

UMZIMVUBU LOCAL MUNICIPALITY



Service Delivery and Budget Implementation Plan

BUDGET AND TREASURY DEPARTMENT
(SDBIP)

2008/9

BUDGET & TREASURY DEPARTMENT

The programmes within this Department include the following:

- Revenue Management
- Expenditure Management
- Asset, Liability and Fleet Management
- Budget Reform and Reporting
- Investment
- Implementation of Financial System IT
- Supply Chain Management
- Reporting
- Internship Programme

Programme: Revenue Management						
Key focus area: To maximize revenue collection						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Conducting meetings with rate-payer's forum regarding the writing off consumer debts and the conditions attached to it.		R 500.00	23 October 2008	Portfolio Head, MM, Acting CFO Assistant CFO	Clear details of the required levels of collection, incentive structure for consistent payers and the consequences of non-payment there-off.	Motivated Rate-payers and improved revenue collection.
Publicizing the debt write off and the data cleansing thereof		R 2 000,00	24 October 2008	Acting CFO, Assistant CFO, Accountant	Well informed residents about what is expected from them in terms of documentation and conditions for the write off.	Hard copies of all property owner's documents.
Writing off irrecoverable debt from consumers		R12 000 000	November 2008	CFO, Accountant & Revenue Officer	Clean data with contact details for all rate-payers.	Improved revenue and meeting the projected income.
Capturing the clean data in the new system			01/12/08- 15/12/2008	Accountant, Revenue Officer, 2 interns	Accurate Billing	Improved Billing system and perfect customer service.

Programme: Revenue Management						
Key focus area: To maximize revenue collection						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Erection of Post Boxes in each erf number Subsidy		R 160 000.00	01/11/2008-30/11/2008	Acting CFO & COO	Post Boxes in each and every household.	Proper Distribution of Bills.
Providing incentives for consistent rate payers		R0.00	11/12/2008	CFO, ACFO, Accountant	Highly motivated Consumers	Improved Revenue Collection.
Debtors reconciliation		R0,00	Monthly by the 8 th	Ass. CFO, Accountant	Early identification of discrepancies between billings and collections Updating of debtors accounts	Accurate and up-to date debtors accounts
Indigent Support		R1,500,000	01/01/2008.....	MM, CFO, Accountant, Revenue Officer	Issuing of indigent applications Scrutinising and approving of indigent applicants	Improved revenue collection
Billing of Consumers		R0,00	25 th of Every Month	Revenue Officer	On Time Billing	Receipt of Municipal accounts on time by Consumers
Distribution of Bills		R 24 000	27 th -29 th of every month	Bills Distributor	Distribution of Municipal Accounts	On time receipt of consumer accounts and payment of outstanding

Programme: Revenue Management						
Key focus area: To maximize revenue collection						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
						accounts thereof.

Programme : Expenditure Management						
Key focus area: To ensure and effective control of expenditure						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Creditors payment			15 th and 30 th of every month	Expenditure Officer	Creditors vouchers to be submitted 5 days before payment date, i.e. on the 10 th for 15 th and on the 25 th for the 30 th	Service provider satisfaction, compliance with the Municipal Finance Management System.
Payroll			15 th and 25 th of every month	CFO, Ass. CFO and expenditure officer	To obtain attendance register for general workers Information on resignations and new appointments and travel claims from various departments by the 10 th of every month	Improved staff morale
Reconciliation of payroll	R0,00	R0,00	Monthly by the 8 th	Accountant, Ass. CFO and	Verification of all transactions to avoid	Arithmetically correct amounts paid to the

transactions				CFO	double payment or payment to non-existent employees e.g. deceased or resigned	right employees at the right time.
Reconciliation of creditors accounts and statements			Monthly by the 8 th	Ass. CFO, Accountant	Verification of invoices to statements.	Correctness of statements Elimination of possible invoice and payment duplication Improved internal control
Expenditure forecast and variance analysis			Monthly	Ass. CFO, Accountant	Report of monthly expenditure forecast Report on budget versus actual analysis	Cash outflow management Effective financial planning Identification of adverse variances Explanation and correction of variance
Bank reconciliations			Monthly by the 8 th	Ass. CFO, Accountant	Verification of bank balances and cash book balances	Early identification of possible fraudulent transactions Identification of possible cash flow crunch
Consolidated			Quarterly	Ass. CFO	Expenditure report	Review and control of

report of all withdrawals made						expenditure on regular basis.
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Programme: Asset Management						
Key focus area: To ensure assets are safeguarded						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Compilation of a GRAP Compliant fixed asset register for loose and Infra-structure assets	R0,00	R 300 000,00	15/12/2008	SCMO	GRAP compliant Asset Register	Credible records of all assets owned by the Municipality.
Development of a credible asset management policy	R0,00	R0,00		CFO, SCMO	Policy approved by Council and implemented.	Safeguarding of Council Assets.
Develop system for internal control and procedures	R0,00	R0,00	30 October 2008	CFO	Elimination of risk related to management of assets.	Safeguarding of Council Assets.
				CFO, SCMO	Policy development and approval by Council and implementation	Safeguarding of Council Assets.

