

Kouga Municipality

Service Delivery & Budget Implementation Plan

Year: 2008/2009

Our VISION

" "Kouga, the jewel of the Eastern Cape, striving through impeccable people centered service delivery and sustainable development to ensure equity, harmony and prosperity for all its people"

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FOREWORD BY EXECUTIVE MAYOR

"While the organization is wrapped in legislations and procedures, the focus of the community is on service delivery as well as good governance. It is my duty to ensure that both objectives are achieved timeously and in harmony

The Service Delivery and Budget Implementation Plan (SDBIP) are likened to a complete ship with the ship or vessel being the administrator and the sails being indicative of the (SDBIP) objectives. In plain terms it will determine the direction in which we will travel. The map or course used to navigate these waters will be this document. The Captain being myself, as Mayor and my first mate being the Municipal Manager. The wind is the will of the people. The rudder is the IDP directing purposefully the services and projects to be delivered from consultation. The crew is the staff.

There is no doubt in my mind that the SDBIP could bring together the budget and the IDP as policy documents, subject to the availability of funds and commitment.

"We are committed to success and I wish my crew good luck as the sea is rough but the destination is clear."

EXECUTIVE MAYOR R Dennis

1. INTRODUCTION

OBJECTIVE

The primary objective is to develop a 12 month plan within which the Municipality has to achieve the following:

- Deliver the services represented by the expenditure in the budget
- The income to fund the service delivery.

Circular 13 from National Treasury attempts to commit all stakeholders to the agreement to work towards specific objectives. This is done within the framework of consultation as outline in Chapter 4 of the Systems Act.

The secondary objective is to reduce to writing the activities of the organization so that it may be subjected to assessment and benchmarking.

It serves as supplementary support document to the approved budget represented as a policy document. It further serves as a record of the Key Performance Areas (KPA) with their corresponding Key Performance Indicators (KPI) or Critical Success Factors (CSF).

DEFINITION

S	 SERVICE	 THAT TANGIBLE AND INTANGLE GOOD(S) AND/OR SERVICE(S) THAT IS A PRODUCT OF OUR EXISTENCE BY MANDATE
D	 DELIVERY	 THE "VEHICLE" USED TO ACHIEVE THE SERVICE AT THE RIGHT TIME, PLACE, QUANTITY AND QUALITY
В	 BUDGET -	 A POLICY DOCUMENT, THAT RECORDS REALISTIC INCOME AND EXPENDITURE AS WELL AS THE INTENDED ACTIVITIES

Once the budget has been approved, at least one week before the commencement of the new financial year the SD&BIP must be presented to the Mayor by the Accounting Officer after consultations with Senior Manager and other Head of Departments.

STAKEHOLDERS.

Even though it is not a policy document like the IDP and the Budget it is a vital tool for planning and strategy development. The monitor capability of the PMS system is vitally important towards reporting and achieving service delivery. It is a vital tool for decision-making and contracting mandates from communities.

The layers of this document will see the objectives reported by the following listed components as well as the comparisons to the Organizational Performance and in turn linked to the individual Directors and their activities within their votes.

The major components of the SDBIP are:

- 1. Quarterly projections of budgeted income and actual income per vote and per activity
- 2. Quarterly projections of budgeted expenditure, both operating and capital, against actual per vote and per activity
- 3. Quarterly projections of the service (KPA) achieved against budget spending and comment.

These will be illustrated both tabular and graphically with comments

The procedure

The SDBIP was fundamentally divided in two sections namely:

a. The Service Delivery Component(SD)

This is derived from the Performance Management System from which the KPA and its score are extracted. Here we analyzed the purpose for the existence of the budget into the KPA and the corresponding KPI together with its delivery mechanism.

b. The Budget Implementation Plan (BIP)

Hereto we made use of controlled stationers to provide the detail associated with every line on the budget. This was to determine the justification for the budget as well as ascertain it directive in support of a KPA

The Concept

It is that spending will be indicative of service delivery as a major consideration of whether the KPA was achieved. It is supplemented by an overview report by the Director and endorsed by the Municipal Manager.

LEGISLATION

The Municipal Finance Management Act 2004, Chapter 7, Section 53 (c) (ii), which states:

"Take reasonable steps to ensure the Municipalities SD&BIP is approved by the Mayor within 28 Days after the approval of the budget and made public no later than 14 days after that"

Circular 13, from National Treasury provides the departure point for the SDBIP.

Chapter 8 of the MFMA stipulates that the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as a draft of the annual performance agreements required by the Municipal Systems Act

Section 72 (1), (a), (ii) states "the accounting officer of the municipality must by 25 January of each year-assess the performance of the municipality during the first half of financial year, taking into account-the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan"

These sections leads us to the budget monitoring requirements of section 71 and the rest of section 72 of the MFMA where it is stipulated that the Mayor must check whether the budget is being implemented in accordance with SDBIP.

It should be note that service delivery and its related expenditure is based on the ability to fund the budget. Should a shortage income realize an Adjustment Budgets, in terms of the MFMA, will be tabled?

