activities	Number of tourism establishments graded and registered with ECTB.	5%	Assist on grading of the local B&B's	25%		50%	Creation of jobs	75%																

5	To create an economic vibrant environment that is conducive to promote SME's development to halve unemployment by 2014.	Implementation of Tourism as per Tourism Sector Plan	50%	Monthly Management reports and quarterly reports to Council	Lobby for funding for the development of the LTO	25% developed	20% Lobby for funding to develop Tourism	40% Adoption of the Sector Plan	50%	IPED/LED	👍			
KPA 2: Service Delivery														
IDP No. IDP Objective (*)														
KPA Weight 25%														
Targets														
Baseline														
Annual target														
Indicator of performance														
measurement source														
Q1														
Q2														
Q3														
Q4														
Indicator custodian														
Reason for variance														
Remedial Action														
General Comment														
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Sportsfields Maintenance Programme developed and implemented in terms of funding availability for sportsfields and caravan parks	100%	Implementation plan results Quarterly reporting	Shortage of staff. Not maintained efficiently - vandalised	25% 30 general works have employed	50% re	75%	100%	IPED/Comm Services	👍			
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Buildings and halls maintained as per maintenance plan.	100%	Expenditure Reports Monthly Progress reports.	Ongoing - ongoing Funding and capacity challenges	25%	50%	75%	100%	IPED/Comm Services	👍			
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Progress in respect of maintenance schedules for parks, sidewalks and open spaces. Progress as per Maintenance Plan for grass cutting	100%	Monthly reports on cleanliness to Standing Committee	Current Programme, staff shortages, insufficient funding	25%	50%	75%	100%	IPED/Comm Services	👍			
6		All cemeteries maintained as per plan	100%	Monthly reports to Standing Committees as per scheduled progress	Staff shortage Insufficient funding Environmentally affected (frost, snow)	Monthly Report 25%	Monthly Report 50%	Monthly Reports 75%	Monthly Reports 100%	IPED/Comm Services	👍			
6	Establishment and Maintenance of Cemeteries	Cemeteries established in Elliot & Cala - all cemeteries maintained as per plan	100%	Monthly reports to Standing Committees as per scheduled	Funding to be obtained from MIG	Monthly Report 100%	Monthly Report 75%	Monthly Reports 100%	Monthly Reports 100%	IPED/Comm Services	👍			
6		Monthly updated burial registers	100%	Verified and updated burial register Monthly reports	register developed	100%	100%	100%	100%	IPED/Comm Services	👍			
6	Maintenance of Public Open Spaces (commonges and pounds)	Progress to be achieved as per maintenance plan (commonges and pounds)	100%	Monthly reports to Standing Committees re Progress	Huge challenges - staff shortages and funding issues	25%	50%	75%	100%	IPED/Comm Services	👍			

2	Reduce no. of households without sanitation services (backlogs) and to improve sanitation and refuse removal services	Refuse collection completed as per collection plan.	90%	Monthly statistics/ Reports on Refuse Removal to management and Standing Committee	Refuse collection programme is in place	80% Collect in the towns	50%	90%	90%	90%	IPED/Comm Services	👍						
KPA 2: Service Delivery (cont.)																		
IDP No. IDP Objective (*)																		
3	To ensure that all Sakhizwe communities have access to adequate housing by 2014.	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment				
		Submit funding applications to DoH	100%	Develop Housing Sector Plan and Submit to DoH.	No Housing Sector Plan. No alignment	Q1	Act.	Q2	Act.	Q3					Act.	Q4	Act.	
		Appoint Service Provider	100%	Funded application, Service Provider contract.	No appointment	60%	Planning	100%	Appointment	100%					100%	100%	IPED/Comm Services	👍
		Visit Ward and report to Council	100%	Attendance register of visits Reports to Council.	Ongoing Reports to Council.	25%		50%	75%	100%					100%	100%	IPED/Comm Services	👍
3		Council approval and submit to DoH	100%	Council Resolution, Submission to DoH	Ongoing Reports to Council.	50%	100%	100%	100%	100%	100%	IPED/Comm Services	👍					

3	Meeting with WSA (Bulk Services) to ensure adequate service provision.	100%	Minutes/ Attendance Register of meetings	Lack of Services and inadequate infrastructure.	100%	100%	100%	100%	100%	100%	IPED/Comm Services	thumbs up			
KPA 2: Service Delivery (cont.)															
IDP No. IDP Objective (*)															
3	Housing: To ensure that all Sakhisizwe communities have access to adequate housing by 2014	80%	Beneficiary allocations, and temporary allocation lists. Total no. of allocations per outstanding infrastructure challenges.	Backlogs/ Blocking of project by DHLGTA. No development	20%	40%	60%	80%	80%	80%	IPED/Comm Services	thumbs up			
	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Act.	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
	Housing backlogs reduced by 80% in total through implementation of Housing Plan	80%	Beneficiary allocations, and temporary allocation lists. Total no. of allocations per outstanding infrastructure challenges.	Backlogs/ Blocking of project by DHLGTA. No development	20%	40%	60%	80%	80%	80%	IPED/Comm Services	thumbs up			
	Construct RDP houses in Elliot as per project plan.	80%	Implementation/ Progress Report, Payments	Lack of Housing	20%	40%	60%	80%	80%	80%	IPED/Comm Services	thumbs up			
	Construct RDP Houses in Cala as per project plan.	80%	Implementation/ Monthly and Quarterly Progress Reports.	Lack of Housing.	20%	40%	60%	80%	80%	80%	IPED/Comm Services	thumbs up			
	Identified and approved new residential sites	Increase by 10%	Report to Council/Land transaction reports.	Current land shortages for residential sites	25%	50%	75%	100%	100%	100%	IPED/Comm Services	thumbs up			
3	Application for additional housing sites	100%	Funding application, Service Provider Appointment Proof of submission to SG	Ongoing Reports to Council.	100%	100%	100%	100%	100%	100%	IPED/Comm Services	thumbs up			
3	Housing: To ensure that all Sakhisizwe communities have access to adequate housing by 2014	100%	Appointed Service Provider Contract.	No capacity internally	0%	100%	100%	100%	100%	100%	IPED/Comm Services	thumbs up			

3	Housing: To ensure that all Sakhisizwe communities have access to adequate housing by 2014	Housing Sector Plan	100%	Approved Housing Sector Plan	Not approved	100%	100%	100%	100%	100%	100%	IPED/Comm Services						
KPA 2: Service Delivery (cont.)																		
KPA Weight																		
25%																		
IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Targets				Reason for variance				Indicator custodian	snapshot assessment (annual target)	Remedial Action	General Comment	
						Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.					
8	Promote, implement and maintain security and safety in all communities of Sakhisizwe.	Compliance with OHS at Traffic Station as per OHS Implementation Plan	100%	Compliance with OHS Policy- Plan, attendance at safety meetings, safety inspection, accident reports	In progress, little compliance.	20%		50%		75%		100%		IPED/Comm Services / Traffic Services				
8	Promote, implement and maintain security and safety in all communities of Sakhisizwe	Control of exNats at Test Station. Turn around strategy developed and applied for Traffic filing system compliance.	100%	Administrative financial/statistical reporting. Compliance with traffic filing system interventions & turnaround strategies to improve compliance. Monthly & quarterly performance reporting.	Lack of control and management	25%	Turn around Strategy	50%	Implement plan as per Compliance Traffic Filing System	75%	Up to date filing and implementation	100%	Up to date filing and implementation	IPED/Comm Services/ Traffic Services			Filled SED Manager, and 3 Snr EHP posts. Still to fill posts of PMS and SED clerk (interviews set for 2 week January) but shortages of office space and capital budget affecting ability to accommodate staff. Job descriptions developed for all positions in the dept.	
13	Coordinate the functioning and Governance of the Traffic Department.	Reviews and updates traffic manuals, Manuals purchased through SCM. Monthly updates completed re-personnel files and reports.	100%	Reviewed manuals, purchase through SCM. Updated personnel files and reports and updates monthly. SCM documents. Expense Reports.	Poor management. Lack of control. Manuals require review.	25%		50%		75%		100%		IPED/Comm Services				

IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Targets			Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
					Q1	Q2	Q3					
13	Strengthening Good Governance and effective Administration -Staff	Staff meetings with departments held quarterly, Management meetings held monthly.	100%	Minutes/attendance register of departmental staff meetings and monthly management meetings	100%	100%	100%	IPED/Comm Services	👍			
13	IPED/Community Services Standing Committees	Corrective actions on processes taken as per Action Plan	100%	Reports/progress reports	100% December 10			IPED/Comm Services	👍			
13	IPED/Community Services Standing Committees	Standing Committee meetings attended as scheduled.	100%	Attendance Register of meetings attended.	25%	50%	75%	IPED/Comm Services	👍			
13	Capacity Building and Training	Training needs factored into WSP for IPED and Community Services	70%	Training implementation reports; Training Needs Analysis	25%	40%	50%	IPED/Comm Services	👍			
13	Capacity Building and Training	Training provided to staff as per Training Plan. 80% of budget spent on training of staff.	80%	Training Expenditure Reports; Training Implementation Reports	20%	40%	60%	IPED/Comm Services	👍			
13	Reporting	Monthly SDBIP Reporting; Monthly Departmental Reports	100%	Monthly reports on SDBIP & Departmental Reports	25%	50%	75%	IPED/Comm Services	👍			
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere were not contaminated.	Refuse plant and equipment serviced as per service schedule	90% of schedule	Monthly report to Council on management and quarterly performance report to Council	30%	60%	90%	IPED/Comm Services	👍			
KPA 3: Municipal Transformation and institutional development					15%							

7	To provide comprehensive integrated health services through PHC.	Manage PHC by attending and managing HIV/AIDS meetings	100%	Attendance register Minutes of HIV/AIDS meetings Monthly management meeting and Quarterly Council meetings	Ongoing. Inadequate service provision.	25%	50%	75%	100%	100%	IPED/Comm Services				
KPA 4: Financial Management and viability															
IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Targets Q1	Q2	Q3	Q4	Act.	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Community Services Department Audit Report - Local government to obtain clean audit reports for 2011	70% attainment of a clean audit by applying the provisions of the Audit Plan	70%	AG report/ progress reports / Strategy to address queries	Qualified report	25%	50%	70%	70%	70%	IPED				
13	Improvement in the Financial Viability and Financial Management of local government	Compliance with the SCM policy by correct drafting of Tender Specifications; Bid Reports; Awards, Appointments; Payments	100%	Bid reports/ awards/ contractors appointments/ payments/ compliance report.	Unknown	100%	100%	100%	100%	100%	IPED				
		95% expenditure on operational votes	95%	Expenditure report; monitoring votes/monthly reports	MFMA requirements	25%	50%	75%	95%	95%	IPED				
		95% expenditure on Capital votes	95%	Expenditure report; monitoring votes/monthly reports	MFMA requirements	100%	100%	100%	100%	100%	IPED				
		Provide updated reports on the collection of monthly rental for the lease of sportsfields	100%	Monthly reports to Finance on rental collections	MFMA requirements	100%	100%	100%	100%	100%	IPED				
		Submission of quarterly reports on PHC to Province regarding expenditure	100%	Quarterly expenditure reports to Province. Monthly expenditure reports	Reports provided	25%	50%	75%	100%	100%	IPED				

