



Lukhanji Municipality  
**SERVICE DELIVERY AND  
BUDGET  
IMPLEMENTATION  
PLAN**

**2009/10**

**High Level  
Summary**

June 30, 2009

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## **SDBIP FOREWORD FROM THE EXECUTIVE MAYOR (2009/10 Budget)**

On the 30<sup>th</sup> of June 2009 the Council adopted the budget for the 2009/10 financial year. It is our biggest ever and reflects Council's response to the needs of its residents, ratepayers and the business community which it serves.

The 2009/10 operating and capital budgets were the result of extensive consultation with the people of Lukhanji. Through this consultation process we have learned what the community regarded as important and how they expect the budget to be spend over the next three years.

The Integrated Development Plan has been amended as a result thereof and we are now in a position to proceed with the delivery of services in the manner it is expected from us.

Of course there are many challenges along the way which at times we may find it difficult to overcome. It is our duty however; to do everything we possibly can to meet the aspirations of our people.

This Service Delivery and Budget Implementation Plan is a tool that charts the course of where we want to go and what we need to do to get there. Besides the fact that the SDBIP is a legislative requirement, it is a valuable tool in making sure that we meet the challenging targets that the people of Lukhanji expect from us.

The SDBIP facilitates the accountability that Directors hold to the Council and that Councillors hold to the community. I trust that this document will be a living document that will foster the management, implementation and monitoring of the budget, the performance of senior management and the achievement of the strategic objectives as laid out in the IDP.

One of the critical shortcomings we had over the past five years was the lack of a monitoring mechanism to gauge the performance of the municipality and its employees. The SDBIP, hopefully will remedy that situation as it is intended to enable the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager and for the community to monitor the performance of the municipality as each activity contains outputs, outcomes and timeframes.

I would like to thank the Budget and Treasury Office for their outstanding performance in the compilation of this document and all the Directors and Managers within their sections for their contributions. Your co-operation is highly appreciated.

***M. A. Dapula, Executive Mayor of Lukhanji***

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## **Introduction**

The Lukhanji Municipality in terms of the Municipal Finance Management Act (MFMA), Lukhanji must produce a Service Delivery and Budget Implementation Plan (SDBIP) for the 2009/10 financial year.

The SDBIP is defined in chapter one of the MFMA as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

The SDBIP works similar to a business plan and becomes an integral part of the financial planning process. Lukhanji's SDBIP was prepared in parallel with its budget process. It is the connection between the budget and management performance agreements. The SDBIP contains detailed information concerning how the budget will be implemented through cash flow forecasts and numerous service delivery targets and performance indicators.

The Lukhanji SDBIP consists of two documents. A high level summary of the detailed plan is contained in this summary document and detailed monthly budget projections and quarterly performance indicators are contained in the estimates annexure document.

## **What does the SDBIP do?**

MFMA circular 13 from National Treasury outlines the concept of an SDBIP. In essence the SDBIP is to be viewed as a contract between the administration, the council and the community expressing the goals and objectives set by the council and expressed as quantifiable outcomes that can be implemented by the administration over the financial year.

It should be a management, implementation and monitoring tool that will assist the Executive Mayor, councilors, Municipal Manager, senior managers and community. It also allows the Municipal Manager a performance monitoring tool that he can use to monitor the performance of the senior managers. The MFMA requires that the performance objectives within the SDBIP linked directly to the performance agreements of each senior manager.

The SDBIP should be seen as a 'layered' plan. Only the top layer is included in this document and made public at council, however, the budget and performance targets should be broken down into smaller targets that are set for middle-level and junior managers. Each directorate should produce their own SDBIP that in turn will roll up into the high level municipality's SDBIP.

## **The SDBIP Components**

As outlined in MFMA circular 13, the SDBIP is made up of five necessary components. These components are:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each "vote"
3. Quarterly projections of service delivery targets and performance indicators for each "vote"
4. Ward information for expenditure and service delivery
5. Capital works plans.

The SDBIP is the link between organizational performance and the budget. It provides a means of to measure cost 'effectiveness' by linking the inputs (budget Rand) to the service outputs and outcomes. Budgetary control and performance monitoring combine to measure the cost effectiveness of delivering service to the community.

## **Approval of the SDBIP is a MFMA requirement**

Per chapter 8 of the MFMA, the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved by council. In addition, drafts of annual performance agreements required by the Municipal Systems Act must also be delivered to the Executive Mayor.

Per chapter 7 of the MFMA the Executive Mayor must "take all reasonable steps" to ensure that he approves the SDBIP within 28 days and then makes it public no later than 14 days after that.

## **Implementing and Monitoring of SDBIP is required**

Chapter 7 of the MFMA sets out the duties and responsibilities of the Executive Mayor. Section 54 specifically sets out responsibilities in regard to budgetary controls and early identification of financial problems.

The Executive Mayor receives budget monitoring reports from the Accounting Officer under sections 71 and 72 of the MFMA. Once received the Executive Mayor must check whether the budget is being implemented in accordance with the approved SDBIP.

If it is decided to amend the SDBIP, then any revisions to the service delivery targets or performance indicators must be made with the approval of council following approval of an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

Once approved, the revised SDBIP must be promptly made available to the public.