Programme : Budget Reform and Report						
Key focus area: Prepare realistic and strategic budget, effective control or expenditure as well enhancement o						

procurement system						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Budget process plan		R400,000	21 October 2008	Mayor, Portfolio Head, MM, CFO and all Managers	Drafting of budget process plan document Adoption of budget process plan by Council	Compliance with the provision of the MFMA and related legislation
Reporting and variance analysis			On or before the 8 th of every month	Ass. CFO and Accountant	Report submitted to National Treasury by 10 th of every month	Compliance with the provision of the MFMA and related legislation
MFMA Implementation Strategy			01 July 2008	Manager : Budget & compliance	Full compliance with MFMA in accordance with NT implementation strategy	Compliance with the provision of the MFMA and related legislation

Programme : Investments Management						
Key focus area: To ensure treasury management in respect of healthy cash flows and appropriate investments						
Project	Budget		Timeframe	Responsible	Output	Outcomes

	Capital	Operational				
Investment of not yet spent funds		30,000	August 2006	MM and CFO	Invitation of investment proposals from registered financial institutions and banks	Compliance with the MFMA. System aligned to SALGA's best practices.
Investment Register maintenance			Monthly by the 8 th	Accountant, Assistant CFO, CFO	Clear records of all moneys that are in ownership of the municipality.	Realising the best value for money and increase operational income for the municipality

Programme : Implementation of the Financial System						
Key focus area: To ensure efficient, effective, economic financial reporting and management						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Acquisition of integrated IT system	1,600,000		November 2008	MM, CFO and all Managers	Acquisition of the integrated finance management system that is compatible with the municipal requirements.	Integrated Financial System which will improve efficiency and financial reporting to Council and N.T.
Training of Staff and Managers on the system			December 2008	MM, CFO and all managers	Trained and motivated staff members	Efficient and effective use of the new financial system

Transfer of data from the old system to the new one.			December 2008	CFO, Assistant CFO, Accountant, Expenditure and revenue officer	Clean and ready to use data in a new financial system	Accurate and internally processed financial information.
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Programme: Supply Chain Management						
Key focus area: Enhancement of preferential procurement system to ensure compliance with legislation and regulations						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Adoption of the reviewed supply chain management Policy by Council			30 October 2008	MM and CFO	Revised Supply Chain Management Policy in line with regulation made in terms of MFMA and NT Regulations	Procurement of goods and services in terms of the new policy. Formation of procurement committees.
Supplier Data Base update			Monthly	SCMO	Acquisition of database system	Acquisition of goods and services from approved

					Issuing of invitation through the media based on supplier categories Verification and accreditation of suppliers	suppliers.
Stores and Stock level analysis and management of stock levels			November 2008	CFO	Review the stock management system Minimum, maximum & re-order level maintained per stock management system	Better demand management

Programme: Reporting						
Key focus area: Implementation, enhancement and maintenance of an effective financial reporting system to ensure compliance with legislation and regulations						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Supply chain management report			Monthly by the 8 th	CFO	Listing of all awarded bidders Consolidation report of all awarded bidders	Compliance with legislation

					per quarter, half-yearly and annually	
Financial Management Grant			Monthly by the 8 th	CFO	List of monthly expenditure incurred and detailed annual report	Compliance with grant conditions
Systems Improvement Grant			Monthly by the 8 th	CFO	List of monthly expenditure incurred and detailed annual report	Compliance with grant conditions
National quarterly, half-yearly and annual reports			Quarterly, half-yearly and annually	CFO	Consolidation of quarterly, half-yearly and annual expenditure	Compliance with legislation
Conversion of annual financial statements to GRAP and GAMAP		707,000	30 July 2009	CFO and departmental staff	GRAP compliant financial statements	Clean audit report
Submission of GRAP compliant financial statements to Auditor General and auditing of the submitted		R900,000	Aug 2008 to June 2009	MM, CFO and all the managers and department staff		Higher performing municipality

financial statements						
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Programme: Internship						
Key focus area: To create an environment that is suitable and conducive to training						
Project	Budget		Timeframe	Responsible	Output	Outcomes
	Capital	Operational				
Internship programme		R500,000	On-going	CFO and department staff	Development of training programme Evaluation of interns Identification of mentors Employment of additional Interns	Compliance with legislation