The effect is that expenditure will be reduced in line with realistic income. This in turn means that service as contained in the SDBIP will then be reduces as well.

ROLEPLAYERS

They include and their respective roles are:

1. The Executive Mayor

As head of the Mayoral Committee Council and to provide political leadership and directive.

2. The Ward Councillor

As representative of a certain sector of the population and as promoter of Ward Committee structure.

3. The Municipal Manager

As Accounting Officer and administratively charged.

4. The Chief Financial Officer

As advisor to the AO and responsible for the administration of the budget. (Section 84, (1).

Senior accountants for reporting and assistance. Delegation- MFMA

5. Senior Managers

As appointed as head of department for the respective services. Section 78, (1).

6. Senior officials and Section Heads

Reporting to Senior Managers and acting under delegation of their superiors.

7. Unions

As recognized body for organized labour being SAMWU and IMATU.

- 8. External Parties
 - National Treasury- MFMA
 - Provincial Officers and Departments.-MFMA
- 9. Internal Documents
 - Integrated Development Plan
 - Spatial Development Plans
 - Local Economic Development Plan
 - 10. Other

ORGANOGRAM AND INSTITUTIONAL ARRANGEMENTS

The organogram that depicts the structure of employees that supports and delivered the objectives of the organization. The budget is divided into activities together with the employees associated with it.

2. INCOME - BUDGETS

2.1. Revenue By Source

REVENUE BY SOURCE	Budget	Actual YTD	Quarter 1		Quai	rter 2	Qua	rter 3	Quarter 4		(%) of budget
	R'000		Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	
Property rates	82,751										
Property rates - penalties imposed and collection charges	975										
Service charges - electricity revenue from tariff billings	79,669										
Service charges - water revenue from tariff billings	34,034										
Service charges - sanitation revenue from tariff billings	17,445										
Service charges - refuse removal from tariff billings	17,952										
Service charges - other	21,585										
Rental of facilities and equipment	547										
Interest earned - external investments	1,946										
Interest earned - outstanding debtors	1,890										
Fines	416										
Licenses and permits	671										
Income for agency services	3,650										
Government grants & subsidies	25,766										
Total Revenue By Source	289,297										

Comments:

Here we comment on cashflow performance of income earning service and charges.

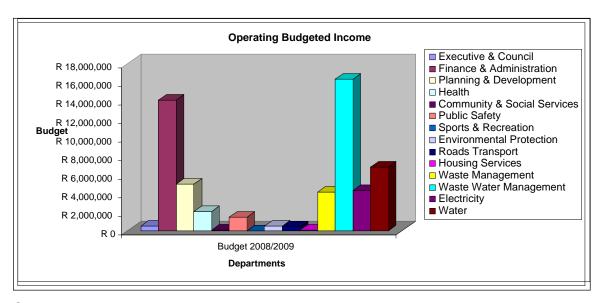
2.2. Revenue By Vote

REVENUE BY VOTE	Budget	Actual YTD	Qua	Quarter 1		rter 2	Qua	rter 3	Quarter 4		(%) of budget
	R'000		Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	
Executive & Council											
Finance & Administration											
Planning & Development											
Health											
Community & Social Service											
Public Safety											
Sport & recreation											
Environmental Protection											
Roads transport											
Housing Services											
Waste Management											
Electricity											
Water Services											
Total Revenue By Source	289,297										

Comments:

Here we comment on cashflow performance by GFS vote

2.3. Budgeted Revenue Graph (illustration)



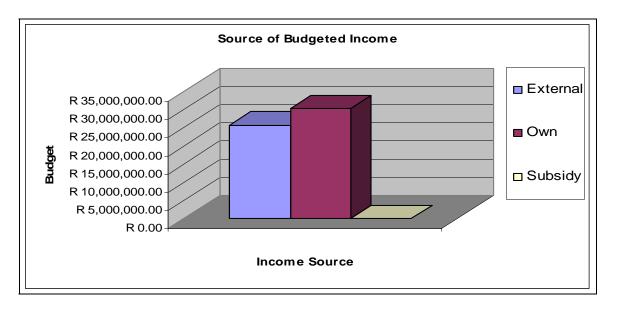
Comment:

Here we would report on the achievement of realistic anticipated income received and collected, as budgeted for. This includes all income

2.3. Source of Revenue Table/Graph

Source of Funds	Budget	Actual
External		
Own		
Subsidy		
Totals	R0.00	R0.00

2.4. Source of Budgeted Income Graph (illustration)



Comment:

Here we would report on the achievement of realistic anticipated income received and collected, as budgeted for.