## **The SDBIP process in Lukhanji**

The revision and development of the 2009/10 SDBIP in Lukhanji started in January of 2009 with a workshop with all directors. The production of the SDBIP was coordinated from the Finance Directorate; however, all directorates were involved in its development.

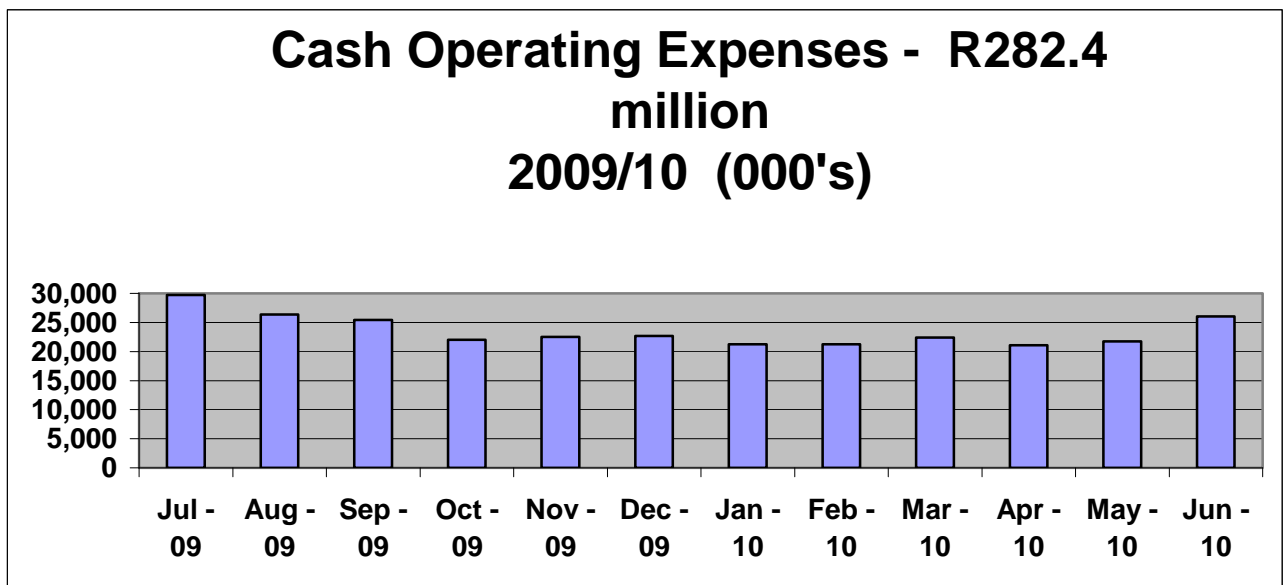
This is the second SDBIP produced within the Lukhanji Municipality and as such it must still be viewed as the beginning of a learning process. Each year should see improvements to this process and the usefulness of the document.

This summary contains high level summaries of revenue and expenditure forecasts. The detail estimates are contained in the estimates annexure.

## Operating Expenditure

The annual operating budget has been broken down into monthly projections using the trends from previous years and applying them to each line item within the budget. The projections in the estimates annexure are shown by department.

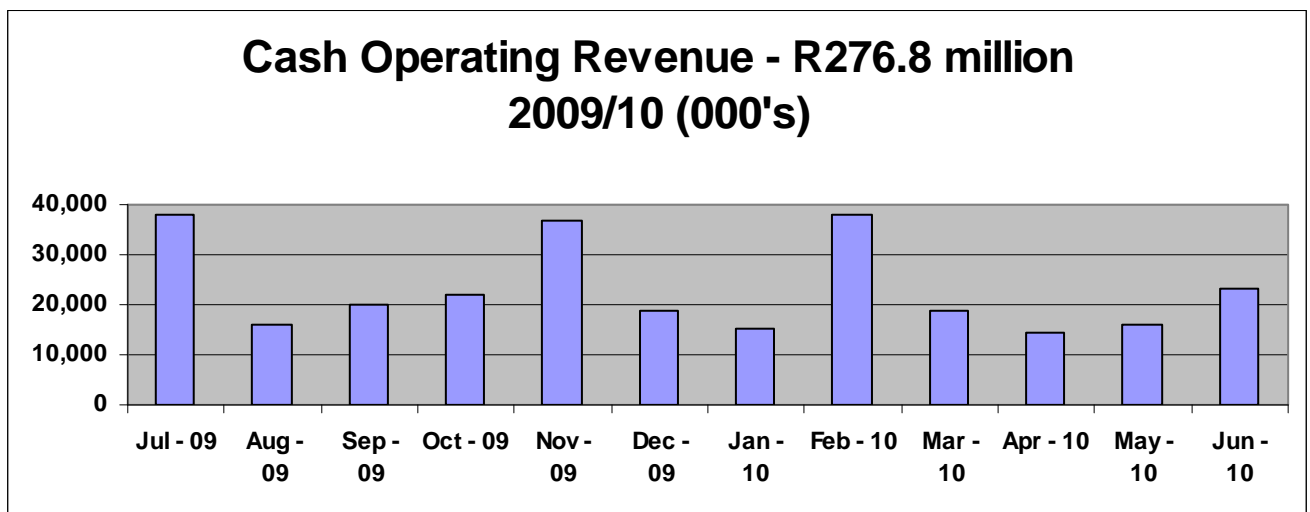
The use of previous year's trends for the operating budget was thought to be the most reliable and practical method of projecting future cash flows. This method does however have risks including: 1) building undesirable trends into the plan; 2) any extraordinary events in the past may skew the past trends in ways that may not be repeated; and 3) estimates are based on percentage per month and do not take into account any over or under spending on any particular account.