KPA 5: Good governance and Public participation														
IDP No. /DP Objective (*)	Indicator of performance	Annual target	measurement source	KPA Weight			Targets			Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
				20%	Act.	Q1	Act.	Q2	Act.					
13	Accountable and transparent programmes that lead to good governance, effective administration and public participation	CSSM and IPED Department Annual Report prepared for 2009/2010	100%	Departmental Annual report submission 30 November 2010 & Council approval 30 January 2011										
	Performance Management applied as per PMS approved policy and quarterly milestones by conducting assessments and evaluations.	100%	Assessment and evaluation reports.		25%		50%	75%	100%					
	Populate and finalise PMS scorecard and sign PMS Agreement for s57 manager and applicable staff as per roll out requirements.	100%	Structured PM system Populated scorecard Signed Agreement Monitoring/ Evaluation of Performance Legislative compliance		100%		100%	100%	100%					
	Performance Management and scorecards cascaded to middle management level	100%	Letters/ reports/ scorecard/progress reports.		25%		50%	75%	100%					
	Corrective actions on processes / PDP - reflected in Action Plan	100%	Letters/ reports/ progress reports as per required action plans from evaluations.				100%		100%					
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Updated lease agreements for sportsfields	100%	Lease agreements updated		100%		100%						
2	Pro-active Waste Management Plan	100%	Approved Pro-active Waste Management Plan		30%		100%		100%					
	Landfill Site Plan produced as per GRAP compliance	100%	Landfill Site Plan		60%		100%		100%					

To ensure that communities

CMC 1: Financial Management													
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets		Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
					Baseline	4%	Q1	Q2					
	have access to appropriate and adequate waste management.	Waste Management By-Laws developed and approved with Implementation Plan	100%	Waste Management By-Laws approved. Implementation Plan approved	30%	80% By-law developed. Implementation plan developed.	100%	100%	100%	Comm Services	👍		
13	Complies and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over or under expenditure occurs. Manages risks identified by the Auditor Generals assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	100%	Monthly expenditure reports. Quarterly feedback / progress report.	25%	50%	75%	100%	IPEDI/Comm	👍			
13	To protect the municipality from litigation.	Ensures training provision for all line managers as per training plan re-management and application of discipline.	100%	Training Records. Attendance Records.	25%	50%	75%	100%	IPEDI/Comm	👍			
13	To capacitate staff.	Provision of FMS Training & Training to all relevant departmental staff in order to facilitate roll out to lower levels.	100%	Training Records and attendance Register	25%	50%	75%	100%	IPEDI/Comm	👍			
CMC 2: People Management and Empowerment													
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets		Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
					Baseline	4%	Q1	Q2	Q3	Q4			
13	Improved Customer Care	Develop Customer Care Strategy and Implementation Plan for the Department.	100%	Complaints register developed, Strategy and Implementation Plan approved, Quarterly Implementation Report.	No strategy or plan.	4%	25%	50%	75%	100%	IPEDI/Comm	👍	
13	To improve staff customer care skills for best practice	Provision of Customer Care workshops to all staff.	30%	Training Records/register	No customer care training.	20%	10%	30%	30%	30%	IPEDI/Comm	👍	
CMC 3: Client orientation and Customer Focus													
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets		Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
					Baseline	4%	Q1	Q2	Q3	Q4			
13	Improved Customer Care	Develop Customer Care Strategy and Implementation Plan for the Department.	100%	Complaints register developed, Strategy and Implementation Plan approved, Quarterly Implementation Report.	No strategy or plan.	4%	25%	50%	75%	100%	IPEDI/Comm	👍	
13	To improve staff customer care skills for best practice	Provision of Customer Care workshops to all staff.	30%	Training Records/register	No customer care training.	20%	10%	30%	30%	30%	IPEDI/Comm	👍	



SAKHISIZWE MUNICIPALITY

SDBIP 2012 - 2013

TECHNICAL SERVICES

Key:		Work on hold	Snap assessment on likelihood of achieving annual target
		Proceeding well. Annual target will be met and exceeded	
		Meeting target	
		under achieving on target. More work is needed	
		Assessment not possible to determine at this stage	

Technical Services Department is to supply efficient, effective and economical services to the community which it serves in accordance with the Integrated Development Plan and will improve the quality of life of the Sakhisizwe community through a sustainable maintenance and service delivery programme conducted within all applicable legislation

OPERATIONAL BUDGET		Indicator custodian	Reason for variance	Remedial Action	General Comment
Budget name	total				
Programme Management Unit	R 400 140	TSM			
Projects	R 1 000 000	TSM			
Waste Management (Shared function between IPED and CSSM)	R 7 894 423	TSM			
Roads Transport	R 8 770 355	TSM			
Electricity	R 12 315 281	TSM			
Water	R 10 814 745	TSM			
Sewerage	R 7 106 693	TSM			
CAPITAL BUDGET					
Budget name	total	Indicator custodian	Reason for variance	Remedial Action	General Comment
PMU					
Projects	R 0.00	TSM			
Waste Management (Shared function between IPED and CSSM)	R 0.00	TSM			
Roads Transport	R 6 125 362.00	TSM			
Electricity	R 7 608 234.00	TSM			
Water	R 4 100 000.00	TSM			
Sewerage	R 613 667.00	TSM			
	R 49 501.00	TSM			

IDP No.	KPA 1: Local Economic Development	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Targets	Q1	Q2	Q3	Q4	Act.	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						5%	5%	5%	5%											
13	Sustainable development	Capital MTEF: Draw up Capital plan for next MTEF period. Align with Council's priorities for sustainable development	100%	Quarterly Report	Annual requirement	100%	MTEF to be ready by the time budget and idp are finalized	100%	MTEF to be ready by the time budget and idp are finalized	100%	MTEF to be ready by the time budget and idp are finalized	100%	MTEF to be ready by the time budget and idp are finalized	MTEF to be ready by the time budget and idp are finalized	TS	E				
5	To create an economically vibrant environment that is conducive to promote SMME's development	Address sustainable development by engaging in outreach programmes to identify communities needs as per project plan.	100%	Meeting with Outreach meetings /Mayor and list of identified community needs. Meeting minutes. Quarterly reports to Council.	Ongoing. Community needs to be prioritized.	25%	TSM to support the office of the mayor and mm for idp.	50%	TSM to support the office of the mayor and mm for idp.	25%- January 2010	TSM to support the office of the mayor and mm for idp.	100%	TSM to support the office of the mayor and mm for idp.	TSM to support the office of the mayor and mm for idp.	TS & MM/ IPED	E				
5	To create an economically vibrant environment that is conducive to promote SMME's development	Prioritized projects identified and implementation plans developed to achieve targets.	100%	Identified projects approved for implementation.	Prioritization of needs in progress but limited funding	30%	TSM to draw up procurement plan for identified projects	60%	TSM to draw up procurement plan for identified projects	75% to 2013	TSM to facilitate procurement of services	100%	TSM to facilitate procurement of services	TSM to facilitate procurement of services	TS & MM/ IPED	C				
5	To have unemployed by 2014.	Ensure Service Providers for projects implemented are appointed before start of new financial year	100%	Tender Tor, Tender advertisement, tender documents/ quotes/ Bid documents. Service Providers appointment, quarterly reports	Availability of suitable SP and financial limitations will hinder this process as the municipal financial year begins on 01/07/2012 to 30/06/2013	25%	TSM to draw up procurement plan for identified projects	25%	TSM to draw up procurement plan for identified projects	By the 2nd quarter	By the 2nd quarter	By the 2nd quarter	By the 2nd quarter	By the 2nd quarter	TS	C	Procurement processes might take a little longer than expected			

KPA 1: Local Economic Development (cont.)

IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight					Reason for variance	Remedial Action	General Comment	
						Targets	Q1	Q2	Q3	Q4				Act.
5	To create an economic vibrant environment that is conducive to promote SMME's development to have unemployment by 2014	Generation/ Creation of employment and possible income as per NDGP (2016) vision.	100% June 2013	Employment contracts	Limited funding of R1000 000.00 from the DoRA transfers should be added to municipalities budget in order to create more jobs.	25%	Act. Q1	Act. Q2	Act. Q3	Act. Q4	Act.	Indicator of performance	Indicator of performance	Indicator of performance
13		Expediate report from service provider and Council presentation	100%	SP report /attendance register/ letters re: invitation of presentation	Ongoing	25%	Act. Q1	Act. Q2	Act. Q3	Act. Q4	Act.	Indicator of performance	Indicator of performance	Indicator of performance

	Design & tender for minor infrastructure	100%	Tender documents/ appointments/ SLA's / Progress reports/ letters	Ongoing	25%	TSM to link with roads technician on the types of minor capital project to be implemented as of 01/07/2012 to be approved by council for implementation via standing committee.	50%	Reports on progress of the identified minor projects will be sent to management meeting, exco & standing committee to council.	75%	by the 3rd quarter most minor projects will be finished. This should be measured on the number of identified projects by council.	100%	all completion certificate issued should be filled and listed in the annual report of the 2012/13.	TSM & MM	un-availability of source funding might hinder the process	
13	Movement of funds from Capital Grant to Technical Assistance.	100%	Monthly Finance Reports	Annually	25%	5% of MIG funding for the 2012/13 financial year will be utilised to pay for training, accommodation to meetings or workshop as part of capacity building and implementation of	50%	5% of MIG funding for the 2012/13 financial year will be utilised to pay for training, accommodation to meetings or workshop as part of	75%	5% of MIG funding for the 2012/13 financial year will be utilised to pay for training, accommodation to meetings or workshop as part of	5% of MIG funding for the 2012/13 financial year will be utilised to pay for training, accommodation to meetings or workshop as part of	5% of MIG funding for the 2012/13 financial year will be utilised to pay for training, accommodation to meetings or workshop as part of	CFO, TSM	C	

KPA 2: Service Delivery										KPA Weight 25%				Indicator snapshot assessment (annual target)		Reason for variance		Remedial Action		General Comment	
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Act.	Q3	Act.	Q4	Act.	Indicator custodian	Indicator snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
4	To ensure that all public amenities and communities have access to electricity by 2011	Replace damaged electricity meters and service connections as per Project Plans to upgrade networks in Elliot town, Hillview Takalani(Saki-Lengis) location where the municipality is having	100%	Monthly and quarterly statistical reports on electricity losses/ Implementation Strategy/ Programme to reduce losses/ Progress reports	Limited funding will only enable the section to concentrate only on routine maintenance programme which is to service transformers, street lights and municipal	25%	TSM Together with Mr Labuscagne to draw up a maintenance	50%	Daily maintenance work to be intensified as	75%	relocation of electricity budget &	100%	relocation of electricity budget &	100%	relocation of electricity budget &	TSM & ELEC	C				
4	To ensure that all public amenities and communities have access to electricity by 2011	Establish database records of statistics and baseline information of electricity sold; losses (faults recorded); New connections and replaced meters.	100%	Electricity Database information verified and updated monthly	Inaccurate or no information	25%	Mr Michael Kwathe to assist the TSM and the electric.	50%	TSM to prepare budget adjustment request for electricity	75%	to prepare budget adjustment request for electricity	100%	to prepare budget adjustment request for electricity	100%	to prepare budget adjustment request for electricity	TSM & ELEC	C				
4	To ensure that all public amenities and communities have access to electricity by 2011	Installation of Bulk Meters to determine electricity losses, and reduce theft. Losses to reduce by 20%.	100%	Statistical reports on electricity losses/ Implementation Strategy/ Programme to reduce losses/ Monthly and quarterly progress reports.	limited funding	25%	together with Mr Makwa be the water services area manager to prepare and submit operational business plan for the year to the standing committee, council for approval and as well as to the CHDM	50%	Daily reports detailing expenditure on O&M and refurbishment of the operational business plan for the year to the standing committee, council for approval and as well as to the CHDM	75%	quarterly reports detailing expenditure on O&M and refurbishment of the operational business plan for the year to the standing committee, council for approval and as well as to the CHDM	100%	quarterly reports detailing expenditure on O&M and refurbishment of the operational business plan for the year to the standing committee, council for approval and as well as to the CHDM	100%	quarterly reports detailing expenditure on O&M and refurbishment of the operational business plan for the year to the standing committee, council for approval and as well as to the CHDM	TSM & ELEC	C				
4	To ensure that all public amenities and communities have access to electricity by 2011	Maintains streetlights as per Maintenance Plan	100%	Progress Report	Poor streetlight infrastructure	25%	TSM to implement project called	50%	Daily maintenance work	75%	continging with the	100%	continging with the	100%	continging with the	TSM & ELEC	C				