3. EXPENDITURE - BUDGETS

3.1. Operating Expenditure by Vote

OPERATING EXPENDITURE VOTE	Budget	Actual YTD	Quarter 1		Qua	rter 2	Qua	rter 3	Qua	rter 4	(%) of budget
	R'000		Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	
Executive & Council	19502										
Finance & Administration	41017										
Planning & Development	8846										
Health	2758										
Community & Social Service	5501										
Public Safety	13669										
Sport & recreation	7440										
Environmental Protection	13465										
Roads transport	15535										
Housing Services	1996										
Waste Management	33522										
Electricity	69695										
Water Services	33779										
Total Revenue By Source	289,288										

3.2 Operating Expenditure by Type

OPERATING EXPENDITURE BY TYPE	Budget	Actual YTD	Qua	Quarter 1		rter 2	Quarter 3		Quarter 4		(%) of budget
	R'000		Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	Prjctd	Actual	
Employee related cost	93499										
Remuneration of councillors	3473										
Bad Debts	14622										
Collection Cost	58										
Depreciation	2593										
Repairs & Maintenance	21470										
Interest paid	12171										
Bulk Purchases- Electricity	48590										_

Bulk Purchases- Water	8889					
Contracted Services	697					
Grants & Subsidies paid	57					
Advertising	440					
Audit Fees	1500					
Bank Charges	314					
Communication	2396					
Insurance	3252					
Legal Fees	515					
Seminars/Conferences	160					
Travel and Accommodation	645					
Other General Expenses	58631					
Contribution to Funds	10107					
External redemption	5209					
Capital Ex Revenue	0					 -
Total Revenue By Type	289,288					

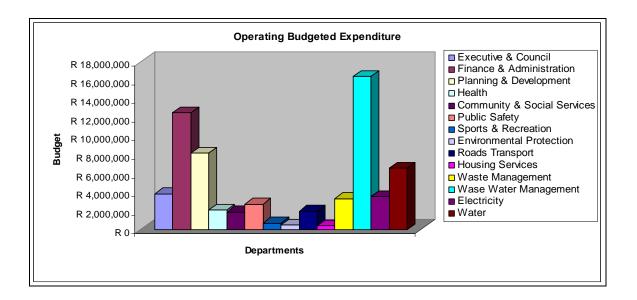
3.3 Budget Expenditure by Department/ Vote

Туре	Budget	Actual	Qua	rter 1	Qua	rter 2	Qua	rter 3	Qua	rter 4	YTD %	QTR%
			Prjct	Actual	Prjct	Actual	Prjct	Actual	Prjct	Actual		
Office of the Mayor												
Office of the Municipal Manager												
Chief Financial Officer												
Directorate: Corporate Services												
Directorate: Technical Services												
Directorate: ESD, HR												
Directorate: Community Services												

Comments:

Here we comment on performance by departments, providing reason for under and over expenditure

3.4. Budgeted Expenditure Graph (illustrative)



Comment:

Here we would report on the spending per government classification called GFS, as budgeted for. This includes all types of expenditure

4. CAPITALEXPENDITURE

4.1. Capital Expenditure per Project

	Projects Stages Of Development													
P	re-Implementa	tion		SCM		Impl	ement	Complete						
Design	Investigation	Consultant	Advert	BEC	BAC	Handover	In progress	Sign - off	Retention					
1	2	3	4	5	6	7	8	9	10					

REF	DESCRIPTION	Ward	SERVICE	IDD DDIODITY	GFS	SOURCE	YEAR 1 BUDGET	Actual Spent	(%)	Stages of development	(%)
				IDP PRIORITY	DISCRIPTION		R'000				
150	Civic Centre		BUILDINGS AND PROPERTIES	Institutional &	Finance & Admin	CDD (AED)	1 000				
150	Civic Centre		BUILDINGS AND	good governance Institutional &	Finance & Admin	CRR (AFR)	1,000				
151			PROPERTIES	good governance	Finance & Admin	CRR (AFR)	1,000				
152	Civic Centre		BUILDINGS AND PROPERTIES	Institutional & good governance	Finance & Admin	CRR (AFR)	1,000				
153	Water Reservoir		WATER	Infrastructure & service delivery	Water	CRR (AFR)	1,200				
154	Ward Development		COUNCIL	Institutional & good governance	Executive & Council	CRR (AFR)	1,000				
155	Roads Upgrade , paving		PUBLIC WORKS	Infrastructure & service delivery	Road Transport	CRR (AFR)	4,000				
156	Sewerage pump station		SEWERAGE	Infrastructure & service delivery	Waste Water Management	CRR (AFR)	1,500				
157	Sewerage reticulation		SEWERAGE	Infrastructure & service delivery	Waste Water Management	CRR (AFR)	2,500				
158	High mast light		PUBLIC WORKS	Infrastructure & service delivery	Road Transport	CRR (AFR)	1,000				
159	Upgrade of sport field		SPORT AND RECREATION	Socio-Economic development	Sport & Recreation	CRR (AFR)	500				
160	Sewerage treatment works		SEWERAGE	Infrastructure & service delivery	Waste Water Management	CRR (AFR)	2,800				
161	Pegging		HOUSING	Infrastructure & service delivery	Housing	CRR (AFR)	1,600				
162	Extension j/bay		BUILDINGS AND PROPERTIES	Institutional & good governance	Finance & Admin	CRR (AFR)	2,000				