## Operating Income

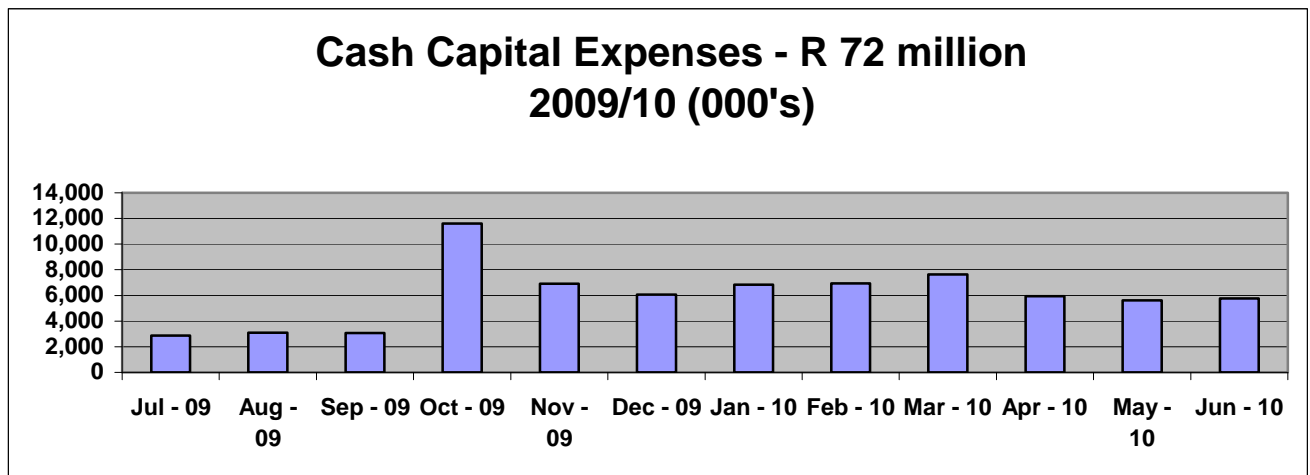
Previous year's trends have again been used to provide the estimates for the 2009/10 projections and the previous comments concerning the shortcomings of this method should be considered here as well. In the estimates annexure the information is shown by the national standard for showing revenue by source.

These projections are based on the estimates in the budget for the actual cash payments expected to be received in total. The National Treasury circular advises that revenue projections should show the actual cash collected rather than the amount billed (the amount billed is what the budget figure represents), however, this is a much more complex procedure as separating cash payments between current year and previous year's collections is not possible. This is an important area for which further work needs to be done. We have shown estimates based on the total cash receipts expected for that month without regard for the year in which it was billed. In practice almost all cash payments are received within 90 days of billing so the affect of prior years should be minimal.



## Capital Expenditure

As part of the 2009/10 budget process directors were required to prepare cash flow forecasts of capital expenditure and these are reported as part of the budget documentation. Directors have also been asked to provide estimated start and completion dates for the capital projects.



## Service Delivery Targets and Performance Indicators

These have been developed in conjunction with all the senior management of the municipality. A number of meetings have been held with directorates and the performance indicators and targets developed.

The targets and indicators attempt to measure a range of activities and outputs in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis.

The quarterly targets are shown in appendix 2 and the detailed targets and performance indicators are set out in the estimates annexure.



## **Definition of a Vote**

The MFMA requires that operational and capital expenditure by vote be shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget. A circular from National Treasury clarifies this further by providing details of the “Government Finance Statistics” classifications which aim to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by directorate and GFS service classification. The SDBIP estimates annexure also includes a table for each directorate showing how each cost centre fits into the GFS service classification.

## **Monitoring and the adjustments budget process**

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the municipality’s financial position, including year end projections.

These reports have been produced in Lukhanji over the past year but the adoption of the SDBIP makes their full and regular production an absolute necessity. As detailed earlier, the Executive Mayor must consider these reports under section 54 of the MFMA and then make a decision as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability into the municipality’s finances.

In simple terms, funds can be transferred within a ‘vote’ but any movements between votes can only be agreed by an adjustments budget.

To give effect to this and other legislation requirements in the MFMA, the council was asked to approve a formal policy on budget adjustments that sets out the parameters for the transfer of funds within service delivery units.

Appendix 1 sets out a protocol for the decision making process required under section 54 of the MFMA. This protocol obliges directors to produce required information within certain deadlines.



Lukhanji Municipality

**APPENDIX 1**

**Protocol for revising SDBIP**

**2009/10**

## **Appendix 1 – Protocol for revising SDBIP**

The Executive Mayor upon receipt of a section 71 or section 72 budget monitoring report from the accounting officer must decide whether it is appropriate to amend the SDBIP in light of the information received.

This protocol sets out the various steps that should be followed in order for the Executive Mayor to fulfill his obligations under section 54 of the MFMA.