To ensure that all public amenities and communities	Services transformers according to maintenance plan	100%	Monthly maintenance Progress Report	Ageing Infrastructure	25%	TSM Together with Mr Labusc	50%	Due to budget constraint	75%	Due to budget constraint	100%	During the preparation	TSM & ELEC	C		
To ensure that all public amenities and communities	Free Basic Services Provision as per rollout plan	100%	Monthly Progress Report on Free Basic Service Roll out Plan	Roll out targets to be met.	25%	TSM indigenous register to verify	50%	Due to budget constraint	75%	Due to budget constraint	100%	During the preparation	TSM & ELEC	E		

IDP No.	IDP Objective	KPA 2: Service Delivery (cont.)		KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
		Annual target	measurement source	Baseline	Targets								
					Q1	Q2	Q3						Q4
	To ensure that all public amenities and communities have access	100%	Monthly progress reports and statistics	Ongoing attempts to improve service delivery / customer satisfaction.	25%	50%	75%	100%	TSM & ELEC	C			
	Provide adequate stormwater control and safe walkways in rural areas as per Project Plan	100%	Project Progress Reports	Inadequate/ poor roads	10%	30%	50%	100%	TSM & PMU	C			

To provide sustainable functional internal and access and proclaimed road network by 2011

1

Appointing of consulting engineers	100%	Appointment contracts	Lack of capacity	100%	TSM to prepare an advertisement to solicit the services of professional service providers to undertake the following project s: Paving projects for Cala Town Qokolo Kopitje . Elliot Old Locatio	100%	Appoint ment of consultants and proceeding with the advertisement of service providers to undertake these project s.	100%	Appointment of contractors	100%	implementation of contractors	100%	implementation of projects	TS & SCM UNIT, PMU & MM.	?			
Design & documentation approved for roads, access roads, pavements, bridges & stormwater	100%	Approved documentation and Plans	Planning required	50%	tender stage to solicit consultants	100%	tender stage for contractors	100%	project implementation	100%	project implementation	100%	project implementation	TSM & PMU	?			
Appointment of contractors	100%	Contracts of appointment		100%	tender stage to solicit consultants	100%	tender stage for contractors	100%	project implementation	100%	project implementation	100%	project implementation	TS & PMU	?			
Stormwater Master Plan approved and functional	100%	Approved Stormwater Master Plan	Not available	100%	Infrastructure master plan to be	100%	council to approve the fundin	100%	tender stage to approve	100%	tender stage to approve	100%	project implementation	TSM & PMU	C			
Construction to occur as per project planning	100%	Project progress reporting - monthly	Poor infrastructure	25%	tender stage to solicit consultants	50%	tender stage for contractors	75%	project implementation	100%	project implementation	100%	project implementation	TSM & PMU	C			

1 Ongoing Construction and Maintenance of Roads	Construction and maintenance of roads in wards as per approved project plans	100%	Quotations / purchases/ payments to suppliers/ maintenance schedules, Project Progress Reporting	Poor road infrastructure	25%	TSM & Roads technician to prepare a working plan for the year on how the technician will be maintained.	TSM & Roads technician to prepare a working plan for the year on how the technician will be maintained.	50%	TSM to oversight Mr. Jojo who is the road technician in the implementation of roads maintenance programme	75%	TSM & Roads technician to continue with the implementation of roads maintenance programme.	TSM & Roads technician to continue with the implementation of roads maintenance programme.	100%	TSM & Roads technician to continue with the implementation of roads maintenance programme.	TSM & Roads TECH		
1 Material Purchases	Purchase Stormwater pipes and material (ongoing - on a need basis - within prescribed budget limit for Financial Year)	Ongoing (Need Basis)	Monthly expenditure reports, Monthly operational reports	Lack/ poor stormwater infrastructure	25%	This will be done where it deemed to be	50%	This will be done where it deemed to be	75%	This will be done where it deemed to be	75%	This will be done where it deemed to be	100%	This will be done where it deemed to be	TSM & Roads TECH	?	

C

KPA 2: Service Delivery (cont.)

IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight					Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets	Q1	Q2	Q3	Q4					
1	Surfacing of roads/ Pothole maintenance	Resurfacing of roads and pothole maintenance as per Project Plans	100%	Quotations/ Purchases / Payments to suppliers/ maintenance schedules. Monthly progress reports.	Poor/ deteriorated surfacing of roads	25%	25%	50%	75%	100%	Roads technician to report on the amount of work that has been done	Roads technician to report on the amount of work that has been done			
1	Construct gravel access roads with relevant stormwater drainage	Construction of gravel access roads with relevant stormwater drainage in identified wards.	100%	Quotations/ Purchases / Payments to suppliers/ maintenance schedules	Limited access roads to villages for communities to reach services	25%	25%	50%	75%	100%	Paving of streets (Cala town Qokolo Koptjije	Appointment of consulting engineers			

1	Roads Master Plan	Roads Master Plan approved and functional	100%	Approved Roads Master Plan	No plan	25%	This will form part of the Infrastructure master plan	50%	TSM has written to the Mr Dung of CHD with regard to funding of the infrastructure master plan.	75%	TSM to report back to the standing committee meeting as to the milestone done up to this quarter.	100%	A document for the which details all the components of the infrastructure master plan.	TSM & PMU	C		
		Appointing consulting engineers	100%	Tender specs/ Advert/ Bid award/ Bid Minutes/ Council approval	Lack of capacity		SCM officer to issue adverts with regards to the implementation of capital projects.		SCM officer to issue adverts with regards to the implementation of capital projects.		SCM officer to issue adverts with regards to the implementation of capital projects.		SCM officer to issue adverts with regards to the implementation of capital projects.	TSM & PMU	C		

1	Roads Projects - apply the following processes	Design & documentation approved for each project	100%	Design documents approved Project plans approved	Planning required	50%	TSM to approve all the designs for the implemented projects.	SCM officer to issue out adverts with regards to the implementation of the capital projects.	100%	SCM officer to issue out adverts with regards to the implementation of the capital projects.	SCM 100%	SCM officer to issue out adverts with regards to the implementation of the capital projects.	TSM & PMU	C		
		Construction of roads as per Project Plans	100%	Quotations/ Purchases / Payments to suppliers/ maintenance schedules Monthly progress schedules	Poor infrastructure	25%	50%	75%	100%	TSM & PMU	C					
(KPA 2: Service Delivery (cont.))														KPA Weight	25%	

IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets		Q2	Q3	Q4	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Act.								
1	Purchase of tools/ Equipment Enhance Service Delivery	Purchase Tools/Equipment (by implementing supply chain processes) to enable transporting officials to working site and the maintenance and construction functions to take place as per capital project specifications.	100%	Tender specs/ Advert/ Bid award/ Bid Minutes/ Council approval/ proof of purchase (tools/ equipment/payments)	Shortage of tools/ Equipment	100%	100%	100%	100%	100%	TSM	C			
10	Building plan & TP approvals	Building plan applications approved within 2 months	100%	Building Plan approvals/ Payments/ Reports to Standing Committee	Absence of Building Control Officer	100%	100%	100%	100%	100%	TSM & IPED	E			
		Subdivisions of informal sites : formalization of Housing	100%	Subdivisions to accommodate Housing: Service Provider to obtain SG approval	Informal sites	25%	50%	75%	100%	100%	TSM & IPED	C			
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not	Audit land: Service Provider to survey & submit report to define way forward in respect of land audit of land encroachments	100%	Land Audit Report	No land audit	30%	75%	100%	100%	100%	TSM/IPED & HOUSING OFFICER	C			

2	To ensure that all Sakhisize communities have access to clean water by 2014	Establish Database on Water Management and Operations	80%	Water database on Water Management and Operations Customer Survey Questionnaire responses	No database	40%	TSM & WSP Area manager to appoint people to verify metres for water service to improve revenue and enhance strategies.	TSM & WSP Area manager to verify metres for water service to improve revenue and enhance strategies.	TSM submit list of metres to the standing committee for approval and forward	TSM 80%	TSM submit information on financials to the committee for update data for billing purposes and revenue enhancement.	TSM 80%	TSM & WSP Area Manager	D				
		Complaints Register and increase in response time	100%	Updated Complaints Register	Complaints Register for customer care unhappiness	25%	TSM & WSP Area manager to	TSM & WSP Area manager to	TSM & WSP Area manager to	TSM & WSP Area manager to	TSM 100%	TSM & WSP Area manager to	TSM 100%	TSM	C			
		Service Level Agreement approved between CHDM and Sakhisizwe	100%	Service Level Agreement signed	No Service Level Agreement	75%	TSM, WSP & MM to sign the water services agreement for 2012/2013	TSM, WSP Area manager to sign the water services agreement for 2012/2013	TSM, WSP Area manager to sign the water services agreement for 2012/2013	TSM, WSP Area manager to sign the water services agreement for 2012/2013	TSM, WSP Area manager to sign the water services agreement for 2012/2013	TSM 100%	TSM, WSP Area manager to sign the water services agreement for 2012/2013	TSM 100%	TSM	C		
		All faulty water meters to be replaced	100%	Monthly Progress Reports	Ageing Infrastructure	25%							TSM	C				
		KPA 2: Service Delivery (cont.)			KPA Weight		25%											

IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets		Q2	Q3	Q4	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
						Q1	Act.									
2	To ensure that all Sakhisize communities have access to appropriate and adequate sanitation by 2014	Establish database on Sewerage Management	100%	Sewerage Management Database Quarterly Progress Reports on development of database	register measurement for all connected individuals	25%	TSM & WSP Area manager to work together in establishing the sanitation Data	50%	TSM & WSP Area manager to work together in establishing the sanitation Data	75%	TSM & WSP Area manager to work together in establishing the sanitation Data	100%	TSM & WSP Area manager to work together in establishing the sanitation Data			
		Complaints Register monitoring and control re-faults, sewerage blockages, VIP blockages and new sewerage connections	100%	Complaints Register Statistical Reports Monthly activity reports	No measurement	25%	TSM & WSP Area manager to appoint people to verify metres for water services to improve revenue enhance the water strategies.	50%	TSM & WSP Area manager to submit business plan for the operations and maintenance of the water services budget to CHD M for implementation in the 2012/13	75%	TSM & WSP Area manager to submit business plan and report to council quarterly.	100%	TSM & WSP Area manager to implement the business plan and report to council quarterly.			