	Electrification	1	Infrastructure &		1	1		1	1	
163	Electrification	ELECTRICITY	service delivery	Electricity	CRR (AFR)	1,200				
103	Standby	ELECTRICITI	Infrastructure &	Liectricity	CKK (AFK)	1,200				
164	Generations	ELECTRICITY	service delivery	Electricity	CRR (AFR)	1,200				
104	Upgrade of sport	SPORT AND	Socio-Economic	Electricity	CRR (AFR)	1,200				
407		RECREATION		Consut 0 Description	CDD (AED)	200				
167	field	RECREATION	development	Sport & Recreation	CRR (AFR)	200				
400	Storm water	BUBU IO MOBICO	Infrastructure &	D 17	000 (450)	4 000				
168		PUBLIC WORKS	service delivery	Road Transport	CRR (AFR)	1,000				
	Renovation of Civic	BUILDINGS AND	Institutional &							
169	Centre	PROPERTIES	good governance	Finance & Admin	CRR (AFR)	200				
	Patensie Sewerage		Infrastructure &	Waste Water						
170	Plant	SEWERAGE	service delivery	Management	CRR (AFR)	1,500				
	ITC infrastructure	FINANCE :								
		INFORMATION	Financial							
171		SYSTEMS	management	Finance & Admin	CRR (AFR)	250				
	Electrification-		Infrastructure &							
172	Upgrade 66KV line	ELECTRICITY	service delivery	Electricity	CRR (AFR)	750				
	Humansdorp		,	,	\ /					
	industrial area roads		Infrastructure &							
173	and sewers	PUBLIC WORKS	service delivery	Road Transport	CRR (AFR)	2,000				
	Water Connections		Infrastructure &	Tread Transport	J (7 1.)	2,000				
174	RDP Houses	WATER	service delivery	Water	CRR (AFR)	350				
174	Regional Waste	WATER	Infrastructure &	Waste	CIXIX (ALIX)	330				
175	Facility	REFUSE	service delivery	Management	CRR (AFR)	980				
173		REFUSE			CRR (AFR)	960				
176	Cemeteries	CEMETERIES	Socio-Economic	Community &	CDD (AED)	4.050				
176	_	CEMETERIES	development	Social Services	CRR (AFR)	1,350				
	Fencing	0=1,===0	Socio-Economic	Community &	000 (450)					
177		CEMETERIES	development	Social Services	CRR (AFR)	700				
	Extension of Head	BUILDINGS AND	Institutional &		,,,					
178	Office Building	PROPERTIES	good governance	Finance & Admin	CRR (AFR)	650				
	Upgrade bulk outfall		Infrastructure &	Waste Water						
179	sewer gravity	SEWERAGE	service delivery	Management	Augmentation	750				
	Humansdorp Central									
	- upgrade internal		Infrastructure &	Waste Water						
180	sewer reticulation	SEWERAGE	service delivery	Management	Augmentation	750				
	Standby generator									
	J/Bay Water		Infrastructure &							
182	Treatment Plant	WATER	service delivery	Water	Augmentation	400				
	Adjustment for		Infrastructure &							
185	current year	WATER	service delivery	Water	Grant MIG	3,861				
	Thornhill Sewerage		Infrastructure &	Waste Water		, , , , , , , , , , , , , , , , , , ,				
186	Treatment Plant	SEWERAGE	service delivery	Management	Grant MIG	501				
	Upgrading of Clinic	-	Socio-Economic	J	-					
190	Kwanomzamo	HEALTH	development	Health	Grant MIG	1,040				
.50	Kwanomzamo		Infrastructure &			1,515	<u> </u>			
191	Internal water	WATER	service delivery	Water	Grant MIG	700				
101	Thornhill sewerage	VVAILE	Infrastructure &	Waste Water	JIGHT WILL	700				
192	reticulation	SEWERAGE	service delivery	Management	Grant MIG	300				
	Jill Marcus Village		,				+			
193	Jili Iviaicus Village	PUBLIC WORKS	Infrastructure &	Road Transport	Grant MIG	700				