### **Protocol**

The Financial Directorate (Budget Office) will provide the Municipal Manager with information as required under sections 71 and 72 of the MFMA and this information will be submitted to the Executive Mayor by the 10<sup>th</sup> working day of each month.

This information will show a comparison of actual performance against the planned income and expenditure that was included in the SDBIP.

### **Capital Projects**

For capital projects, each variance of plus or minus 10% or R10,000 whichever is greater will be highlighted in the report. The Executive Mayor will then ask the Director responsible for that project for a written report covering:

- The reason for the variance
- If necessary, what corrective measures have been put into place,
- Whether the start and finish dates of the capital project need amending,
- Whether the project specification will need to be amended,
- To provide revised monthly estimates of expenditure for the project.

The director must provide the information to the Executive Mayor within one week of the request being made.

Following the receipt of these reports from the relevant directors the Executive Mayor will make one of the following decisions;

1. Note the report of the Director
2. Note the report of the Director and keep the project under review
3. Request the Director to attend a Performance Review meeting with the Executive Mayor, Municipal Manager and CFO to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery. Following this meeting the Executive Mayor will then decide whether the SDBIP should be amended.

If it is decided to amend the capital program and SDBIP, so as maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital program that can be implemented sooner. The financial implications of these suggestions will be assessed by the CFO and a recommendation will be made to the Executive Mayor as to which ones would be possible to proceed with. Then an adjustments budget will be prepared.

## **Operating Expenditures and Revenue**

For operating expenditures and revenues all variances of plus or minus 10% of the monthly budget forecast will be highlighted in the report.

The Executive Mayor will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all noted variances. Directors will be asked to explain whether the service delivery targets include in the SDBIP can still be achieved. The Executive Mayor will then decide whether the SDBIP should be amended in light of these explanations.

At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Executive Mayor by the 10<sup>th</sup> working day after each quarter along with the budget monitoring information for that quarter as provided by the Finance Directorate (Budget Office).

If the actual performance on any indicator varies from the planned performance the Executive Mayor can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put into place to ensure that the projected level of performance can be met in the future.

The Executive Mayor will then review these reports and decide whether the SDBIP should be amended.



Lukhanji Municipality

**APPENDIX 2**  
**Service Delivery Targets and**  
**Performance Indicators**

**2009/10**

## SECTION 17 - SUMMARY of Directorate SDBIP

Key Priority Area (KPA)	Sub-result areas	Objective	Project to be implemented	Key Performance Indicator (KPI)	Measurement Source and Frequency	Annual Target 09/10	ANNUAL TARGET AGREED YEAR - 2009/10				
							30 Sep	31 Dec	31 Mar	30 Jun	
							MUNICIPAL MANAGER				
GOVERNANCE	Intergovernmental Relations	To maintain effective intergovernmental relations	Participate in the District intergovernmental relations forum	Improved communication as assessed by MM on a scale of 1 very poor - 5 excellent	Minutes of IGR forum meetings attended	4 per annum	1	1	1	1	
			Establish and formalise with MoUs and partnerships with Sector Departments	Number of MoU actually concluded with Depts	Signed MoU	1	0	0	0	1	
	Policies & By-laws	To review existing Policies & by-laws and publicise for by-in and effective implement	Develop by-laws and publicise	Develop by-law for property rates and by-law for roads, traffic and safety	Develop by-law for property rates and by-law for roads, traffic and safety	Promulgated by-laws					4 by-laws completed
	Public Participation	To ensure effective public participation and encourage people centred and people driven municipal processes of planning and decision making	Develop and adopt a communication strategy	Communication strategy in place	council records	Strategy adopted					Strategy adopted
FINANCIAL VIABILITY	Risk Management	To ensure sound financial systems and compliant practices at all times	Develop and adopt Risk Management Plan	Risk management plan developed	quarterly	Risk management plan developed					Risk management plan developed
LOCAL ECONOMIC DEVELOPMENT	Local Economic Development	To implement existing LED strategy	Lobby resources to implement existing LED Strategy	number of funding received from funders to implement strategy	Funding agreements with funders - annually	2 funds received by March 2010	10%	60%	75%	Funding agreements with funders - annually	
			Develop SMME SUPPORT Strategy	Strategy in place March 2010	SMME strategy-annually	Strategy adopted by council	10%	60%	75%	SMME strategy-annually	
			Facilitate establishment of partnerships for Economic Development	Number of partnerships concluded with MOUs or agreements	MOUs-annually	3 partnerships	10%	60%	75%	MOUs-annually	
			Appoint an SMME officer in the LED section	SMME Officer appointed	Contract signed with SMME officer	Officer appointed by March 2010	10%	60%	75%	Contract signed with SMME officer	
			Appoint Agric development officer	Agric development officer appointed	contract signed with Agric officer	Officer appointed by March 2010	10%	60%	75%	contract signed with Agric officer	
	Support department and DM initiatives for revitalization of Shiloh irrigation scheme	participation in the implementation structures and processes	Reports and minutes of scheme trust - quarterly	Have representation in the scheme trust	10%	60%	75%	Reports and minutes of scheme trust - quarterly			
	Unemployment & Poverty alleviation	To reduce unemployment and create job opportunities	To facilitate linkages with PMU (EPWP) for short term job creation and monitoring	Quarterly reports on job creation obtained from PMU	PMU Reports - quarterly	Report on job creation numbers tabled to Mayco	10%	60%	75%	PMU Reports - quarterly	
	Trade and Markets	To regulate, support and manage local markets and street traders	Support informal traders with creation of market places (EG. STALLS) & link to services	Marketplace infrastructure installed in relevant wards	number of market place infrastructure launched - annually	Selling stalls, refuse bins and ablution facilities installed	10%	60%	75%	number of market place infrastructure launched - annually	
			Facilitate market linkages for local produce via partnership arrangements	Status report on implementation of partnership agreement by SMME officer	Reports and minutes of partnership meetings- Quarterly	Status reports submitted to Led Manager	10%	60%	75%	Reports and minutes of partnership meetings- Quarterly	
	Local Tourism	To establish potential and grow sector contribution to GDP	Review local Tourism sector Plan by March 2010	Revised tourism plan in place	Tourism plan	Revised plan adopted by March 2010	TOR for revision of the plan	75% revised plan	Revised plan adopted by March 2010	Tourism plan	
Recruit and appoint Tourism officer			Tourism officer appointed	Contract signed with Tourism Officer	officer appointed by March 2010	10%	75%	officer appointed by March 2010	Contract signed with Tourism Officer		
SERVICE DELIVERY	Municipal Planning	To ensure building of capacity for effective planning and implementation of our	Prepare, review, adopt & implement IDP	Revised IDP completed by March 2009	IDP document - Yearly	Reviewed IDP adopted by council by June 2009	Process plan	75% Revised plan	Draft tabled to council	Final IDP	
			Review, Adopt and implement PMS	Revised 09/10 scorecards	quarterly	Revised 2010/11 scorecards				Revised 2010/11 scorecards	
	Special Programmes	To coordinate and implement special programmes	Establish a special programmes desk / forum within the LM								
	Primary Health Service	To fight the spread of HIV and Aids as well as other communicable diseases	Promote HIV/Aids awareness and hold workshops in all wards								