Manage health hazards by purchasing and applying bacteriological inoculants to improve breakdown	90%	Monthly Progress Reports	Inadquate/ inefficient treatment of sewerage	80%	Plant processes controllers to be employed to improve the o&m operations for the 2012/2013 fy	90%	90%	90%	TSM	E			
KPA 3: Municipal Institutional Development Transformation											KPA Weight	20%	

IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Targets					Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
						Q1	Q2	Q3	Q4	Act.						
13	Improved human resource capacity of local government by 2011	80% of critical vacant posts filled within department	80%	No. of actual critical vacant posts filled vs those unfilled. Departmental motivations to fill posts.	Structure finalised	15%	35%	60%	80%		CSM	D				
		Drive to recruit trade tested Electrical Assistants and Superintendents	100%	Progress reports/Appointments	Staff shortages / scarcity of skills	25%	50%	75%	100%		TSM	D				
		Staff capacitated through planned expenditure on training/skills budget	70%	Quarterly training/skills, monitoring reports 70 % expenditure of Training Budget	Workplace Skills Plan approved and training required to be implemented	15%	30%	60%	70%		TSM	C				
13	Strengthening Good Governance and effective Administration	Council/Committee Reports for Technical Related meetings held (Council and Standing Committee for Technical Services) as per schedule, submitted timeously as per format.	100%	Reports to Council-Minutes / Attendance Registers for related Council and Standing Committee Meetings	Not taking place as schedules due to operational requirements. To be documented formally	100%	100%	100%	100%		TSM & SNR STAFF	E				
		Attending of Technical Services Standing Committee by Technical Services representative	100%	Attendance Register and minutes	Attendance occurs	100%	100%	100%	100%		TSM & SNR STAFF	E				

13	Hold monthly senior management meetings and quarterly Technical Services staff meetings	100%	Attendance Register and Minutes and agenda of meetings.	Minutes issued but resolutions not always actioned.	50%	The senior management meetings to be facilitated by Mrs Mazwayi on MM approval.	80%	The senior management meetings to be facilitated by Mrs Mazwayi on MM approval.	100%	The senior management meetings to be facilitated by Mrs Mazwayi on MM approval.	TSM	D			
13	Reporting	100%	Quarterly reports on SDBIP & Departmental reports monthly.	Legislated reporting	25%	TSM to provide monthly departmental reports which will culminate to quarterly reports.	75%	TSM to provide monthly departmental reports which will culminate to quarterly reports.	100%	TSM to provide monthly departmental reports which will culminate to quarterly reports.	TSM & SNR STAFF	D			
13	Capacity Building & Training	90%	Training Implementation Reports	Absence / Lack of required Skill	25%	TSM TO LINK WITH CORPO RATE SERVICE	50%	TSM TO LINK WITH CORPO RATE SERVICE	100%	TSM TO LINK WITH CORPO RATE SERVICE	TSM & PMU	C			
KPA 3: Municipal Institutional Development Transformation (cont.)											KPA Weight		20%		

IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Targets						Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4	Act.	Act.					
5	Spatial Development	Facilitate implementation of Spatial Development Framework as per Develop Land Use Management Plan and Land Settlement Plan	90%	Monthly, Quarterly Progress Reporting	Effective Implementation of framework required	25%	50%	75%	100%			IPED	C			
11	Disaster Management - Developed of and integrated and	Develop Land Use Management Plan and Land Settlement Plan	70%	Land Use Management Plan Land Settlement Plan	Not yet in place Assistance with IPED	80% developed	100% approved	100%	100%			IPED	D			
		Develop Disaster Management Plan with CHDM and Provincial Government	70%	Approved Disaster Management Plan	Lack of an integrated approach to disaster management. Funding challenges.	20% planning	35% Planning	50% Planning	70% Complete Plan - to be approved			IPED	D			

KPA 4: Financial Management and viability										KPA Weight		15%					
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment			
						Q1	Act.	Q2	Act.						Q3	Act.	Q4
13	Community Services Department Audit Report - Local	70% attainment of a clean audit by applying the provisions of the Audit Plan.	70%	AG report/ progress reports / Strategy to address queries as per audit plan.	Qualified report	25%		50%		70%		70%		TSM	C		
13	Improvement in the Financial Viability and Financial Management of local government	Compliance with the SCM policy by correct drafting of Tender Specifications; Bid Reports, Awards, Appointments; Payments	100%	Bid reports/ awards/ contractors appointments/ payments/ reports	Unknown	100%		100%		100%		100%		TSM	C		
13	Financial Management of local government	95% expenditure on operational votes	95%	Expenditure report; monitoring votes/monthly reports	MFMA requirements	25%		50%		75%		95%		TSM	C		
13		95% expenditure on Capital votes	95%	Expenditure report; monitoring votes/monthly reports	MFMA requirements	100%		100%		100%		100%		TSM	C		

KPA 5: Good Governance and Public Participation					KPA Weight				15%						
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
					Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.			
13	Accountable and transparent programmes that lead to good	TS Department Annual Reports and Oversight report submitted timely and within correct format	100%	Departmental Annual Report submission by 30 November 2009 & Council approval by 31 March 2010	Legislated Annual requirement	50%		100%							
13		Corrective actions on processes /PDP are reflected in Action Plans and resolved as per plan	100%	Letters / Reprints/ Progress Reports			100% Dec 2010				100% June 2011				
	Performance Management	The Performance Management Agreement of the S57 Manager to be signed	100%	Status of S57 Performance Agreement (signed/ unsigned)	Performance Agreements up to date but required to be signed annually	100%	100%	100%			100%				
		Implementation of Institutional PMS	90%	Performance Reporting as per Policy, Council reports, Scorecards.	Only applicable to S57 Managers	20%		40%			70%				
		Performance Management Policy applied to next level of Management (middle)	90%	Middle Management scorecards Middle Management assessments Monthly and quarterly PMS reports	Only applicable to S57 Managers	20%		40%			70%				

CMC 1: Financial Management					KPA Weight	4%					Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets										
					Q1	Q2	Q3	Q4	Act.						
13	Complies and manages cash flow, controls cash flow, institutes risk management	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%	50%	75%	100%			TSM	C			
	Manages risks identified by the Auditor Generals assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	70%	Quarterly feedback / progress report.	Many risks identified re-controls.	20%	35%	50%	75%			TSM	C			

CMC 2: People Management and Empowerment					KPA Weight	4%					Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets										
					Q1	Q2	Q3	Q4	Act.						
13	To protect the municipality from litigation.	100%	Training Records, Attendance Records.	Training provision limited.	25%	50%	75%	100%			TSM	C			
13	To capacitate staff	100%	Training Records and attendance Register	Applicable to s57 managers -- limited training.	25%	50%	75%	100%			TSM	D			

CMC 3: Client orientation and Customer Focus										KPA Weight	4%								
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets					Indicator custodiam	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment				
						Q1	Q2	Q3	Q4	Act.									
13	Improved Customer Relations	Develop Customer Care Strategy and Implementation Plan for the Department.	100%	Complaints register developed, Strategy and Implementation Plan approved, Quarterly	No strategy or plan.	25%	50%	75%	100%		TSM	D							
13	To improve Staff Customer Care Skills	Provision of Customer Care workshops to all staff.	30%	Training Records/register	No customer care training.	10%	20%	30%	30%		TSM	C							



SAKHISIZWE MUNICIPALITY
SDBIP 2012 - 2013
Municipal Manager's Office

Key:	✋	Work on hold
	👍	Proceeding well. Annual target will be met and exceeded
	👉	Meeting target
	👎	under achieving on target. More work is needed
	?	Assessment not possible to determine at this stage

	Snap assessment on likelihood of achieving annual target
--	---

To strategically manage the municipality and provide support services in respect of strategic functions including the IDP, PMS, Mainstreaming, Intergovernmental Relations, Public Participation and Communication.

OPERATIONAL BUDGET

Budget name	total	Indicator custodian	Reason for v Remedial Action	General Comment
Executive and Council	R 13 857 296 MM			
Internal Audit	R 624 980 MM			

CAPITAL BUDGET

Budget name	total	Indicator custodian	Reason for v Remedial Action	General Comment
Office Furniture and Equipment	R 400 000.00 MM			
Internal Audit	0 MM			

KPA 1: Local Economic Development										10%		10%		10%		10%	
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment			
						Q1	Q2	Q3	Q4								
12,13	To combat and reduce the spread of HIV/Aids by 2014	Strategically manage the establishment of PAC and prepare ToR. Appoint Service Provider. Preparation & implementation of HIV/Aids Strategy.	50%	Completed HIV/AIDS Strategy. Quarterly Reports. Reports from Dept of Health/CHDM.	HIV prevalence % unknown/PAC not established, literature reviews and ToR. Consultation with stakeholders	20%	30%	40%	50%	MM/Comm Services/SPU/CHDM	👍						
12,13	To promote and monitor the effective and efficient functioning of the SPU	Policy on mainstreaming of special programmes (women, youth and disabled) includes HIV/AIDS Programmes	90%	Policy on mainstreaming developed, includes HIV/AIDS programmes	No Policy	20%	40%	60%	90%	MM/SPU UNIT/IPED/LED	👍						
13,5	To alleviate poverty and promote massive food production	Strategically manage the implementation of LED Strategy and set ToR	80%	Implementation of LED strategy. Alleviation programmes - ToR	Weak LED strategy. Capacity issues.	20%	40%	60%	80%	MM/SPU UNIT/LED	👍						
5	To ensure that the LED Strategy Plan is developed by 2010	Strategically manage the improvement in LED, and LED Sector Plans. Strategic Planning Workshop held. ToR developed & strategy for fundraising for LED. Implementation & review/monitoring of LED related projects & programmes (Greening and Charcoal projects) as per plan.	80%	Improved LED Strategy. Sector Plans, fundraising strategy. Workshop attendance/ implementation reports	Weak LED strategy	20%	40%	60%	80%	MM/SM/LED	👍						
5	To ensure that the Tourism Sector Plan is in place	Strategically manage the establishment of Tourism through development of Tourism implementation Plan, implementation report and reviews.	80%	Tourism plan and implementation report	Tourism established. Limited funding outsourced.	20%	40%	60%	80%	MM/IPED/LED	👍						
5	To create an economic vibrant environment that is conducive to promote SMME's development to halve unemployment by 2014	Strategically manage the coordination of different programmes from all spheres of government to promote EPWP	100%	Report on participation	In progress	25%	50%	75%	100%	MM/TS	👍						
5	NDGP (2016)	Strategically manage the generation of the creation of employment opportunities and potential income as per strategy.	100%	Participation Report	Limited funding	25%	50%	75%	100%	TS/MM/ IPED	👍						

KPA 2: Service Delivery IDP Objective No.	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					15%								
					Q1	Q2	Q3	Q4					
13	Strategically manage and monitor KPA's of service delivery units within the Municipality (IPED, Technical, Budget & Treasury and Community Services functions) in order to ensure that their service delivery targets are met.	100%	Monthly departmental progress reports aligned to targets set per IDP/SDBIP. SDBIP reporting quarterly to Council	Available SDBIP Monthly reporting	25%	50%	75%	100%	MM	👍			
4	Ensures the review and implementation of a fully functional Indigent Policy and Register	90%	Indigent Policy reviewed Indigent Register updated	Reviewed Indigent Policy and register / Effective Indigent Policy and access to BSD	25%	50%	75%	90%	CFO	👉			
1	Strategically manage and monitor to ensure Technical Services puts a Roads Master Plan in place	100%	Roads Master Plan approved	Absence of Roads Master Plan	25%	50%	75%	100%	MM/TS/PMU Manager	👍			
2	Strategically manage and monitor and ensure IPED/COMM develop and implement a Waste Management Plan	100%	Implementation of Waste Management Plan/ Council approved/ Quarterly report	Non implementation of Waste Management Plan	25%	50%	75%	100%	MM/IPED	👍			
	That all communities have access to appropriate and adequate sanitation and Water by 2014	100%	Performance as per Maintenance Programme Targets, Water and Sewerage Report, Treatment Reports, Faults and Repair Statistics Report, quarterly reports.	Poor, ageing infrastructure, Lack of qualified operators	20%	40%	60%	100%	TS/CHDM WSA Officer	👍			
3	Strategically monitors the development of Housing Sector Plan and submissions of funding applications to Dept of Housing. Ensures that funding opportunities are sourced and public private partnerships promoted	100%	Housing Sector Plans. Funding applications to DoH or top up funding. Monthly/quarterly reports, letters, funding applications. Reports from DoH and PPP reports	No Housing Sector Plan No alignment of future housing projects to community needs	70%	100%	100%	100%	IPED/Comm Services	👍			