DEPARTMENT	Treasury	PROJECT MANAGER	Accountant & Revenue Officer
PROJECT NAME:	Revenue Management		
WARD:			
VOTE NUMBER:			
PROJECT STARTING DATE:	October 2008		
PROJECT COMPLETION DATE:	June 2009		
TOTAL APPROVED BUDGET:	R13687500.00		
Project Objectives		Project Key Performance Indicators	

To maximize revenue collection	Motivate rate-payers and improve revenue collection, meet projected income and Improve billing system and perfect customer services.															
	Receipt of Municipal accounts on time by customers and Proper distribution of bills															
	Hard copies of all property owner's document															
	Accurate and up-to-date debtors account.															
Key Milestones	Responsible Official	Time Frames														
		1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter					
		1	2	3	1	2	3	1	2	3	1	2	3			
Conducting meeting with rate payer's regarding the writing off consumer debts and the conditions attached to it.	Portfolio Head, MM, Acting and Assistant CFO.															
Publicizing the debt write off and the data cleansing thereof	Acting and assistant CFO, Accountant															
Writing off irrecoverable debt from consumers.	CFO, Accountant & Revenue officer															
Capturing of clean data in the new system	Accountant, Revenue Officer & 2 Interns															

Erection of post boxes in each erf number subsidy	Acting CFO & COO																																				
Providing incentives for consistent rate payers	CFO, ACFO, Accountant																																				
Debtors reconciliation	Ass. CFO, Accountant																																				
Indigent Support	MM, CFO, Accountant & revenue officer																																				
Billing Of Consumers	Revenue Officer																																				
Distribution of Bills	Bills Distributor																																				
Projections Per Milestone	Budget Projections													Total	Source of Finance																						
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter																											
	1	2	3	1	2	3	1	2	3	1	2	3																									
Conducting meeting with rate payers forum regarding writing off consumer debts and the conditions attached to it						R5 00			R5 00			R5 00	R1500																								
Publicizing the debt write off and the data cleansing thereof				R2 00 0. 00									R2000.00																								
Writing off irrecoverable debt from consumers					R12 000 000								R12000 000																								

Erection of post boxes in each erf number subsidy					R16 0 000. 00								R160 000.00	
Indigent support					R1 50 0. 00 0								R1500.0 00	
Distribution of Bills					R2 66 6. 67	R26 66.6 7	R2 66 6. 67	R26 66.6 7	R2 66 6. 67	R2 66 6. 67	R2 66 6.6 6.6 7	R2 66 6.6 6.6 7	R24000	
TOTAL													R136875 00.00	

DEPARTMENT	Treasury	PROJECT MANAGER	MM & CFO
PROJECT NAME:	EXPENDITURE MANAGEMENT		
WARD:			
VOTE NUMBER:			
PROJECT STARTING DATE:	October 2008		
PROJECT COMPLETION DATE:	June 2009		
TOTAL APPROVED BUDGET:			
Project Objectives		Project Key Performance Indicators	
TO ENSURE AND EFFECTIVE CONTROL OF EXPENDITURE		Service provide satisfaction compliance with the municipal finance management system	
		Improve staff morale	
		Arithmetically correct amounts paid to the employees at the right time	
		Correctness of statements elimination of possible invoices and payment duplication improved internal control	
		Cash out flow management effective financial planning identification of adverse variances explanation and correction of variance	
		Early identification of possible fraudulent transactions identification of cash flow crunch	

	Review and control of expenditure on regular basis												
Key Milestones	Responsible Official	Time Frames											
		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
		1	2	3	1	2	3	1	2	3	1	2	3
Creditors payment	Expenditure officer												
Payroll	CFO, Ass. CFO and expenditure officer												
Reconciliation of creditors accounts and statements	Ass. CFO, Accountant												
Expenditure forecast and variance analysis	Ass. CFO, Accountant												
Bank Reconciliations	Ass. CFO, Accountant												
Consolidated report of all withdrawals made	Ass. CFO												
Projections Per Milestone													
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Total
	1	2	3	1	2	3	1	2	3	1	2	3	

DEPARTMENT	Treasury	PROJECT MANAGER	ACFO											
PROJECT NAME:	Asset, Liability and Fleet management													
WARD:														
VOTE NUMBER:														
PROJECT STARTING DATE:	October 2008													
PROJECT COMPLETION DATE:	June 2009													
TOTAL APPROVED BUDGET:	300.000.00													
Project Objectives		Project Key Performance Indicators												
TO ENSURE ASSETS ARE SAFEGUARDED		Credible records of all assets owned by municipal												
		Safeguarding of council assets												
Key Milestones	Responsible Official	Time Frames												
		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			
		1	2	3	1	2	3	1	2	3	1	2	3	
Compilation of a GRAP compliant fixed asset register for loose and infrastructure assets	SCMO													
Development of a credible asset management policy	CFO, SCMO													
Develop system for internal control and procedures	CFO													
Projections Per Milestone	Budget Projections												Source of Finance	
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter				Total
	1	2	3	1	2	3	1	2	3	1	2	3		