**SECTION 17 - SUMMARY of Directorate SDBIP**

Key Priority Area (KPA)	Sub-result areas	Objective	Project to be implemented	Key Performance Indicator (KPI)	Measurement Source and Frequency	Annual Target 09/10	ANNUAL TARGET AGREED				
							YEAR - 2009/10				
							30 Sep	31 Dec	31 Mar	30 Jun	
<b>ADMINISTRATION AND HUMAN RESOURCES</b>											
GOVERNANCE	Functional Administration	To ensure stable and functional administration	Recruit & appoint for all budgeted posts in 2009/10	% of funded vacancies filled	Monthly reports to Admin Committee	100%	15%	75%	80%	100%	
			Develop and adopt an HR retention strategy	Staff retention policy developed	Monthly report to Municipal Manager	Adoption of staff retention policy (100%)	10%	Draft strategy (75%)	Adoption of staff retention policy (100%)	0%	
			Improve the safety of the workplace environment	No. of workplace fatalities	Monthly reports to Admin Committee	0%	0%	0%	0%	0%	
			Draft, and submit annual report within 7 months of year-end	Annual Report tabled in Council	Annual Report	100%	0%	0%	100%	0%	
				Oversight Report Adopted	Oversight Report	100%	0%	0%	100%	0%	
			Develop access to information manual in order to facilitate access to municipal information to the public	Number of requests granted	Annual Report submitted to HSRC	100% automatic disclosure	100%	100%	100%	100%	
	Safeguarding all municipal information and documentation	% compliance with the Archive Act	Records Manual	100%	100%	100%	100%	100%			
Public Participation	To ensure effective public participation and encourage people centred and people driven municipal processes of planning and decision making	Train all ward committees in key municipal functions	number of ward committees trained	Progress reports to Admin Committee	27				27		
INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	Good Governance	To provide effective support to council processes and its political structures	Drafting, Printing and Circulation of agendas	Time taken to circulate Council agendas to all stakeholders before a meeting	Quarterly reports on Standing Committee, Mayoral Committee, Directors & Council agendas distributed	4 days for Standing Committee, 1 day for Mayoral Committee and Directos and 7 days for Council agendas	4 days for Standing Committee, 1 day for Mayoral Committee and Directos and 7 days for Council agendas	4 days for Standing Committee, 1 day for Mayoral Committee and Directos and 7 days for Council agendas	4 days for Standing Committee, 1 day for Mayoral Committee and Directos and 7 days for Council agendas		
			Preparation and Circulation of reports/ information/ minutes after a meeting	Time taken to make available information after a meeting	Weekly reports to Mayoral Committee on Committee meetings	7 days after meeting	7 days	7 days	7 days		
			Convene at least 1 Council meeting per quarter in terms of S37(c) of the Structures Act	% of Council meetings taking place as scheduled	Council agendas	8 per annum	2	2	3	1	
			Develop electronic resolution tracker and database	Time taken to populate the electronic resolutions database	Electronic Resolutions database	7 days after meeting	7days	7 days	7 days	7 days	
	Human Resource Development	Transform organisational culture to be developmentally orientated	Develop Training programmes for staff to address gaps identified during skills audit	Number of training programmes developed and staff identified to attend courses	Quarterly skills development implementation plans submitted to LGWSITA	4 per annum (incl. Annual report)	1	1	1	1	
			Review and Implement the Workplace Skills Plan	Implement the existing plan	% progress on WSP implementation	Monthly Report	100%	10%	60%	75%	100%
			Review and implement the Employment Equity Plan	Develop, adopt and implement EEP	% progress on EEP implementation	Monthly Report	100%	10%	60%	75%	100%
				Monitor and regularly report on equity targets adopted	% of new appointments who are HDIs	monthly reports	100%	100%	100%	100%	100%