	Taxi Rank		service delivery					
194	Water Treatment Plant Hankey Aug.	WATER	Infrastructure & service delivery	Water	Grant MIG	2,925		
194	Jill Marcus Village	WATER	Service delivery	vvalei	Giani wiig	2,925		
	Sewerage		Infrastructure &	Waste Water				
195	Reticulation	SEWERAGE	service delivery	Management	Grant MIG	3.150		
	New Reservoir-	922	Infrastructure &	management	0.0	3,.55		
196	Oyster bay	WATER	service delivery	Water	Grant MIG	1,600		
	Water Treatment		Í			•		
	Plant Oyster Bay		Infrastructure &					
197	Aug.	WATER	service delivery	Water	Grant MIG	640		
	Kruisfontein B.W.S		Infrastructure &					
198		WATER	service delivery	Water	Grant MIG	1,250		
	Kruisfontein							
	Sewerage		Infrastructure &	Waste Water				
199	Treatment Plant	SEWERAGE	service delivery	Management	Grant MIG	900		
000	Upper Gamtoos		Socio-Economic	11 14	0 (110	4 000		
200	Clinic	HEALTH	development	Health	Grant MIG	1,600		
	Aug. Sewerage		la facation atoms 0	10/				
201	Treatment Plant J/Bay	SEWERAGE	Infrastructure &	Waste Water	Grant MIG	1,772		
201	J/Bay Electrification	SEWERAGE	service delivery	Management	Grant MIG	1,772		
	Kwanomzamo/oyster		Infrastructure &					
211	bay Kruisfontein	ELECTRICITY	service delivery	Electricity	Grant DME	2,000		
211	Bulk Upgrade J/Bay	ELLCTRICITI	Infrastructure &	Liectricity	GIAIR DIVIL	2,000		
212	Bulk Opgrade 5/Bay	ELECTRICITY	service delivery	Electricity	Grant DME	4,000		
	Adjust 2007/2008	ELEGITAGITT	Infrastructure &	Licotriony	GIGIR DIVIE	1,000		
213	,	ELECTRICITY	service delivery	Electricity	Grant DME	-1,000		
	Humansdorp (219)		Infrastructure &			,		
214	, , ,	HOUSING	service delivery	Housing	Grant DLGH&TA	8,537		
	Oceanview (490)		Infrastructure &					
215	, ,	HOUSING	service delivery	Housing	Grant DLGH&TA	19,102		
	Kwanomzamo (175)		Infrastructure &					
216		HOUSING	service delivery	Housing	Grant DLGH&TA	6,822		
	Refuse Transfer		Infrastructure &	Waste				
217	Station	REFUSE	service delivery	Management	CRR (AFR)	900		
	Weigh Bridge		Infrastructure &	Waste				
218		REFUSE	service delivery	Management	Augmentation	1,000		

4.2. Capital Expenditure per Project

The actual will be measured against the following:

	Cash flow Schedule (20087/2009): Municipal Infrastructure Grant (MIG)														
Month	PMU						ts (Draw Down	Expenditure	%	Comment
		1	2	3	4	5	6	7	8	9	10				
	5%														
April '08															
May '08															
June '08															
July '08															
August '08															
September '08															
October '08															
November '08															
December '08															
January '09															
February '09															
March '09															
Total			_	<u> </u>											

Sector / Department	Project No.	Project Name
TECHNICAL SERVICES		
	1	Kwanomzamo Internal Water Reticulation
	2	Gill Marcus Village Taxi Route
	3	Augmentation of Hankey Water Treatment Plant
	4	Gill Marcus Village Water & sewerage Reticulation
	5	New Reservoir : Oysterbay
	6	Augmentation of Oysterbay Water Treatment Plant
	7	Kruisfontein Bulk Water Supply
	8	Kruisfontein Sewer Treatment Plant
	9	Augmentation of Jeffrey bay Sewer Treatment Plant
COMMUNITY SERVICES		
	10	Upgrading of Kwanomzamo Clinic
	11	New Clinic Upper Gamtoos

4.3. Capital Expenditure per Project

	Cash flow Schedule (2008/2009): Department of Minerals & Energy													
Month	Budget	Actual	Pre- Implementation	Design	Implementation	Complete	Comment							
A = =11.100	2													
April '08	0													
May '08	0													
June '08	0													
July '08	1 000 000													
August '08	1 500 000													
September '08	1 500 000													
October '08	1 000 000													
November '08	1 000 000													
December '08	0													
January '09	0													

February '09	0			
March '09	0			
Total	6 000 000			

Comments:

Here we comment on capital expenditure on grants

5. INTERGRATED DEVELOPMENT PLAN

5.1 IDP reconciliation with Operating Budget

RECONCILIATION OF IDP & BUDGET - OPEX		Budget 2008/2009	Actual	Qua	arter 1	Qua	rter 2	Qua	rter 3	Qua	arter 4	(%0 of budget
		R'000		Prjct	Actual	Prjct	Actual	Prjct	Actual	Prjct	Actual	
Strategic Objective	Action Plan	E										
_	_											
Financial management	ASSESSMENT RATES	11,990										
Socio-Economic development	BEACHES	2,609										
Socio-Economic development	BEACHES : BLUE FLAG	715										
Institutional & good governance	BUILDINGS AND PROPERTIES	2,636										
Socio-Economic development	CARAVAN PARKS AND CAMPING	2,938										
Socio-Economic development	CEMETERIES	1,005										
Socio-Economic development	COMMUNITY SERVICES	1,343										
Institutional & good governance	CORPORATE SERVICES : DIRECTOR	1,012										
Institutional & good governance	CORPORATE SERVICES	8,156										
Institutional & good governance	COUNCIL	13,730										
Socio-Economic development	DISASTER MANAGEMENT	56										
Institutional & good governance	ECONOMIC DEV GENERAL	460										
Institutional & good governance	ECONOMIC DEV AGRICULTURAL	14										
Institutional & good governance	ECONOMIC DEV BUSINESS (SMME'S)	157										
Institutional & good governance	ECONOMIC DEV TOURISM	260										
Infrastructure & service delivery	ELECTRICITY	69,694										
Infrastructure & service delivery	ENGINEERING	2,684										
Socio-Economic development	ENVIRONMENTAL HEALTH	2,095										
Financial management	FINANCE : CFO - DIRECTOR	3,382										
Financial management	FINANCE : BUDGET AND TREASURY	1,003										