Compilation of a GRAP compliant fixed asset register for loose and infrastructure assets						R300 000.00							R300 000.00	

DEPARTMENT	Treasury	PROJECT MANAGER	Accountant										
PROJECT NAME:	BUDGET REFORM AND REPORT												
WARD:													
VOTE NUMBER:													
PROJECT STARTING DATE:	OCTOBER 2008												
PROJECT COMPLETION DATE:	JUNE 2009												
TOTAL APPROVED BUDGET:	R400,000												
Project Objectives		Project Key Performance Indicators											
Prepare realistic and strategic budget, effective control or expenditure as well enhancement o procurement system.		Compliance with the provision of the MFMA and related legislation											
Key Milestones	Responsible Official	Time Frames											
		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
		1	2	3	1	2	3	1	2	3	1	2	3

Budget process plan	Mayor, Portfolio Head, MM, CFO and all Managers																							
Reporting and variance analysis	Ass. CFO and Accountant																							
MFMA Implementation Strategy	Manager : Budget & compliance																							
Projections Per Milestone	Budget Projections													Source of Finance										
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter			Total											
	1	2	3	1	2	3	1	2	3	1	2	3												
Budget process plan				R4 00 ,0 00									R400,00 0											

DEPARTMENT	Treasury	PROJECT MANAGER	Portfolio Head, MM, CFO and Ass. CFO
PROJECT NAME:	Investment Management		
WARD:			

VOTE NUMBER:																							
PROJECT STARTING DATE:	October 2008																						
PROJECT COMPLETION DATE:	June 2009																						
TOTAL APPROVED BUDGET:	R30,000																						
Project Objectives						Project Key Performance Indicators																	
To ensure treasury management in respect of healthy cash flows and appropriate investments						Compliance with the MFMA. System aligned to SALGA's best practices.																	
						Realising the best value for money and increase operational income for the municipality																	
Key Milestones						Responsible Official						Time Frames											
												1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
						1	2	3	1	2	3	1	2	3	1	2	3						
Investment of not yet spent funds						MM & CFO																	
Investment Register maintenance						Accountant, Ass. CFO & CFO																	
Projections Per Milestone			Budget Projections									Source of Finance											
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Total								

	1	2	3	1	2	3	1	2	3	1	2	3		
Investment of not yet spent funds							R30.000						R30.000	ULM
														ULM
														ULM

DEPARTMENT	Treasury	PROJECT MANAGER	CFO, Accountant, Revenue Officer
PROJECT NAME:	Implementation of financial system		
WARD:			
VOTE NUMBER:			
PROJECT STARTING DATE:	October 2008		
PROJECT COMPLETION DATE:	June 2009		
TOTAL APPROVED BUDGET:	1600.000		
Project Objectives		Project Key Performance Indicators	
TO ENSURE EFFICIENT, EFFECTIVE, ECONOMIC FINANCIAL REPUTING AND MANAGEN		Integrated Financial System which will improve efficiency and financial reporting to Council and N.T.	
		Efficient and effective use of the new financial system	
		Accurate and internally processed financial information.	

Key Milestones		Responsible Official	Time Frames														
			1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter					
			1	2	3	1	2	3	1	2	3	1	2	3			
Acquisition of integrated IT system		MM, CFO & ALL MANAGERS															
Training of Staff and Managers on the system		MM, CFO & ALL MANAGERS															
Transfer of data from the old system to the new one.		CFO, ASS. CFO, ACCOUNTANT, EXPENDITURE & REVENUE OFFICER															
Projections Per Milestone	Budget Projections												Source of Finance				
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter				Total			
	1	2	3	1	2	3	1	2	3	1	2	3					
Capital																R1,600,000	ULM
																	ULM

DEPARTMENT	Treasury	PROJECT MANAGER	ACFO Treasury																		
PROJECT NAME:	Supply Chain																				
WARD:																					
VOTE NUMBER:																					
PROJECT STARTING DATE:	October 2008																				
PROJECT COMPLETION DATE:	June 2009																				
TOTAL APPROVED BUDGET:																					
Project Objectives						Project Key Performance Indicators															
Enhancement of preferential procurement system to ensure compliance with legislation and regulations						Procurement of goods and services in terms of the new policy. Formation of procurement committees.															
						Acquisition of goods and services from approved suppliers.															
						Better demand management															
Key Milestones						Time Frames															
						Responsible Official	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter					
							1	2	3	1	2	3	1	2	3	1	2	3			
Adoption of the reviewed supply chain management Policy by Council						MM & CFO															
Supplier Data Base update						SCMO															
Stores and Stock level analysis and management of stock levels						CFO															