**SECTION 17 - SUMMARY of Directorate SDBIP**

Key Priority Area (KPA)	Sub-result areas	Objective	Project to be implemented	Key Performance Indicator (KPI)	Measurement Source and Frequency	Annual Target 09/10	ANNUAL TARGET AGREED			
							YEAR - 2009/10			
							30 Sep	31 Dec	31 Mar	30 Jun
<b>ESTATES SERVICES</b>										
<b>SERVICE DELIVERY</b>	Municipal Planning	To ensure building of capacity for effective planning and implementation of our programmes	Review, adopt & implement SDF	Revised SDF	Annually	Revised SDF				Revised SDF
			Implementation of Town Planning Scheme (Whittlesea)	No of rezoning applications attended to	Reports to Estates Committee	40%	10%	15%	10%	5%
			Implementation of Town Planning Scheme (Greater Queenstown)	No of rezoning applications attended to	Reports to Estates Committee	100%	50%	20%	10%	20%
	Housing & Land Reform	To facilitate delivery of different mix of housing development	Implement existing Housing sector plan to guide our interventions	Sector plan adopted by council	Annually	Sector plan adopted by council	30%	30%	30%	Sector plan adopted by council
			Facilitate delivery of mix housing working closely with Breaking New Ground Partners	Number of housing units delivered	quarterly	MOU between Standard Bank, Province & Municipality in place	5%	20%	55%	100%
			Manage, Administer, Control & Maintain existing rental stock	Amount in rands utilised to maintain and upgrade existing stock	quarterly	20%	5%	5%	5%	5%
			Facilitate transfer of land to Lukhanji and implement RDP housing projects	Number of ervens actually serviced	quarterly	300 depended on allocation of funding from Province	0	0	150	150
			implement Rectification Programme in Illinge, Ezibeleni (Ellen Dee), Ezibeleni Ph2, Whittlesea Ext 4	No of houses reconstructed/ refurbished/ repaired	Quarterly reports to Estates Committee	1150 units out of 2802 units that need to be attended to	290	270	290	300
			Selling of residential and commercial sites for development	No of business and residential sites sold	Minutes of Bid Adjudication Committee	Business = 3 Residential = 30	0 7	2 9	1 8	0 6
			Construction of Houses	Number of houses constructed in Sabata Dalinyebo and Nomzamo	Quarterly progress reports to Estates Committee	Sabata = 210 Nomzamo = 200	75 50	50 25	50 75	25 50