	FINANCE : EXPENDITURE					I	
Financial management	SECTION	1,123					
Financial management	FINANCE : INCOME SECTION	4,987					
Financial management	FINANCE : INFORMATION SYSTEMS	23					
Financial management	FINANCE : STORES	22					
Financial management	FINANCE : SUPPLY CHAIN MANAGEMENT	-					
Socio-Economic development	FIRE BRIGADE	5,123					
Socio-Economic development	HEALTH (PRIMARY)	181					
Socio-Economic development	HEALTH : KWANOMZAMO CLINIC	1,133					
Socio-Economic development	HEALTH: PELLSRUS CLINIC	1,445					
Socio-Economic development	HEALTH : CLINIC 3	-					
Socio-Economic development	HEALTH : CLINIC 4	-					
Infrastructure & service delivery	HOUSING	1,996					
Institutional & good governance	HR & ESD : DIRECTOR	1,407					
Institutional & good governance	HUMAN RESOURCES	1,926					
Institutional & good governance	INTEGRATED DEVELOPMENT	644					
Institutional & good governance	INTERNAL AUDIT	184					
Institutional & good governance	JUICE FACTORY	-					
Socio-Economic development	KOUGA CULTURAL CENTRE	1,241					
Institutional & good governance	LIBRARIES	2,390					
Institutional & good governance	MAYOR	1,506					
Institutional & good governance	MAYORAL EXECUTIVE COMMITTEE	-					
Infrastructure & service delivery	MECHANICAL WORKSHOP	-					
Infrastructure & service delivery	MIG ADMIN UNIT	534					
Institutional & good governance	MUNICIPAL MANAGER	4,266					
Socio-Economic development	MUSEUMS	112					
Socio-Economic development	NATIONAL TRAFFIC (NATIS)	1,571					
Socio-Economic development	NATURE CONSERVATION	588					
Socio-Economic development	OCCUPATIONAL HEALTH	47					
Socio-Economic development	PARKS AND OPEN SPACES	10,781					
Infrastructure & service delivery	PLANNING AND DEVELOPMENT	4,628					
Socio-Economic development	POUNDS	8					
Socio-Economic development	PROTECTIVE SERVICES	6,911					

Infrastructure & service delivery	PUBLIC WORKS	14,714					
Infrastructure & service delivery	REFUSE	33,521					
Infrastructure & service delivery	SANITATION	2,904					
Infrastructure & service delivery	SEWERAGE	19,659					
Socio-Economic development	SOCIAL DEVELOPMENT	651					
Socio-Economic development	SPORT AND RECREATION	1,179					
Institutional & good governance	SKILLS DEVELOPMENT & EMPLOYMENT EQUITY	1,344					
Infrastructure & service delivery	WATER	33,779					
Infrastructure & service delivery	WATERWAYS	821					
TOTAL OPERATING EXPENDITURE		289,288					

5.2 Detailed Integrated Development Plan

See attached the detailed project listing attached as annexure "A"