KPA 2: Service Delivery (cont)		15%		Targets		KPA Weight		General Comment					
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Q1	Q2	Q3	Q4	Indicator custodian	Reason for variance	Remedial Action	General Comment
						Act.	Act.	Act.	Act.				
4	To ensure that all public amenities and communities have access to electricity by 2011	Strategically monitors electrical reliability and sustainability in order to ensure that a quality service is provided.	100%	Quarterly reports. Maintenance and operational reports.	Ageing infrastructure Limited funding Reliant on ESKOM	100%	100%	100%	100%	MM, TS & Electricity			
6	Ensure the establishment of sufficient social and recreational facilities for our community by 2014	Strategically manage all planned social and recreational projects as planned.	100%	Implementation Reports. Quarterly reports.	Ongoing. Financial limitations	25%	50%	75%	100%	MM/IPED/Comm Services			
7	To provide comprehensive and integrated health services	To strategically manage the provision of an integrated PHC as per Project Plan	100%	Quarterly reporting	In progress	25%	50%	75%	100%	MM/IPED/Comm Services			
8	Promote, implement and maintain safety and security in all communities at Sakhiszwe	Strategically manage the Crime Prevention Campaigns and Street Lighting initiative to support this process.	100%	Quarterly Reporting	In progress	25%	50%	75%	100%	MM/IPED/Comm Services			
9	Facilitate quality education provision.	Strategically manage and support all efforts to improve education provision as per project.	100%	Quarterly Reporting	In progress	25%	50%	75%	100%	MM/IPED/Comm Services			
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated	Strategically manage all efforts re: land environmental management such as: Environmental Waste Management Plan, Greening projects and Business/Hawkers Forums	100%	Quarterly Reporting	Ongoing	25%	50%	75%	100%	MM/TS			
11	To ensure the implementation of functional and efficient structures and mechanisms to deal with disasters effectively.	Strategically manage the Disaster Management Planning Process	100%	Quarterly Reporting	In progress Ongoing	25%	50%	75%	100%	MM/IPED/Comm Services			

IDP No.	KPA 3: Municipal Transformation and institutional development IDP Objective (*)	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					Q1	Q2	Q3	Q4					
					Act.	Act.	Act.	Act.					
13	Good governance and effective administration, Improved human resource of local government by 2011	100%	Institutional scorecard approved by Council. PMS Framework approved Quarterly Performance Reporting	PMS only applicable to SS7 staff. No framework.	25%	50%	75%	100%	CSM/MM	👍			
		50%	PMS reports/evaluations/ PMS Policy/ quarterly reports to SC on PMS target progress as per SDBIP (each department) PDP & 25% progress to M&E Policy	functional at SS7 level - roll out to middle managers in 2010.	15%	25%	35%	50%	MM/HODs	👍			
		70%	M & E Policy to be developed and put in place.	Policy developed and implemented	None	25%	50%	70%	MM	👍			
		70%	HR Development: Implementation of WSP with 70% expenditure of the training/skills budget spent on training interventions.	Quarterly Reports; Training Implementation Reports.	70%	40%	60%	70%	MM/CSM	👍			
13		90%	EE: % compliance with the Employment Equity Plan in the 2 highest levels of management	Quarterly Reports	90% compliant in 2 highest categories	25%	50%	75%	90%	MM/CSM	👍		
		100%	Ensures Compliance with EE reporting in legislated format to EE Registry by October each year.	EE Report submitted timeously in legislated format.	EE Reporting underway!	25%	50%	75%	100%	CSM/MM	👍		
13	LLF	100%	LLF Meeting attendance and reporting occurs as per schedule (one per quarter).	Ensures LLF meetings one per quarter & LLF Quarterly reports	Functional LLF	25%	50%	75%	100%	MM/CSM	👍		

IDP No.	KPA 4: Financial management and viability	IDP Objective	indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Baseline	20%	Q1	Q2	Q3	Q4					
						Act.	Act.	Act.	Act.	Act.	Act.					
13			% of allocated operating budget spent year to date, excluding staff costs.	100%	Quarterly report	Regular reporting	100%	100%	100%	100%	100%	CFO/MM	👍			
			% of allocated capital budget spent year to date	100%	Quarterly report	100%	100%	100%	100%	100%	100%	CFO/MM	👍			
			The percentage of households earning less than R1600 per month with access to free basic services	100%	Report to Council	Effective Indigent Management. Access to BSD.	100%	100%	100%	100%	100%	CFO/MM	👍			
			Ensures that the budget is developed in a compliant and consistent manner	100%	Council approved Budget	Full compliance						CFO/MM	👍			
			Implementation of the SCM Policy	100%	Compliance report submitted to Council (quarterly).	SCM Policy in place	100%	100%	100%	100%	100%	CFO/MM	👍			
			GRAP/GAMAP compliance & implementation of the asset management policy	100%	Compliance report submitted to Council (quarterly).	Unknown	25%	50%	75%	100%	100%	CFO/MM	👍			
			Manages the submission of AFS.	100%	Timeous submission of AFS	Timeous submission	50%	100%				CFO/MM	👍			
			Compliance with MFMA No. 56 of 2003	100%	Compliance with statutory requirements	Progress to full compliance	25%	50%	75%	100%	100%	CFO/MM	👍			
			Ensures that revenue is managed according to sound financial principles	100%	Strategically manages operational efficiency and fiscal control.	Debt Collection & Credit Control Policy in place and implemented.	25%	50%	75%	100%	100%	CFO/MM	👍			
			Ensures that the M & E of Budget and Treasury is applied through formal reporting	100%	Quarterly report/ Budget reports/ SDBIP/ Reports on Expenditure	M & E through formal reporting and financial reporting	25%	50%	75%	100%	100%	CFO/MM	👍			

IDP No.	KPA 5: Good governance and Public Participation	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight								Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets				20%								
						Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.					
13		IDP reviewed annually and adoption of Process Plan	100%	Council approval	Approved on an annual basis	20%		40%		80%		100%		SM/IDP Officer/MM	👍			
		Ensures finalisation of Annual Report by having S57's submit inputs by 30 November	100%	Departmental submissions received timeously, Annual Report approved by Council.	Submissions not thorough. Not submitted timeously.	25%		90%		100%		100%		SM/IDP Officer/MM	👉			
		Oversight Committee established, Oversight ToR, Oversight meetings (deliberate on AG finding) Oversight reports compiled.	100%	Oversight Report / Council Approval	Oversight reporting Committee established					100%		100%		SM/IDP Officer/MM	👍			
		Delegation Framework established / updated and applied	100%	Delegation Framework implemented/workshopped	Developed/ Implemented/workshopped	25%		50%		75%		100%		MM	👍			
		Community participation plan and strategy developed and allocation of budget to public participation	90%	Development of Community Participation Plan and Strategy and implementation of strategy Report on implementation Quarterly report	Developed - requires implementation	25%		30%		60%		90%		MM	👍			
		Communication Strategy approved, Implementation Strategy approved.	100%	Council approval/ Implementation of Communication Strategy, Report on implementation/ quarterly report.	Not functional/ developed	20%		50%		75%		100%		MM	👍			
		Improved ward participation 75% expenditure of funding set aside for ward committee development	75%	Ward Committee meetings	Partially operating ward committee	10%		20%		50%		75%		MM	👍			

IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					Baseline	20%	Q1	Q2	Q3	Q4					
					Act.	Act.	Act.	Act.	Act.	Act.					
13	Local Government to obtain clean audit reports by 2011	Strategy/Action Plan developed to support Sakhisizwe - Audit Plan	100%	Report on implementation/ Response to audit outcomes/ audit investigations/ council approval / quarterly report	In progress	20%	50%	70%	100%		MM	👍			
		Compliance with MFMA/ Development of Risk Management profile and system and % of implementation of risk assessment	100%	Report on implementation/ Response to audit outcomes/ audit investigations/ council approval /	In progress	20%	50%	70%	100%		MM/AC/IA	👍			
13	Strengthening Good Governance and effective administration	Audit response to Auditor Generals Report	100%	AG response	AG response annually	50%	100%	100%	100%		MM	👍			
		PMS Audit committee to be established to meet % of scheduled meetings of the performance audit committee	100%	Minutes of Audit Committee / Schedule of Meetings	Audit Committee established / functional challenges.	25%	40%	70%	100%		MM	👍			
		Attendance at all Council Meetings	100%	Attendance Register of meetings attended Meeting minutes	Schedule of meetings available annually	25%	50%	75%	100%		CSM	👉			

CMC 1: Financial Management										KPA Weight		4%			
IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual)	Reason for variance	Remedial Action	General Comment		
					Q1	Q2	Q3	Q4							
13	Strategically manages the compilation and management of budgets, cash flow control, the institution of risk management and supply chain processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives.	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%	50%	75%	100%	MM						
	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over or under-expenditure occurs.														
	Manages risks identified by the Auditor Generals assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	70%	Quarterly feedback / progress report.	Many risks identified re-controls.	20%	35%	50%	75%	MM						

CMC 2: People Management and Empowerment										KPA Weight		4%			
IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
						Q1	Q2	Q3	Q4						
13	To protect the municipality from litigation.	Ensures training provision for all staff in a line management position regarding the management and application of discipline (internally) and for HR staff re- CCMA matters.	100%	Training Records. Attendance Records.	Training provision limited.	25%	50%	75%	100%	MM					
13	To improve the application of performance management.	PMS training approved for all relevant staff in order to facilitate the roll out of Performance Management to staff at lower levels.	100%	Training Records and attendance Register	Applicable to \$57 managers – limited training.	25%	50%	75%	100%	MM					

CMC 3: Client orientation and Customer Focus										KPA Weight		4%			
IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
						Q1	Q2	Q3	Q4						
13	Public participation initiatives part of the IDP process.	Ensure the development and approval of a Public Participation Strategy and	100%	Public Participation Strategy and Implementation Plan	Inadequate Public participation	50%	100%			MM					
13	To improve HR Skills for best practice	Provision of Customer Care workshops to all staff as per project plan.	30%	Training Records/register	Minimal customer care training.	10%	20%	30%	30%	MM					

Expenditure	July		Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		June		Explanation of material variances	Corrective Action
	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act		
Operating																										
Executive and Council	1 567 895	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-	1 372 680	-		
Finance and Admin	253 722	-	231 222	-	231 222	-	231 222	-	231 222	-	231 222	-	231 222	-	231 222	-	231 222	-	231 222	-	231 222	-	231 222	-		
Planning and Development	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-	18 599	-		
Housing	22 524	-	193 625	-	193 625	-	193 625	-	193 625	-	193 625	-	193 625	-	193 625	-	193 625	-	193 625	-	193 625	-	193 625	-		
Health	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-	166 878	-		
Community & Social Services	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-		
Public Works	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-		
Waste Management	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-		
Waste Management	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-		
Road Transport	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-	606 468	-		
Waste Management	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-		
Electricity	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-	1 019 388	-		
Waste Management	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-	723 988	-		
Water	848 871	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-		
Waste Water Management	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-		
SUB-TOTAL	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-	7 295 342	-		
Capital																										
Executive and Council	308 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-		
Finance and Admin	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-		
Planning and Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Community & Social Services	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-		
Sport and Recreation	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-		
Waste Management	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-		
Waste Management	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-	730 288	-		
Electricity	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-		
Waste Management	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-	341 667	-		
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Waste Water Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
SUB-TOTAL	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-	2 295 284	-		
TOTAL	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-	9 590 626	-		

Revenue	July		Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		June		Explanation of material variances	Corrective Action
	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act		
Property rates - total	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-		
Property rates - penalties & collection charges	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-		
Service charges - electricity	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-		
Service charges - refuse removal	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-		
Service charges - sewerage and sanitation	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-		
RSC levies - turnover	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-	84 042	-		
Rent - facilities	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-		
Interest earned - external investment	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-	177 500	-		
Interest earned - outstanding debtors	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-	5 029	-		
Grants and subsidies	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-		
Licenses and permits	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-	331 833	-		
Income for agency services	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-		
Public contributions - donated/contributed PPE	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-	1 583 173	-		
Gains on disposal of PPE	0	-	0	-	0	-</																				