Projections Per Milestone	Budget Projections												Source of Finance	
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter				Total
	1	2	3	1	2	3	1	2	3	1	2	3		

DEPARTMENT	Treasury	PROJECT MANAGER	CFO, Ass. CFO Treasury and expenditure officer										
PROJECT NAME:	Reporting												
WARD:													
VOTE NUMBER:													
PROJECT STARTING DATE:	October 2008												
PROJECT COMPLETION DATE:	June 2009												
TOTAL APPROVED BUDGET:	R1607000												
Project Objectives		Project Key Performance Indicators											
Implementation, enhancement and maintenance of an effective financial system to ensure compliance with legislation and regulations.		Compliance with legislation											
		Compliance with grant conditions											
		Clean audit report											
		Higher performing municipality											
Key Milestones	Responsible Official	Time Frames											
		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
		1	2	3	1	2	3	1	2	3	1	2	3

Supply chain management report	CFO																	
Financial Management Grant	CFO																	
Systems Improvement Grant	CFO																	
National quarterly, half-yearly and annual reports	CFO																	
Conversion of annual financial statements to GRAP and GAMAP	CFO																	
Submission of GRAP compliant financial statements to Auditor General and auditing of the submitted financial statements	CFO																	
Projections Per Milestone	Budget Projections												Total	Source of Finance				
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter								
	1	2	3	1	2	3	1	2	3	1	2	3						
Conversion of annual financial statements to GRAP and GAMAP												R707,000	R707,000					
Submission of GRAP compliant financial statements to Auditor General and auditing of the submitted financial statements		R818,182	R818,182	R818,182	R818,182	R818,182	R818,182	R818,182	R818,182	R818,182	R818,182	R818,182	R900,000					
TOTAL													R1607000					

DEPARTMENT	Treasury	PROJECT MANAGER	Accountant
PROJECT NAME:	Internship		
WARD:			
VOTE NUMBER:			

PROJECT STARTING DATE:	On-Going																		
PROJECT COMPLETION DATE:																			
TOTAL APPROVED BUDGET:	R500,000																		
Project Objectives							Project Key Performance Indicators												
To create an environment that suitable and conducive to training							Compliance with legislation												
Key Milestones							Responsible Official	Time Frames											
								1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
								1	2	3	1	2	3	1	2	3	1	2	3
Internship Programme							CFO & Department Staff												
Projections Per Milestone			Budget Projections											Source of Finance					
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Total				
			1	2	3	1	2	3	1	2	3	1	2		3				
Internship Programme																	R500,000		

DEPARTMENT	Treasury						PROJECT MANAGER			Accountant											
PROJECT NAME:	Free Basic Services Implement																				
WARD:																					
VOTE NUMBER:																					
PROJECT STARTING DATE:	November 2008																				
PROJECT COMPLETION DATE:	June 2009																				
TOTAL APPROVED BUDGET:	R10 000, 000																				
Project Objectives						Project Key Performance Indicators															
To comply with the constitution of South Africa to provide people with free basic services						Rolle out of the free basic service program															
Key Milestones						Responsible Official	Time Frames														
							1st Quarter			2nd Quarter			3rd Quarter			4th Quarter					
							1	2	3	1	2	3	1	2	3	1	2	3			
Number of solar that has been distributed and an expenditure thereof						CFO															
Projections Per Milestone			Budget Projections										Source of Finance								
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Total						
			1	2	3	1	2	3	1	2	3	1	2	3							
Free basic services Implement															R10 000,000						

DEPARTMENT	Treasury		PROJECT MANAGER	ACFO Treasury and all the managers and department staff																			
PROJECT NAME:	Capital Expenditure																						
WARD:																							
VOTE NUMBER:																							
PROJECT STARTING DATE:	July 2008																						
PROJECT COMPLETION DATE:	June 2009																						
TOTAL APPROVED BUDGET:	R12,395,000																						
Project Objectives						Project Key Performance Indicators																	
Key Milestones						Responsible Official	Time Frames																
							1st Quarter			2nd Quarter			3rd Quarter			4th Quarter							
							1	2	3	1	2	3	1	2	3	1	2	3					
Projections Per Milestone						Budget Projections						Source of Finance											
						1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Total					

	1	2	3	1	2	3	1	2	3	1	2	3		
Furniture & Office Equipment	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	R50,000	
Computer Equipment	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	R15,000	ULM
Motor Vehicle	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	R500,000	ULM
Revenue Strategy	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	8,333.33	R100,000	ULM
Database cleansing	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	R50,000	
Free Basic Services	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	R10,000,000	
Implementation of property rate	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	33.33	R400,000	