**SECTION 17 - SUMMARY of Directorate SDBIP**

Key Priority Area (KPA)	Sub-result areas	Objective	Project to be implemented	Key Performance Indicator (KPI)	Measurement Source and Frequency	Annual Target 09/10	ANNUAL TARGET AGREED YEAR - 2009/10				
							30 Sep	31 Dec	31 Mar	30 Jun	
							TECHNICAL SERVICES				
SERVICE DELIVERY	Water	Efficient water resource management	Reduce % unaccounted for water	% reduction of water losses	Monthly Report by WSSA	5%	1%	3%	4%	5%	
			Replace all disfunctional meters	Number off meters replaced	Monthly Report by WSSA	100	25	50	75	100	
		Well maintained and operated water services infrastructure	Implement Revenue protection measures	Number of physical meter audits undertaken	Monthly Report by WSSA	1500	400	900	1250	1500	
			Develop and implement an annual water treatment plant maintenance plan	% Implementation of maintenance plan	Monthly Report by WSSA	100%	25%	50%	75%	100%	
			Develop an annual ROMP maintenance plan	% Implementation of maintenance plan	Monthly Report	100%	25%	50%	75%	100	
			Ensure 100% of households in rural settlements are a max. of 200meters from stand pipes	% Of households that meets the 200meter standard	Quartely Report	95%	90%	93%	94%	95%	
	Sanitation	Well maintained and operated waste water services infrastructure	Develop and implement an annual waste water treatment plant maintenance plan	% Implementation of maintenance plan	Monthly Report by WSSA	100%	25%	50%	75%	100%	
			Develop and implement a camera inspection programme for sewer lines	% Implementation of inspection programme	Monthly Report by WSSA	100%	25%	50%	75%	100%	
		To reduce number of blocked sewer lines	Reduce % unaccounted for water	% reduction of water losses	Monthly Report by WSSA	5%	1%	3%	4%	5%	
	Electricity	To facilitate supply of reliable electricity service to residents and businesses	Upgrade of Ezibeleni Electrical Network Zone 1	Rand Value invested	Financial Report Monthly	R3.6Mil	R0	R0	R2	R3.6	
			Replacement of obsolete 11Kv switchgear & equipment	Rand value invested	Financial Report Monthly	R2Mil	R0	R0	R2Mil	R2Mil	
			To reduce the number of high voltage outages annually	Reduction in high voltage outages	Monthly outage report	175	60	115	150	175	
			Ensure functioning of all streetlights in accordance with available budget	Replacement of disfunctioning streetlights and highmast fittings	% reduction in disfunctional streetlight and highmast fittings	Monthly Report	30%	2%	15%	25%	30%
		Provide community lighting in all low income settlements	Facilitate the reduction of electrification backlog	Electrification of low income households	Number of low income households electrified	Monthly Report	500	0	0	100	500
				To invest R1Mil in low income areas on the installation of Highmast lighting	Rand value invested	Financial Report Monthly	R1Mil	R0	R0	R500,000	R500,000
			To reduce electricity losses	Curb the number of Tampered and illegal connections to the network	% reduction in electrical losses	Financial Report Monthly	13%	2%	7%	10%	13%
					Replace all disfunctional meters	Number of disfunctional meters replaced	Financial Report Monthly	200	15	50	150
				Implement Revenue protection measures	Number of physical meter audits undertaken	Monthly report	1500	250	600	1000	1500
					Rehabilitate gravel roads in both rural and urban areas	No. of KM's Regraveled	Monthly Report	60 km's	15	30	45
	Roads & stormwater	To ensure provision of effective and sustainable roads and stormwater service construction and maintenance	Seal existing gravel roads in Ezibeleni and Ekuphumleni	Km's of sealed roads	Tender Document	2 km's	0	0	1	2	
			Upgrade & Maintain stormwater channels in Sada, Ezibeleni & Mlungisi areas	Percentage of completed channels	Tender Document	1	0	0.1	0.6	1	
			Implement phase 4 Ezibeleni stormwater canal project	Km's of completed channels	Tender Document	1 km	0	0	0	1 km	
			Rehabilitate tar roads in Queenstown	Kilometers of Tar Roads Rehabilitated	Tender Document	500 meters	0	0	0	500 meters	
	Municipal Public Works	To ensure construction and maintenance of municipal buildings	Develop and implement creation, maintenance and rehabilitation programme for all municipal public works	Percentage work orders completed	Monthly Report	100%	100%	100%	100%	100%	
	Fleet Management	To manage and maintain municipal fleet	Develop and Implement Vehicle and plant fleet replacement programme	% Implementation of programme	Fleet replacement Programme	100%	0%	100%	100%	100%	
			Ensure availability of fleet at all times	% Availability of fleet	Monthly report by fleet manager	95%	95%	95%	95%	95%	
			Provide building plan approval facility within the Municipality	Number of building plans approved within 30 days of application	Monthly Report	300	75	75	75	75	
	Billboards and advertising	To regulate placing and erection of billboards and advertising on public areas	Compile inventory of advertising contracts held by LLM and revise in line with tariffs and policies	Number of illegal Billboards and signs erected	Billboard Inventory Schedule	0%	0%	0%	0%	0%	
	Building control & Regulations	To regulate and control erection of building structures in line with local by-laws and planning schemes	Controll illegal construction of structures and encroachments within the Municipal area	% of illegal structures and encroachments casses successfully resolved	Monthly Report	100%	100%	100%	100%	100%	
			Provide building inspections at various stages of construction period	% Of site inspections done per month	Monthly report	100%	100%	100%	100%	100%	