CAPITAL PLAN																	
Vote	Name of Capital Project	Total Amount	Proj No	Ward No	Short Delivery Description	Start Date		Completion Date		Variance Report	Senior Manager	Was project	% of projects	Was project	% of projects	Was project	% of projects
						Proj	Act	Proj	Act								
Executive and Council																	
Project 1	Office Furniture & Equipment	R 400 000.00			To capacitated staff with Equipment	01-Jul-11		30-Jun-12				no	90	no	100	Yes	
Project 2											yes	yes		yes			
Project 3											no	no		no			
Project 4											yes	yes		yes			
Project 5											yes	yes		yes			
Project 6											yes	yes		yes			
Project 7											yes	yes		yes			
Project 8											yes	yes		yes			
Project 9											yes	yes		yes			
Project 10											yes	yes		yes			
Project 11											yes	yes	92	yes	92		#DIV/0!
Finance and Administration																	
Project 1	Office Furniture & Equipment	R 50 000.00			To upgrade Finance Server	01-Jul-11		30-Jun-12				yes		yes			
Project 2											no	no		no			
Project 3											yes	yes		yes			
Project 4											yes	yes		yes			
Project 5											yes	yes		yes			
Project 6											yes	yes		yes			
Project 7											yes	yes		yes			
Project 8											yes	yes		yes			
Project 9											yes	yes		yes			
Project 10											yes	yes		yes			
Project 11											yes	yes	92	yes	92		#DIV/0!
Planning and Development																	
Project 1											yes	yes		yes			
Project 2											yes	yes		yes			
Project 3											yes	yes		yes			
Project 4											yes	yes		yes			
Project 5											yes	yes		yes			
Project 6											yes	yes		yes			
Project 7											yes	yes		yes			
Project 8											yes	yes		yes			
Project 9											yes	yes		yes			
Project 10											yes	yes		yes			
Project 11											yes	yes	100	yes	100		#DIV/0!
Health																	
Project 1											yes	yes		yes			
Project 2											yes	yes		yes			
Project 3											yes	yes		yes			
Project 4											yes	yes		yes			
Project 5											yes	yes		yes			
Project 6											yes	yes		yes			
Project 7											yes	yes		yes			
Project 8											yes	yes		yes			
Project 9											yes	yes		yes			
Project 10											yes	yes		yes			
Project 11											yes	yes	100	yes	100		#DIV/0!
Community & Social Services																	
Project 1	Hawkens Stalls & Taxi Rank Elliot	R 2 000 000				01-Jul-11		30-Jun-12				no		no			
Project 2											no	no		no			
Project 3											yes	yes		yes			
Project 4											yes	yes		yes			
Project 5											yes	yes		yes			
Project 6											yes	yes		yes			
Project 7											yes	yes		yes			
Project 8											yes	yes		yes			
Project 9											yes	yes		yes			
Project 10											yes	yes		yes			
Project 11											yes	yes	92	yes	92		#DIV/0!

Vote	Name of Capital Project	Total Amount	Proj No	Ward No	Short Delivery Description	Start Date		Completion Date		Variance Report	Senior Manager	Was project	% of projects	Was project	% of projects	Was project	% of projects
						Proj	Act	Proj	Act								
Housing																	
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes	100	yes	100		#DIV/0!
Public Safety																	
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes	100	yes	100		0
Sport and Recreation																	
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes	100	yes	100		#DIV/0!
Environmental Protection																	
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes	100	yes	100		#DIV/0!
Waste Management																	
Project 1	Cala Landfill Waste Site	R 2 832 188.00			Upgrade LFS to be registered	01-Jul-11		30-Jun-12				yes		yes			
Project 2	Elliot Landfill Waste Site	R 3 293 174.00			Upgrade LFS to be registered	01-Jul-11		30-Jun-12				no		no			
Project 3												no		no			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes	82	yes	82		#DIV/0!

Vote	Name of Capital Project	Total Amount	Proj No	Ward No	Short Delivery Description	Start Date		Completion Date		Variance Report	Senior Manager	Was project	% of projects	Was project	% of projects	Was project	% of projects	Was project	% of projects
						Proj	Act	Proj	Act										
Waste Water Management																			
Project 1	Tools & Equipment	R 0.00			To enable staff to do maintenance	01-Jul-11		30-Jun-12				no		no					
Project 2												yes		yes					
Project 3												yes		yes					
Project 4												yes		yes					
Project 5												yes		yes					
Project 6												yes		yes					
Project 7												yes		yes					
Project 8												yes		yes					
Project 9												yes		yes					
Project 10												yes		yes					
Project 11												yes	90	yes	90				0
Roads																			
Project 1		R 0.00										yes		yes					
Project 2		R 0.00										yes		yes					
Project 3		R 0.00										yes		yes					
Project 4	Cala Gravel Roads & Stormwater - Phase 3	R 5 538 234.00			To improve infrastructure	01-Jul-11		30-Jun-12				no		no					
Project 5	Cala Town to Ookoob and Kopijie	R 1 000 000.00			To improve infrastructure	01-Jul-11		30-Jun-12				no		no					
Project 6	Tools & Equipment	R 70 000.00			To purchase Equipment	01-Jul-11		30-Jun-12				no		no					
Project 7	Veris Access Road	R 1 000 000.00			To improve infrastructure	01-Jul-11		30-Jun-12				yes		yes					
Project 8												yes		yes					
Project 9												yes		yes					
Project 10												yes		yes					
Project 11												yes	60	yes	60				0
Water																			
Project 1												yes		yes					
Project 2												yes		yes					
Project 3												yes		yes					
Project 4												yes		yes					
Project 5												yes		yes					
Project 6												yes		yes					
Project 7												yes		yes					
Project 8												yes		yes					
Project 9												yes		yes					
Project 10												yes		yes					
Project 11												yes	100	yes	100				#DIV/0!
Electricity																			
Project 1		R 0.00										yes		yes					
Project 2	Tools & Equipment	R 100 000.00			To purchase equipment	01-Jul-11		30-Jun-12				no		no					
Project 3		R 0.00										yes		yes					
Project 4	DME - Lower Langanci	R 4 000 000.00			To improve infrastructure	01-Jul-11		30-Jun-12				no		no					
Project 5												yes		yes					
Project 6												yes		yes					
Project 7												yes		yes					
Project 8												yes		yes					
Project 9												yes		yes					
Project 10												yes		yes					
Project 11												yes	80	yes	80				0
Other																			
Project 1												yes		yes					
Project 2												yes		yes					
Project 3												yes		yes					
Project 4												yes		yes					
Project 5												yes		yes					
Project 6												yes		yes					
Project 7												yes		yes					
Project 8												yes		yes					
Project 9												yes		yes					
Project 10												yes		yes					
Project 11												yes	100	yes	100				#DIV/0!

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	488 321		488 321		488 321		488 321		488 321		488 321		488 321		488 321		488 321		488 321		488 321		488 321		488 321
Remuneration of Councillors	398 362		398 362		398 362		398 362		398 362		398 362		398 362		398 362		398 362		398 362		398 362		398 362		398 362
Bad Debts	-		-		-		-		-		-		-		-		-		-		-		-		-
Collection costs	-		-		-		-		-		-		-		-		-		-		-		-		-
Depreciation	5 350		5 350		5 350		5 350		5 350		5 350		5 350		5 350		5 350		5 350		5 350		5 350		5 350
Repairs and Maintenance	3 083		3 083		3 083		3 083		3 083		3 083		3 083		3 083		3 083		3 083		3 083		3 083		3 083
Interest paid	-		-		-		-		-		-		-		-		-		-		-		-		-
Bulk Purchases	-		-		-		-		-		-		-		-		-		-		-		-		-
Contracted Services	417		417		417		417		417		417		417		417		417		417		417		417		417
Grants and Subsidies paid	833		833		833		833		833		833		833		833		833		833		833		833		833
Contribution to and from Provisions	297 025		297 025		297 025		297 025		297 025		297 025		297 025		297 025		297 025		297 025		297 025		297 025		297 025
Loss on disposal of property, plant and equipment	-		-		-		-		-		-		-		-		-		-		-		-		-
SUB-TOTAL	1 983 391	0	1 157 991	0	1 157 491	0	1 328 491	0	1 328 491	0	1 157 491	0	1 117 491	0	1 117 491	0	1 117 491	0	1 117 491	0	1 117 491	0	1 117 491	0	1 117 491
Capital	8 333		8 333		8 333		8 333		8 333		8 333		8 333		8 333		8 333		8 333		8 333		8 333		8 333
Project 1 - Office Furniture & Equipment	300 000																								
Project 2 - Office Furniture & Equipment																									
Project 3																									
Project 4																									
Project 5																									
Project 6																									
Project 7																									
Project 8																									
Project 9																									
Project 10																									
Project 11																									
SUB-TOTAL	398 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333
TOTAL	1 501 725	0	1 166 325	0	1 165 825	0	1 336 825	0	1 336 825	0	1 165 825	0	1 165 825	0	1 125 825	0	1 125 825	0	1 125 825	0	1 125 825	0	1 125 825	0	1 125 825
Revenue																									
Property Rates - Penalties imposed and collection charges	-		-		-		-		-		-		-		-		-		-		-		-		-
Service Charges	-		-		-		-		-		-		-		-		-		-		-		-		-
Rent of facilities and equipment	-		-		-		-		-		-		-		-		-		-		-		-		-
Interest earned	-		-		-		-		-		-		-		-		-		-		-		-		-
Interest earned - Outstanding Debtors	-		-		-		-		-		-		-		-		-		-		-		-		-
Dividends Received	-		-		-		-		-		-		-		-		-		-		-		-		-
Fines	-		-		-		-		-		-		-		-		-		-		-		-		-
Licenses and permits	-		-		-		-		-		-		-		-		-		-		-		-		-
Income for agency services	-		-		-		-		-		-		-		-		-		-		-		-		-
Government Grants and Subsidies - Operational	700 000																								
Government Grants and Subsidies - Capital	-		-		-		-		-		-		-		-		-		-		-		-		-
Other Income	-		-		-		-		-		-		-		-		-		-		-		-		-
Change in Fair Values	-		-		-		-		-		-		-		-		-		-		-		-		-
Gain on Disposal of Assets	-		-		-		-		-		-		-		-		-		-		-		-		-
TOTAL	700 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278	-	486 278
Remuneration of Councillors	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333	-	108 333
Bad debts	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917	-	47 917
Collection costs	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917	-	12 917
Depreciation	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667
Repairs and Maintenance	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667
Interest paid	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902
Bulk Purchases	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117	-	710 117
Contracted Services	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667	-	20 667
Grants and Subsidies paid	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667	-	191 667
Contribution to and from Provisions	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902	-	494 902
General Expenses	1 587 895	0	1 372 680	0	1 372 680	0	1 372 680	0	1 372 680	0	1 402 680	0	1 372 680	0	1 372 680	0	1 372 680	0	1 419 680	0	1 372 680	0	1 372 680	0	1 372 680
Loss on disposal of property, plant and equipment	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167
SUB-TOTAL Capital	1 592 062	0	1 376 847	0	1 376 847	0	1 376 847	0	1 376 847	0	1 406 847	0	1 376 847	0	1 376 847	0	1 376 847	0	1 423 847	0	1 376 847	0	1 376 847	0	1 376 847
Project 1 Office Furniture & Equipment	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0
Project 2 Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167
TOTAL	1 596 229	0	1 381 014	0	1 381 014	0	1 381 014	0	1 381 014	0	1 411 014	0	1 381 014	0	1 381 014	0	1 381 014	0	1 428 014	0	1 381 014	0	1 381 014	0	1 381 014
Revenue																									
Property Rates - Penalties imposed and collection charges	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417	-	315 417
Service Charges	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208
Rent of facilities and equipment	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500	-	52 500
Interest earned - Investments	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667	-	66 667
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133	-	263 133
Income for agency services	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667	-	14 584 667
Government Grants and Subsidies - Operational	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083	-	32 083
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674	-	15 314 674