6. SERVICE DELIVERY

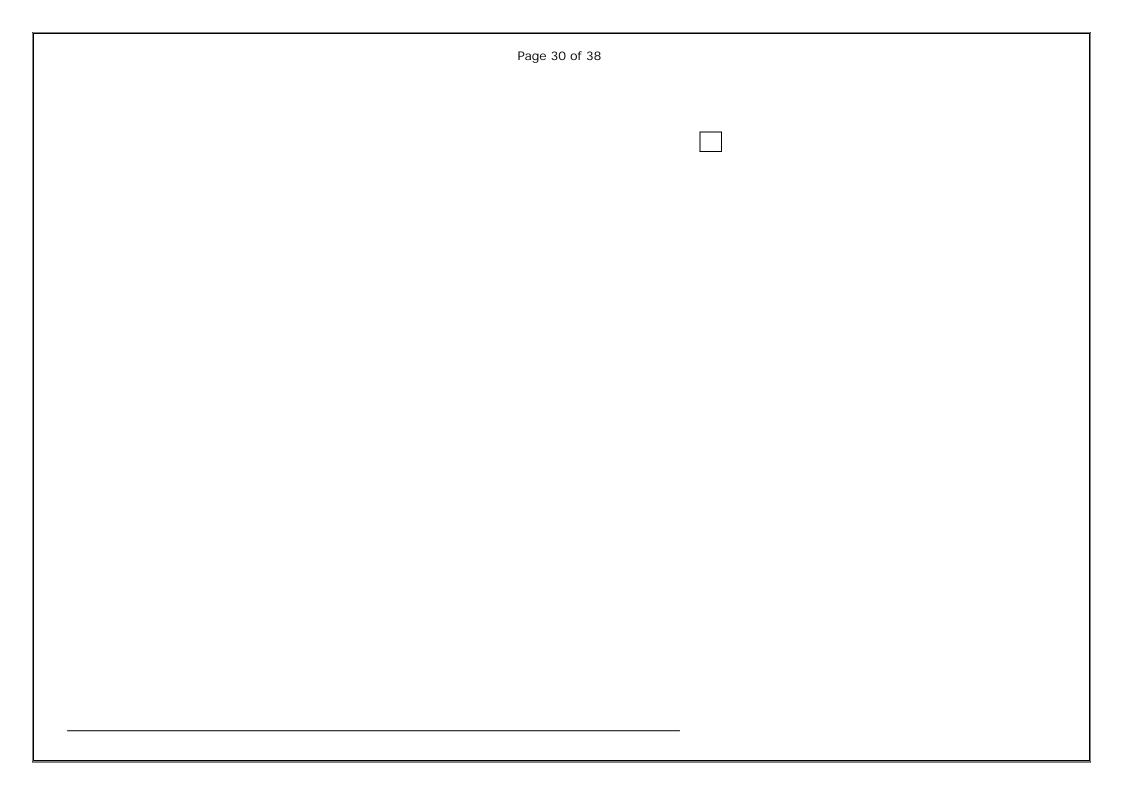
5.1 Key Performance Areas by Quarter

KPA No	Key Performance Area	Qt	Qtr 1		r 2	Q	tr 3	Qt	r 4	% Qtr
		Prjct.	Actl.	Prjct	Actl.	Prjct.	Actl	Prjct.	Actual	Org. PMS
	Municipal Manager									
1	Manage the delivery of basic services in Kouga									
2	Ensure Institutional Development and Transformation within Kouga Municipality.									
3	To encourage and promote Local Economic Development within the Kouga Municipal Region.									
4	Ensure the Financial Viability and Management of Kouga Municipality.									
5	The rendering of planning and development services in an orderly and procedural manner simultaneously administering housing									
6	Ensure Good Governance and facilitate Public Participation within Kouga Municipality.									
7	Ensure municipal staff is adequately trained to provide excellent services to inhabitants.									
	Director: Corporate Services									
1	Ensure that secretarial, administration and support services are provided to council									
2	Ensure that council complies with relevant legislation, rules and policies									
3	Records Management: Ensure the registration of incoming and outgoing correspondence and ensure compliance with the Archives Act									
4	Corporate Communications: Relay important issues internally and externally									

5	Auxiliary services: Ensure attendance of occurrences				
6	Ensure assistance to the functioning of the ward committees and all other councillors				
7	Ensure that the department is optimally capacitated ensuring compliancy with relevant human resources and training acts to ensure the development of Corporate Services staff to their full potential				
8	The provision of inward support to ensure resources are employed to achieve the departmental objectives				
	Chief Financial Officer				
1	To provide financial accounting and associated duties				
2	To provide effective, efficient and compliant financial management function				
3	To provide income and expenditure management				
4	Ensure the assets are managed in accordance with municipal legislation.				
5	To promote the implementation of policies and procedures				
6	Provide financial information in accordance with legislation.				
7	Ensure audits are done in terms of legislation.				
8	To provide advisory/auxiliary service to council and the organization as a whole				
9	To support the organization in auxiliary services				
10	To ensure operational effectiveness and efficiency by ensuring staff development is continuous				

11	Provide administrative assistance with Information and technology systems.					
	Director: Technical Services					
1	Reticulation: Ensure maintenance of the electrical infrastructure of Kouga Municipality and the identification and implementation of capital and electrification projects.					
2	Metering: Ensure metering of all users.					
3	Customer service: Ensure good quality customer service.					
4	Inspections: Ensure safe environment.					
5	Quality of supply: Ensure constant supply of electricity and compliance with applicable Acts and Regulations.					
6	Water: Ensure constant supply of potable, purified water to the communities and the implementation and completion of IDP projects.					
7	Sewerage: Ensure legislative compliance of sewerage disposal and the implementation and completion of IDP projects.					
8	Public works: Ensure the provision, maintenance and upgrading of public works.					
9	Employ resources to pursue output goals.					
10	Direct and influence subordinates and other colleagues involved (leadership)					
	Director: ESD, HR					
1	LED FORUMS: establish LED forums to determine the needs and empower the communities to be self reliant with regard to Tourism, Agriculture and SMME'S					
2	Ensure the Social needs, development and requirements of the community are addressed					