	3	3	3	3			3	3	3					
Laptop	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	R45000
Municipal Systems Improvement Programmes	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	R735,000
Financial MNGT Grant	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	R500,000

DEPARTMENT	Budget & Treasury	PROJECT MANAGER	CFO and department staff															
PROJECT NAME:	Personnel Expenditure																	
WARD:																		
VOTE NUMBER:																		
PROJECT STARTING DATE:	July 2008																	
PROJECT COMPLETION DATE:	June 2009																	
TOTAL APPROVED BUDGET:	2,661,140																	
Project Objectives						Project Key Performance Indicators												
Compliance with legislation						Training programme												
						Intern evaluations												
						Identification of mentors												
						Employment of additional intern												
Key Milestones						Responsible Official	Time Frames											
							1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
							1	2	3	1	2	3	1	2	3	1	2	3
Development of training programme and administration cost						CFO												
Employment of intern						CFO												
Evaluation of interns						CFO												
Identification of mentors						CFO												
Payment of Wages																		
Projections Per Milestone		Budget Projections										Source of Finance						
		1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			Total				

	1	2	3	1	2	3	1	2	3	1	2	3		
Salaries	17 1, 35 8. 33	17 1, 35 8. 33	17 1, 35 8. 33	17 1, 35 8. 33	171, 358. 33	171, 358. 33	17 1, 35 8. 33	17 1, 35 8. 33	17 1, 35 8. 33	17 1,3 58. 33	17 1,3 58. 33	17 1,3 58. 33	R2,056,3 00	FMG
Salaries: bonus-annual leave	4, 85 5. 58	4, 85 5. 58	4, 85 5. 58	4, 85 5. 58	4,85 5.58	4,85 5.58	4, 85 5. 58	4, 85 5. 58	4, 85 5. 58	4,8 55. 58	4,8 55. 58	4,8 55. 58	R58,267	
Medical Aid	12 ,2 73 .7 5	12 ,2 73 .7 5	12 ,2 73 .7 5	12 ,2 73 .7 5	12,2 73.7 5	12,2 73.7 5	12 ,2 73 .7 5	12 ,2 73 .7 5	12 ,2 73 .7 5	12, 27 3.7 5	12, 27 3.7 5	12, 27 3.7 5	R147,28 5	
Cell phone Allowance	1, 98 9. 92	1, 98 9. 92	1, 98 9. 92	1, 98 9. 92	1,98 9.92	1,98 9.92	1, 98 9. 92	1, 98 9. 92	1, 98 9. 92	1,9 89. 92	1,9 89. 92	1,9 89. 92	R23,879	FMG
Housing Allowance	5, 82 6. 67	5, 82 6. 67	5, 82 6. 67	5, 82 6. 67	5,82 6.67	5,82 6.67	5, 82 6. 67	5, 82 6. 67	5, 82 6. 67	5,8 26. 67	5,8 26. 67	5,8 26. 67	R69,920	
Casual Labour	4, 17 8. 83	4, 17 8. 83	4, 17 8. 83	4, 17 8. 83	4,17 8.83	4,17 8.83	4, 17 8. 83	4, 17 8. 83	4, 17 8. 83	4,1 78. 83	4,1 78. 83	4,1 78. 83	R50,146	
Insurance: UIF	2, 68 1.	2, 68 1.	2, 68 1.	2, 68 1.	2,68 1.42	2,68 1.42	2, 68 1.	2, 68 1.	2, 68 1.	2,6 81. 42	2,6 81. 42	2,6 81. 42	R32,177	

	42	42	42	42			42	42	42					
Pension Fund contribution	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	8,949.75	R107,397	
Skills development levy	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	2,681.42	R32,177	
Performance bonus	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	6,966.17	R83,594	

DEPARTMENT	Treasury and Budget	PROJECT MANAGER	ACFO Treasury															
PROJECT NAME:	General Expenses																	
WARD:																		
VOTE NUMBER:																		
PROJECT STARTING DATE:	July 2008																	
PROJECT COMPLETION DATE:	June 2009																	
TOTAL APPROVED BUDGET:	R4,082,300																	
Project Objectives						Project Key Performance Indicators												
Providing working tools to enhance a good working environment						Staff achieving targets												
						Improved working conditions												
Key Milestones						Responsible Official	Time Frames											
							1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
							1	2	3	1	2	3	1	2	3	1	2	3
Pre – requisition of goods and services						Exp Officer												
Order of goods and services						Accountant												
Preparation of payment voucher						Exp Officer												
Final approval and payment						ACFO & CFO												