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June			
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act		
Operating																										
Employee related costs	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	-	91 846	
Remuneration of Councilors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Subsidies paid	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	-	83 333	
Contribution to and from Provisions	83 542	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	-	56 042	
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	258 722	0	231 222	0	231 222	0	231 222	0	231 222	0	231 222	0	231 222	0	231 222	0	338 222	0	361 222	0	361 222	0	361 222	0	361 222	
Capital																										
Project 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	258 722	0	231 222	0	231 222	0	231 222	0	231 222	0	231 222	0	231 222	0	231 222	0	338 222	0	361 222	0	361 222	0	361 222	0	361 222	
TOTAL																										
Revenue																										
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Relief of liability and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	-	68 700	
Government Grants and Subsidies - Operational	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	
Government Grants and Subsidies - Capital	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	-	6 492 467	
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	6 894 500	-	6 894 500	-	6 894 500	-	6 894 500	-	6 894 500	-	6 894 500	-	6 894 500	-	6 894 500	-	175 700	-	175 700	-	175 700	-	175 700	-	175 700	

Back to Index Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011	-	17 011
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588	-	1 588
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599
Capital																									
SUB-TOTAL	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599
TOTAL	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599	0	18 599
Revenue																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667	-	6 667

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June			
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act		
Operating																										
Employee related costs	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	-	148 934	
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Collection costs	900	-	900	-	900	-	900	-	900	-	900	-	900	-	900	-	900	-	900	-	900	-	900	-	900	
Depreciation	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	-	5 500	
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest paid	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bulk Purchases	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contribution to and from Provisions	65 236	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	-	37 736	
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	221 154	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	
Capital																										
Project 1 Traffic Signs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 2 Traffic Terrain	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	221 154	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	0	193 653	
TOTAL																										
Revenue																										
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Subsidies received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	-	5 000	
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Income	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	-	232 750	
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	-	237 750	

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital																									
SUB-TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - External investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June			
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act		
Operating																										
Employee related costs	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	-	139 351	
Remuneration of Councillors	-	10	-	10	-	10	-	10	-	10	-	10	-	10	-	10	-	10	-	10	-	10	-	10	-	10
Bad Debts	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	-	11 933	
Collection costs	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	-	3 333	
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contribution to and from Provisions	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	-	12 250	
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	0	166 878	
Capital	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	0	291 667	
SUB-TOTAL	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	0	458 544	
TOTAL	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	-	291 667	
Revenue																										
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines	29	-	29	-	29	-	29	-	29	-	29	-	29	-	29	-	29	-	29	-	29	-	29	-	29	
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Income	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	-	6 339	
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	-	6 368	

Back to Index

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869	-	14 869
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	244	-	244	-	244	-	244	-	244	-	244	-	244	-	244	-	244	-	244	-	244	-	244	-	244
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613
Capital																									
Project 1																									
Project 2																									
Project 3																									
Project 4																									
Project 5																									
Project 6																									
Project 7																									
Project 8																									
Project 9																									
Project 10																									
Project 11																									
SUB-TOTAL	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613
TOTAL	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613	0	17 613
Revenue																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Extra investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	29	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	42	-	1 063	-	-	-	42	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	42	-	1 092	-	-	-	42	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301	-	313 301
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad debts	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000	-	170 000
Collection costs	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667	-	21 667
Depreciation	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500	-	10 500
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	218 026	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526	-	135 526
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	733 494	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994	0	650 994
Capital																									
Project 1 - Cala Landfill Waste Site	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621	-	318 621
Project 2 - Elliot Landfill Waste Site	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647	-	411 647
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268	-	730 268
TOTAL	1 463 761	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261	0	1 381 261
Revenue																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges - Penalties imposed and collection charges	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167	-	204 167
Service Charges - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income from investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833	-	95 833
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042	-	300 042

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280	-	139 280
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667	-	216 667
Depreciation	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333	-	133 333
Repairs and Maintenance	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370	-	97 370
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167	-	4 167
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	215 671	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171	-	133 171
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	806 488	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988	0	723 988
Capital																									
Project 1	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 2	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4. Cata Gravel Roads & Stormwater - Phase 3	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663	-	741 663
Project 5. Cala Town to Oukolo and Kopitje	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000	-	75 000
Project 6. Tools & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7. Veris Access Road	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500	-	87 500
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163	-	904 163
TOTAL	1 710 651	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151	0	1 628 151
Revenue																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines and Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Permit of facilities and equipment	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833
Interest earned - Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833	-	83 833

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June	
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act
Operating																								
Employee related costs	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-	64 885	-
Remuneration of Councilors	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-	7 167	-
Bad Debts	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-	66 250	-
Collection costs	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-	60 833	-
Depreciation	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-	741 667	-
Repairs and Maintenance	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-
Interest paid	160 597	-	78 097	-	78 097	-	78 097	-	78 097	-	78 097	-	78 097	-	78 097	-	78 097	-	78 097	-	78 097	-	78 097	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	1 101 888	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0	1 019 398	0
Capital																								
Project 1	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-	8 333	-
Project 2 Tools & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-	333 333	-
Project 4 DME	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0	341 667	0
TOTAL	1 443 595	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0	1 361 065	0
Revenue																								
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-	665 000	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - External Investments	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-	10 000	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Leases and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-	3 875	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-	678 875	-

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241	-	173 241
Remuneration of Councillors	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833	-	70 833
Bad Debts	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667	-	41 667
Collection costs	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000	-	130 000
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	582 347	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847	-	469 847
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	968 338	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838
Capital																									
Project 1 - Tools & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	968 338	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838	0	885 838
Revenue																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges - Penalties imposed and collection charges	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333	-	183 333
Service Charges - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Current Investments	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	782 505	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005	-	700 005
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	968 338	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838	-	885 838

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
Operating																									
Employee related costs	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649	-	145 649
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad debts	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333	-	58 333
Collection costs	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500	-	12 500
Depreciation	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833	-	135 833
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	486 556	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056	-	414 056
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUB-TOTAL	848 871	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371
Capital																									
SUB-TOTAL	848 871	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371
TOTAL	848 871	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371	0	766 371
Revenue																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges - Penalties imposed and collection charges	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500	-	162 500
Service Charges - Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Penalty on facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Investments	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500	-	2 500
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	683 871	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371	-	601 371
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	848 871	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371	-	766 371

Vote	SERVICE DELIVERY TARGETS										Senior Manager
	Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter ending 30	Quarter ending 31	Quarter ending 31	Quarter ending 30	Variance Report		
Executive and Council					Pro	Act	Pro	Act	Pro	Act	
	Accountability to ensure that Council and Committees Meetings scheduled and operational	Council and Committee Meetings	All meetings take place		25	25	25	25			MM
	Ongoing good governance and public participation strategies	Good governance	Public participation		25	25	25	25			MM
	Annual Report / Oversight & Mid Year Report to be submitted as legal requirement	Annual Report	Annual Report / Oversight & Mid Year Report to be submitted.		25	25	25	25			MM
	Audit qualification / Adherence to Audit Plan and address audit queries	Audit Plan / Address Audit Queries	Adherence to Audit Plan and Action Plan to address Audit Queries		25	25	25	25			MM
	Ongoing capacitating and development of staff	Capacity of staff	To developed and capacitate staff		25	25	25	25			MM
	Strategic Management and implementation of performance management system.	Strategic Management	Performance Management System / Improvement performance standard		25	25	25	25			MM
	Performance Management for middle management	Performance Management for middle management	Performance Management System / Improvement performance standard		50	50	25	25			MM
	Strategic Management of Employment Equity	Legal compliance	To manage employment equity and adopt structure		25	25	25	25			MM
	Organigram	Review organigram	Efficient organisational structure		25	25	25	25			MM
	Strategically manage the update of NR Systems processes and procedures.	Updated Policies / Personal filing system / Clock in systems implemented.	Greater operational efficiency		25	25	25	25			MM
	Contracts	Manage Contracts	All contracts to be managed strategically		25	25	25	25			MM
	Communication	Communication Management	Good internal and external communication		25	25	25	25			MM
	Audit Plan	Audit Plan	Ensure that Municipality do have a audit plan		100	100					MM
	Labour Forum	Labour Forum Meetings	Labour Forum Meeting to be held quarterly		25	25	25	25			MM
	Budget	Draft to be approved by Council before 31 March and final before 31 May	To complete budget within time frames as per MFMA				50	50			CFO
	Budget	Link budget to specific strategies and projects versus operating expenses	Link Budget		25	25	25	25			CFO
	Financial Management	Dept budget is managed in accordance with national, provincial and statutory reporting requirements	Manage Department		25	25	25	25			CFO
	Financial Reports	Section 71 reports	Submit section 71 reports monthly		25	25	25	25			CFO
		Section 72 reports	Submit section 72 reports half yearly		50	50	50	50			CFO
		Bank Reconciliation	Submit bank reconciliation monthly		25	25	25	25			CFO
		Statutory Reports for Provincial and National Government	Submit reports timorously		25	25	25	25			CFO
	Assets	Effective maintenance of assets	Maintain assets		25	25	25	25			CFO
		Value assets	Value all assets at replacement value		100	100	25	75			CFO
		Insurance of Assets	Ensure all assets are insured				25	75			CFO
		Grap Compliance	Ensure that Assets Register is Grap compliant				25	100			CFO
		Annual stock take	Annual stock count must be done				25	100			CFO
	Annual Financial Statements	Annual Financial Statements must be submitted to Auditor General by 31 August	Produce Grap compliant financial statements		100	100					CFO
	Free Basic Services	Municipality to developed free basic services policy	Implement policy				50	50			CFO
	Creditors	Creditors must be paid within 31 days after date of invoice	Pay creditors timorously		25	25	25	25			CFO