	Ensure that the council is optimally capacitated					
3						
4	Ensure the employment of finance and human resources for the achievement of departmental objectives					
5	Ensure that all applicable legislative and governmental acts are applied effectively throughout the department					
	Director: Community Services					
1	Provision of primary health, social services and environmental health services to the community and the management of related projects					
2	The provision of Cleansing and Parks services for the community and the council					
3	The provision of waste disposal services and cemeteries for the community and council					
4	The provision and maintenance of community facilities and sport and recreation facilities for the community					
5	The provision of protection services to the community and the Council.					
6	The implementation and facilitation of IDP projects as prescribed for the Community Services department as aligned with allocated budget.					
7	Ensuring the Community services department is adequately capacitated within the allocated budget					
8	The employment of resources to ensure the optimal functioning of the department					
9	Ensuring the prudent application of legislation, resolutions and by-laws to ensure good governance within the department					



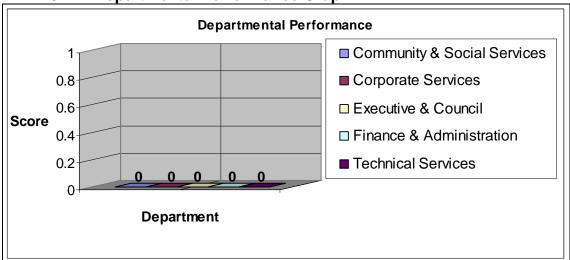
5.2 Departmental Performance

5.2.1. Departmental Performance Table

Department	Score
Community & Social Services	
Corporate Services	
Executive & Council	
ESD,HR	
Finance	
Technical Services	

This table summarizes the total or aggregate Departmental performance

5.2.2. Departmental Performance Graph



SUPPLEMENTARY INFORMATION

A. <u>WARD INFORMATION</u>

Ward	
1	
2	
3	
4	
5	
6	
7	

8	
9	
10	

B. **SPENDING CLASSIFICATIONS**

Spending protocol is vitally important if the budget, especially within a 12 month period is to be achieved. It has to conform to the internal and external policies and legislation. E.g. Supply Chain Management Policy.

Type of spending

1. Deliberate spending (priority 4)

Here expenditure is incurred as a result of a directive to be achieved e.g. purchasing of later model computers. This spending need necessarily not have taken place but may be as a result of a future plan for spreading expenses or a maintenances plan.

2. Compulsory spending (priority 1)

Here no choice is possible and if not incurred will result in a break down in service delivery E.g. salaries and wages, loan repayments.

3. Voluntary spending (priority 3)

This spending type refers to expenses that add to an existing service that part that could be done without or restrict but is seen as contributions to matters other than basic service delivery or indirectly we do not know its full extent e.g. Donation, provisions, telephone, stationery.

4. Involuntary spending (priority 2)

These expenses we have no control over and will include bank charges, delivery fees, P.A.Y.E, vat

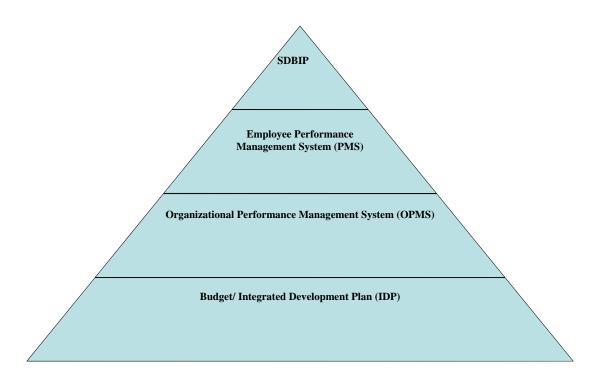
The priority of spending may necessarily not be directly related to the timing of when the expenses take place. What is intended is that when cash flow become a problem one should be able to prioritize spending so as not to halt service delivery. Every head of department should indicate next to the spending line the priority and so for e.g. a compulsory spending budget may be achieved. This will facilitate emergency reform action on a minutes' notice.

C. PERFORMANCE MANAGEMENT

The SDBIP forms and integral part of the Organizational Performance management system (to be developed) and cascade into the performance management contract of senior manager. This is subject to independent scrutiny by the Office of the Auditor-general and tabled at the Audit Committee.

The results thereof will be available on our website.

The pyramid illustrate the span between the SDBIP and the Policy Document



D. SDBIP REVISION

As budget administrator the CFO will forward to the Accounting Officer the reports in terms of section 71 and 72. The results of trading between realistic income and expenditure will prompt the need to revise the SDBIP.

- > The areas of concern will be highlighted
- > The Adjustment Budget will be made available.

- The corresponding KPA will be identified
- > The Director in charge will be requested to provide written comment as the need to adjust the SDBIP, considering the priority status.
- > The choice of alternatives will be tabled in an effort to avert downwards adjustment.
- > Consultation will be held with the Executive Mayor and management
- > A report will be compiled and tabled at Council.
- Performance measurements will be adjusted.
- > Roll over for capital projects will be note and the funds set aside at the year end should financial resources permit.

The circular diagram illustrates the flow of functions to revise the SDBIP