Projections Per Milestone	Budget Projections												Source of Finance	
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter				Total
	1	2	3	1	2	3	1	2	3	1	2	3		
Accounting Fees	52,450	52,450	52,450	52,450	52,450	52,450	52,450	52,450	52,450	52,450	52,450	52,450	R629,400	ULM
System Rental	1748,33	1748,33	1748,33	1748,33	1748,33	1748,33	1748,33	1748,33	1748,33	1748,33	1748,33	1748,33	R20,980	ULM
Bank Charges	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	R120,000	ULM
Conference fees	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	2,774.42	33,293	ULM
Consulting and Prof Fees	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	1,748.33	20,980	ULM
Fuel and Oil	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	R500,000	ULM
Insurance	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	58,333.33	R700,000	ULM

	3	3	3	3			3	3	3					
Material and stores	83 3. 33	83 3. 33	83 3. 33	83 3. 33	833. 33	833. 33	83 3. 33	83 3. 33	83 3. 33	83 3.3 3	83 3.3 3	83 3.3 3	R10,000	ULM
Membership Fees	55 4. 92	55 4. 92	55 4. 92	55 4. 92	554. 92	554. 92	55 4. 92	55 4. 92	55 4. 92	55 4.9 2	55 4.9 2	55 4.9 2	R6,659	ULM
Sundry Expenses	2, 18 5. 42	2, 18 5. 42	2, 18 5. 42	2, 18 5. 42	2,18 5.42	2,18 5.42	2, 18 5. 42	2, 18 5. 42	2, 18 5. 42	2,1 85. 42	2,1 85. 42	2,1 85. 42	R26,225	ULM
Consumables and beverages	43 7. 08	43 7. 08	43 7. 08	43 7. 08	437. 08	437. 08	43 7. 08	43 7. 08	43 7. 08	43 7.0 8	43 7.0 8	43 7.0 8	R5,245	ULM
S & T	5, 54 8. 92	5, 54 8. 92	5, 54 8. 92	5, 54 8. 92	5,54 8.92	5,54 8.92	5, 54 8. 92	5, 54 8. 92	5, 54 8. 92	5,5 48. 92	5,5 48. 92	5,5 48. 92	R66,587	ULM
Audit Committee			25 ,0 00			25,0 00			25 ,0 00			25, 00 0	R100,00 0	ULM
Financial & Budgeting Reforms	8, 33 3. 33	8, 33 3. 33	8, 33 3. 33	8, 33 3. 33	8,33 3.33	8,33 3.33	8, 33 3. 33	8, 33 3. 33	8, 33 3. 33	8,3 33. 33	8,3 33. 33	8,3 33. 33	R100.00 0	
Rate Payers' Incentive	16 ,6 66 .6 7	16 ,6 66 .6 7	16 ,6 66 .6 7	16 ,6 66 .6 7	16,6 66.6 7	16,6 66.6 7	16 ,6 66 .6 7	16 ,6 66 .6 7	16 ,6 66 .6 7	16, 66 6.6 7	16, 66 6.6 7	16, 66 6.6 7	R200,00 0	

Indigent Support	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	45,833.33	550,000	
Electricity & Water Purchase	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	38,455.08	461,461	
Strategic Planning & Team Building	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	2,622.50	R31,470	
Local Government Financial Management Grant	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	R500,000	

DEPARTMENT	Treasury	PROJECT MANAGER	Accountant																
PROJECT NAME:	R & M																		
WARD:																			
VOTE NUMBER:																			
PROJECT STARTING DATE:	July 2008																		
PROJECT COMPLETION DATE:	June 2009																		
TOTAL APPROVED BUDGET:	R147,817																		
Project Objectives							Project Key Performance Indicators												
Proper maintenance of Fixed Assets							All assets in running order												
							By utilising assets, staff able to perform duties effectively												
Key Milestones							Responsible Official	Time Frames											
								1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
								1	2	3	1	2	3	1	2	3	1	2	3
Pre – requisition of goods and services							Exp Officer												
Order of goods and services							Accountant												
Preparation of payment voucher							Exp Officer												
Final approval and payment							ACFO &												

													CFO	
Projections Per Milestone	Budget Projections												Source of Finance	
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter				Total
	1	2	3	1	2	3	1	2	3	1	2	3		
Computer Installation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000	12,000,000	
Furniture, equipment and machines	874,171	874,171	874,171	874,171	874,171	874,171	874,171	874,171	874,171	874,171	874,171	874,171	10,490,000	ULM
Tools and equipment	443,922	443,922	443,922	443,922	443,922	443,922	443,922	443,922	443,922	443,922	443,922	443,922	R5,327,000	ULM
Equipment and vehicles	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	R120,000,000	ULM