Vote	Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter ending 30		Quarter ending 31		Quarter ending 30		Senior Manager
					Proj	Act	Proj	Act	Proj	Act	
	Payroll	Pay salaries on a monthly basis	Pay salaries monthly			25	25	25	25	25	CFO
	Revenue	Manage revenue monthly	Increase debtors payment rate			25	25	25	25	25	CFO
	Supply Chain Management	Comply to the supply chain management policy and the MFMA	Comply to policy			20	20	20	20	40	CFO
	Investments	Manage investments on a monthly basis	Ensure all surplus money is invested. Balance investment register on a monthly basis. Allocate interest and bank charges monthly			25	25	25	25	25	CFO
	Loans	Manage loans on a monthly basis	Balance loan register monthly. Allocate interest and redemption on loans on a monthly basis			25	25	25	25	25	CFO
	Fleet Management System	Manage cost of fuel and maintenance in the financial records	Allocate cost of fuel and maintenance on vehicles to correct votes on a monthly basis			25	25	25	25	25	CFO
	Valuation Roll	Valuation Roll	Implement new valuation roll			100					CFO
	Consumer Database	Database	Maintain & put in place a accurate and reliable consumer database			50	25	25	25		CFO
	Daily Banking	Banking	Ensure accurate and daily banking			25	25	25	25	25	CFO
	Financial Policies & Bylaws	Policies & Bylaws	Create, implement and review financial policies and bylaws on a yearly basis							100	CFO
	IT Systems Maintenance	Maintenance IT	Maintain and upgrading computer hard and software. Developed and implement IT Policies. Train staff in utilizing.			25	25	25	25	25	CFO
	Electronic Communication	Electronic Communication	Ensure functional e-mail and access to users.			25	25	25	25	25	CFO
	Website	Website	Developed, maintain and update Municipal website regally and ensure website support.			25	25	25	25	25	CFO
	Standing Committee Meetings	Standing Committee Meetings	Meeting to take place on time			25	25	25	25	25	CORP
	Council Meetings	Council Meetings	Council meetings be held limorously			25	25	25	25	25	CORP
	Annual Report SCM Performance	Annual Report SCM Performance	SCM Report to be submitted to MM. Standing Committee and Council			25	25	25	25	25	CORP
	Fleet control policy	Fleet control policy	Developed fleet control policy and approve by Council			100					CORP
	Telephone usage management	Telephone usage management	Monitor usage and report on monthly basis to Management and council			25	25	25	25	25	CORP
	Policies and bylaws	Policies and bylaws	Policies and bylaws to be developed and reviewed yearly			25	25	25	25	25	CORP
	Personal files	Personal files	Personal files to be updated to conform with NMR standards			25	25	25	25	25	CORP
	HR Reports	HR Reports	Reports on Leave, overtime/standby to be submitted to Management on a monthly basis			25	25	25	25	25	CORP
	Contracts, agreements, plans	Contracts, agreements, plans	Review rental agreements and contracts. Ensure proper file plan			25	25	25	25	25	CORP
	Discipline / Labour Relations	Discipline / Labour Relations	Legal compliance, sound labour relations, remedial action taken, fair implementation of disciplinary process, disciplinary policy/code implemented			25	25	25	25	25	CORP
	HR Systems Implementation	HR Systems Implementation	Implementation of HR System Report monthly			25	25	25	25	25	CORP
	Skills Development	Skills Development	Developed skills development plan. Identify lack of skill. Building capacity			25	25	25	25	25	CORP
	Training Committee	Training Committee	Training Committee Meetings (1 per quarter). Submit reports to Management and Council			25	25	25	25	25	CORP
	Skills monitoring reports	Skills Monitoring reports	Submit reports (1 per quarter)			25	25	25	25	25	CORP
	Equity Reports	Equity Reports	Submit equity report annually							100	CORP
	Organigram	Organigram	Developed organigram and review on yearly basis			25	25	25	25	25	CORP

Vote	Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter ending 30		Quarter ending 31		Quarter ending 30		Quarter ending 31		Variance Report	Senior Manager
					Proj	Act	Proj	Act	Proj	Act	Proj	Act		
	Leave Management	Leave Management	Maintenance and Management of leave registers, attendance registers. Monitoring organizational attendance and report thereon.			25		25		25				
	Report on Admin and HR	Report on Admin and HR	Report on Leave, salary reviews, overtime, standby, payroll amendments, staff movement, disciplinary actions on a monthly basis.			25		25		25				CORP
	HR Operating manuals	HR Operating manuals	Developed HR manuals, recruitment and selections.			25		25		25				CORP
	Maintenance contracts	Maintenance contracts	Verify existing contracts. Compliance with BC & A and Conditions of Service. Appointment letters.			25		25		25				CORP
	Employment induction	Employment induction	Sound procurement and employee induction. New appointee formalised with the Municipality			25		25		25				CORP
Planning and Development														
														IPED

Vote	Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter ending 30		Quarter ending 31		Quarter ending 30		Variance Report	Senior Manager	
					Proj	Act	Proj	Act	Proj	Act			
Housing	Housing Sector Plan	Housing Sector Plan	Complete Housing Sector Plan			25	25	25	25	25		IPED	
	Land Shortage consolidations	Land Shortage consolidations	Investigate possibility of additional residential sites			25	25	25	25	25		IPED	
	Policy on sub divisions and consolidations	Policy on sub divisions and consolidations	Developed policy and approve by Council			25	25	25	25	25		IPED	
	Applications: Rezoning, Subdivisions, Consolidations	Applications: Rezoning, Subdivisions, Consolidations	Deal with all applications			25	25	25	25	25		IPED	
	Applications: Building plans	Applications: Building plans	Deal with all applications			25	25	25	25	25		TECH	
Public Safety	Compliance with OHS Act (Traffic Administration & Test Centre)	Compliance with OHS Act (Traffic Administration & Test Centre)	Ensure al aspects in terms of the OHS Act and Policy are complied with. Safety inspections. Accident report. Attendance at scheduled OHS Safety Meetings.			25	25	25	25	25		IPED	
	Control E-natis and test section	E-natis and test section	Administrative and financial/statistical reporting on Traffic Section & e-natis compliance with traffic filling system. Intervention and turnaround strategy at traffic section to improve compliance and control staff performance monitored and action taken			25	25	25	25	25		IPED	
	CTO reviews, Traffic manuals and personal files.	CTO reviews, Traffic manuals and personal files.	Review and updates/purchases through SCM. Traffic Manuals and performs quality checks/updates personnel files in testing station reports on updates and implementation on files as per legal compliance.			25	25	25	25	25		IPED	
	Control management and performance of Learners driving licenses, Driving licenses and roadworthy testing with inadequate capacity	IPED Manager Traffic Officer Learners licenses, Traffic Officers Drivers license/roadworthy examiners Operational Budget Traffic Section Test Station	Ensures that CTO is Fulfilling the demand i.r.o. Learners licenses, Driving licenses and Roadworthy Certificates Evaluation of application of learners and drivers license Testing and roadworthy of vehicles Compliance with completion of required applications and other performs eye test Ensure full compliance with requirements of Road Traffic Act Prior issue of learner licenses, Drivers licenses and Roadworthy Certificates			25	25	25	25	25		IPED	
Health	Management of PHC	Management of PHC	Manage PHC. Attend and manage HIV/AIDS Meetings.			25	25	25	25	25		IPED	
	SLA with Province	SAL with Province	Get proper service level agreement in place between Sakhisizwe and Province for PHC.			25	25	25	25	25		IPED	
	Expenditure Reports	Expenditure Reports	Submit quarterly reports to province.			25	25	25	25	25		IPED	
Community & Social Services	Policy on control of hawkers	Policy on control of hawkers	Develop policy on control of hawkers			25	25	25	25	25		IPED	
	Business Licences	Business Licences	Submit business license report on a monthly basis.			25	25	25	25	25		IPED	
	Library reports	Library Reports	Submit library reports on a monthly basis.			25	25	25	25	25		IPED	
	Library Community meetings	Library Community Meetings	Schedule meetings an ensure they took place.			25	25	25	25	25		IPED	
	Library SLA	Library SLA	Get SLA in place.			25	25	25	25	25		IPED	
	Database on members and library use	Database on members and library use	Update database of borrowers. Ensure accurate list of library usage statistics.			25	25	25	25	25		IPED	
	Sidewalks	Cleaning of sidewalks	Cleaning sidewalks on a regular basis.			25	25	25	25	25		IPED	

Vote	Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter ending 30		Quarter ending 31		Quarter ending 30		Senior Manager	
					Proj	Act	Proj	Act	Proj	Act		
	Policy & Procedures for utilisation of Pre-Schools and Community Halls	Policy & Procedures for utilisation of Pre-Schools and Community Halls	Get policy for utilisation of Pre-Schools and Community Halls in place.			25	25	25	25	25	IPED	
	Maintenance of Halls and facilities	Maintenance	Ensure that regular maintenance be done.			25	25	25	25	25	IPED	
	Record keeping cemeteries	Record keeping	Improve record keeping and maintenance on cemeteries			25	25	25	25	25	IPED	
	Pound Management	Management	Improve pounds management plan			25	25	25	25	25	IPED	
	Charcoal Project	Facilitation	Implement Project			25	25	25	25	25	IPED	
	Sakhisizwe Green Programme	Facilitation	Implement Project			25	25	25	25	25	IPED	
Sport and Recreation			Update lease agreements for sport fields and update reports on collection of rental			25	25	25	25	25	IPED	
			Lease agreements for Sport fields									
Waste Management												
	Feasibility study	Feasibility study	Do feasibility study on solid waste site.			25	25	25	25	25	TECH	
	Refuse collection	Refuse collection completed as scheduled	Ensure that refuse are collected as scheduled			25	25	25	25	25	TECH	
	Maintenance of refuse equipment	Maintenance	Refuse plant and equipment / serviced as per service schedule			25	25	25	25	25	TECH	
	Reports	Reports	Monthly reports to Management and standing committee			25	25	25	25	25	TECH	
	Waste Management Plan	Waste Management Plan	Produce Pro-Active Waste Management Plan.			25	25	25	25	25	TECH	
	Land File Sites	Land File Sites	Produce plan in terms of GRAF Compliance			25	25	25	25	25	TECH	
	Waste Management By-Laws	By-Laws	Develop and implement by-laws. Improve Management legislative compliance.			25	25	25	25	25	TECH	
Roads	Master Plan	Put Master Plan in place	Improved access				100				TECH	
	Infrastructure	Infrastructure	Improve access / Less damage to vehicles / Service delivery			25	25	25	25	25	TECH	
	Detrioriated Road surface	Repair surfaces / potholes	Improved road surface / Road safety			25	25	25	25	25	TECH	
	Access Roads	Accessibility	Improve accessibility / Road safety / Less wear and tear on vehicles of motorists			25	25	25	25	25	TECH	
	Storm water Master Plan	Monthly reports	Efficient records			25	25	25	25	25	TECH	
	Storm water crossing in rural areas	Master Plan	Develop Master Plan			25	25	25	25	25	TECH	
			New storm water crossings	Construct new storm water crossings			25	25	25	25	25	TECH
Electricity			Establish Data Base Records of Statistics and Base information of electricity sold losses / faults recorded / New connections / Meters serviced & replaced			25	25	25	25	25	TECH	
	Electrical Data Base	Data Base	Reduce theft / Reduce losses by 20% / Install bulk meters to determine losses			25	25	25	25	25	TECH	
	Electricity losses	Losses				25	25	25	25	25	TECH	
			Recruit trade tested Electrical Assistant & Superintendent service delivery / Increase capacity			25	25	25	25	25	TECH	
	Shortage of staff	Recruitment	To service transformers regularly / Supply sufficient tools			25	25	25	25	25	TECH	
	Service of Transformers	Transformers to be serviced	Roll out Free Basic Services			25	25	25	25	25	TECH	
	Free Basic Service	Free Basic Service	Maintain Street Lighting			25	25	25	25	25	TECH	
	Street Lights	Street Lights	Legal Requirement. Promotion of safe working environment			25	25	25	25	25	TECH	
	Safety (OHS)	Safety (OHS)				25	25	25	25	25	TECH	

Vote	Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter ending 30		Quarter ending 31		Quarter ending 30		Quarter ending 31		Variance Report	Senior Manager
					Proj	Act	Proj	Act	Proj	Act	Proj	Act		
Water	Electricity Complains	Complains	Improve Service Delivery / Customer satisfaction			25		25		25			TECH	
	Data Base on Water Management	Data Base	Establish database on water management / operations / Sending survey questionnaire with customer accounts			25		25		25			TECH	
	Water Complains	Water Complains	Improved attendance to water complains			25		25		25			TECH	
	Reporting	Reporting	Submission of Report to Management & Standing Committee			25		25		25			TECH	
	SLA	SLA	Ensure that proper service level agreement is in place between CHDM and Sakhisizwe			100							TECH	
	Water Meters	Water Meters	All water meters must be functional / Faulty water meter to be replaced			25		25		25			TECH	
Waste Water Management	Data Base on Sewerage Management	Data Base	Improved service delivery on customer satisfaction / Quarterly reports on development of data base			25		25		25			TECH	
	Complains	Complains	Monitoring Plumbers targets with regard to: Faults, sewerage blockage, VIP blockage, new sewerage connections			25		25		25			TECH	
	Reporting	Reporting	Ensure reporting is done as required			25		25		25			TECH	
	Solids in ponds & health hazard	Health hazard	Purchase Bacteriological inoculants / Improved Health Breakdown of solids			25		25		25			TECH	