DEPARTMENT	Treasury	PROJECT MANAGER	ACFO Treasury and department staff																	
PROJECT NAME:	Revenue																			
WARD:																				
VOTE NUMBER:																				
PROJECT STARTING DATE:	July 2008																			
PROJECT COMPLETION DATE:	June 2009																			
TOTAL APPROVED BUDGET:	R73,289,078																			
Project Objectives								Project Key Performance Indicators												
Maximise revenue collection internally								Decrease in Debtors (Services)												
								Increase in surplus for the year												
Key Milestones								Responsible Official	Time Frames											
									1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
									1	2	3	1	2	3	1	2	3	1	2	3
Implementation of credit control policy								CFO & ACFO												
Billing and Receipting of Revenue								ACFO & REV OFFICER												
Recording and Banking of Revenue								ACC & REV												

													OFFICER			
Reconciliation of Receipts collected with Bank													ACC & REV OFFICER			
Projections Per Milestone	Budget Projections												Total	Source of Finance		
	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter						
	1	2	3	1	2	3	1	2	3	1	2	3				
Rates	24 6, 58 9. 83	24 6, 58 9. 83	24 6, 58 9. 83	24 6, 58 9. 83	246, 589. 83	246, 589. 83	24 6, 58 9. 83	24 6, 58 9. 83	24 6, 58 9. 83	24 6,5 89. 83	24 6,5 89. 83	24 6,5 89. 83	R2,959,0 78	ULM		
Interest : Investment	50 0, 00 0	50 0, 00 0	50 0, 00 0	50 0, 00 0	500, 000	500, 000	50 0, 00 0	50 0, 00 0	50 0, 00 0	50 0,0 00 00	50 0,0 00 00	50 0,0 00 00	R6,000,0 00	ULM		
Process on Disposal of assets	41 ,6 66 .6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41,6 66.6 7	41,6 66.6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41, 66 6.6 7	41, 66 6.6 7	41, 66 6.6 7	R500,00 0	ULM		
Operating Reserves	79 1, 66 6. 67	79 1, 66 6. 67	79 1, 66 6. 67	79 1, 66 6. 67	791, 666. 67	791, 666. 67	79 1, 66 6. 67	79 1, 66 6. 67	79 1, 66 6. 67	79 1,6 66. 67	79 1,6 66. 67	79 1,6 66. 67	R9,500,0 00	ULM		
Equitable Share	3, 50 7, 41	3, 50 7, 41	3, 50 7, 41	3, 50 7, 41	3,50 7,41 6.67	3,50 7,41 6.67	3, 50 7, 41	3, 50 7, 41	3, 50 7, 41	3,5 07, 41 6.6	3,5 07, 41 6.6	3,5 07, 41 6.6	R42,089, 000	ULM		

	6. 67	6. 67	6. 67	6. 67			6. 67	6. 67	6. 67	7	7	7		
On going Projects														ULM
Rental Offices	65 ,5 00	65 ,5 00	65 ,5 00	65 ,5 00	65,5 00	65,5 00	65 ,5 00	65 ,5 00	65 ,5 00	65, 50 0	65, 50 0	65, 50 0	R786,00 0	ULM
Hall Hire	10 ,0 00	10 ,0 00	10 ,0 00	10 ,0 00	10,0 00	10,0 00	10 ,0 00	10 ,0 00	10 ,0 00	10, 00 0	10, 00 0	10, 00 0	R120,00 0	ULM
Advertising	8, 33 3. 33	8, 33 3. 33	8, 33 3. 33	8, 33 3. 33	8,33 3.33	8,33 3.33	8, 33 3. 33	8, 33 3. 33	8, 33 3. 33	8,3 33.	8,3 33.	8,3 33.	R100,00 0	ULM
Free Basic Services	83 3, 33 3. 33	83 3, 33 3. 33	83 3, 33 3. 33	83 3, 33 3. 33	833, 333. 33	833, 333. 33	83 3, 33 3. 33	83 3, 33 3. 33	83 3, 33 3. 33	83 3,3 33.	83 3,3 33.	83 3,3 33.	R10,000, 000	ULM
Financial Management Grant	41 ,6 66 .6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41,6 66.6 7	41,6 66.6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41 ,6 66 .6 7	41, 66 6.6 7	41, 66 6.6 7	41, 66 6.6 7	R500,00 0	ULM
Municipal Systems improvement Programme	61 ,2 50	61 ,2 50	61 ,2 50	61 ,2 50	61,2 50	61,2 50	61 ,2 50	61 ,2 50	61 ,2 50	61, 25 0	61, 25 0	61, 25 0	R735,00 0	ULM

7. Conclusion

This Service Delivery and Budget Implementation Plan provides Council with the opportunity to inform and impress on the overall organizational targeting and milestones for the financial year 2006/2007. Implementation Performance will be assessed through the submission of quarterly and annual reports to Council. Monthly reports will be submitted to Management Meetings. This will contribute towards fulfilling the key performance areas and community priorities outlined in the IDP and the budget.