**SECTION 17 - SUMMARY of Directorate SDBIP**

Key Priority Area (KPA)	Sub-result areas	Objective	Project to be implemented	Key Performance Indicator (KPI)	Measurement Source and Frequency	Annual Target 09/10	ANNUAL TARGET AGREED			
							YEAR - 2009/10			
							30 Sep	31 Dec	31 Mar	30 Jun
<b>COMMUNITY SERVICES</b>										
LOCAL ECONOMIC DEVELOPMENT	Trade and Markets	To regulate, support and manage local markets and street traders	Review, workshop and enforce street trading by-law	Number of wards workshoped on suite of municipal by-laws	Attendance registers of wards and workshop reports	27 wards				Attendance registers of wards and workshop reports
	Disaster Management (Fire fighting)	To ensure effective management and prevention of fires in all areas of the municipality	Review of the CHDM Disaster Management Plan	Participate in the review of the CHDM disaster management plan.	Attendant meetings scheduled by CHDM	100%	100%	100%	100%	100%
Establish a Disaster management forum			Form a structure and action plan in place	Quarterly meetings	Forum established	10%	40%	65%	100%	
Train fire fighters			Ensure that all retained fire fighters are trained in the use of the equipment etc	Record of trainings done	All new fire fighters trained	30%	55%	70%	100%	
Pounds	To provide and manage pounds for the control of stray animals	Ensure that the pound is operated in terms of the legislation.	Compliance to the requirement of the legislation.	Quarterly inspections	100% compliance	25%	50%	75%	100%	
Refuse & Waster collection	To provide reliable, efficient, affordable and sustainable service to residents and businesses	Implement integrated waste management plan projects	Number of waste management projects implemented	Monthly reports	All waste management projects implemented	20%	50%	70%	100%	
Cleansing	To ensure regular maintenance and	Clean streets, public places and buildings	Ensure regular cleaning of streets and public places.	Monthly reports	Quarterly	55%	70%	80%	100%	
Primary Health Service	To conduct health and hygiene promotion	Support integration of all PHC services via Lukhanji SLA	Integration status report tabled	Quarterly reports	100%	30%	50%	75%	100%	
	To facilitate provision of reliable health services and infrastructure	Implement the Lukhanji SLA and monitor compliance with its conditions	Status report tabled	Quarterly reports	100 implementation of SLA	20%	50%	80%	100%	
	To fight the spread of HIV and Aids as well as other communicable diseases	Participate and support activities of the local Aids council	Status report tabled	Quarterly reports	Full participation in all activities of Local Aids Council	100%	100%	100%	100%	
Cemeteries	To provide reliable and sufficient space for safe burial in all our areas	(i) Provide support service of cemeteries in identified areas (ii) Strengthen maintenance efforts at Mlungisi, Ezibeleni and Whittlesea Cemeteries	Status report on cemetery services	Quarterly reports	100%	40%	60%	75%	100%	
Fencing	To mobilise resources for fencing of open lands, arable lands, and public facilities	To facilitate fencing of public spaces and properties (including lands)	BP for fencing of public places developed and forwarded to funders	quarterly	BP developed				BP developed	
Public Safety & Traffic	To contribute to the reduction of crime	Participate in local JOINTS	Attend Local JOINTS meeting	Reports submitted on identified areas	Quarterly report	40%	60%	80%	100%	
	To contribute to law enforcement on the roads	Enforce compliance with traffic regulations on strategic roads and concentration points	Law enforcement duties performed.	Monthly traffic reports to Standing Committee	Report to each Standing committee	3	2	2	3	
Sports, amenities and access to social facilities	To ensure provision and maintenance of public parks and amenities	Create and maintain amenities and community facilities	All parks and public amenities maintained	Monthly reports to Standing Committee	12 reports	3	3	3	3	
		Maintain the hexagon recreation zone	Hexagon kept in a neat state	Monthly reports to Director, Community Services	12 reports	3	3	3	3	
Environmental Management	To ensure effective management of the environment and conservation	Support implementation of DEAT project (Bullhoek Massacre Heritage site)	Attend Committee meetings as arranged by DEAT	Annually	Support the annual event					
		Participate in the implementation of DEAT project (Bonkolo Dam)	Attend Project Advisory Committee meetings	Annually	Progress report in terms of the time frames	Quarterly report	Quarterly report	Quarterly report	Quarterly report	
Public transport	To facilitate smooth provision of public transportation service	Lobby funds to develop and coordinate Queenstown intermodal transport interchange terminus	Funding obtained for new taxi rank	Quarterly progress reports to Standing Committee	Taxi facilities created as part of other developments, eg. Shopping centres	0	0	0	1	

**SECTION 17 - SUMMARY of Directorate SDBIP**

Key Priority Area (KPA)	Sub-result areas	Objective	Project to be implemented	Key Performance Indicator (KPI)	Measurement Source and Frequency	Annual Target 09/10	ANNUAL TARGET AGREED			
							YEAR - 2009/10			
							30 Sep	31 Dec	31 Mar	30 Jun
<b>FINANCIAL SERVICES</b>										
GOVERNANCE	Policies & By-Laws	To review existing Policies & By-laws and publicise for by-in and effective implementation	Update, verify and link Indigent Policy to municipal budget by December 2009	Indigent household register updated and linkd to budgeted	quarterly	Indigent household register updated and linkd to budgeted				Indigent household register updated and linkd to budgeted
FINANCIAL VIABILITY	Supply Chain Management	To ensure sound financial systems and compliant practices at all times	Implement and Administar the Supply Chain Management function of the municipality	% progress in the annual review of Supply Chain Management Policy	council records	100%	5%	20%	75%	100%
	Financial reporting		Timely and correct reporting of information relating to the municipal finances and budgets	% procurements are done according the Supply Chain Management Policy	monthly reports	100%	100%	100%	100%	100%
			Percentage of all required reports submitted as per regulations	monthly reports	100%	100%	100%	100%	100%	
	Budget & Expenditure		2008/09 Financial statement delivered within 60 days of year end	2008/09 Financial statement delivered within 60 days of year end	quartely	2008/09 AFS GRAP compliant				
		Prepare and produce DRAFT municipal budget	Draft budget is tabled to Council by 31 March	quartely	Tabled by 31 March			Tabled by 31 March		
	Asset Management	Develop and implement MFMA compliant asset register	% progress towards MFMA compliant asset register completed	All requirements met	100%	20%	50%	75%	100%	
	Revenue	To provide for timely and correct billing and collection of municipal debtors	Provision of timely and correct billing and collection of municipal debtors	Ensure that the credit control and debt collection policy of the Council is implemented	monthly	100%	40%	50%	80%	100%
			Revise tariffs according to updated valuation roll	Revise tariff with budget revision	quartely	All relevant tariffs revised				All relevant tariffs revised
To develop and implement revenue enhancement and collection strategy			% progress towards revenue enhancement and collection strategy development	monthly	100%	35%	50%	75%	100%	
SERVICE DELIVERY	Municipal Planning	To ensure building of capacity for effective planning and implementation of our programmes	Review, adopt & implement budget	Completed budget 2010/11	Annually	Final budget 2010/11	process plan		Adjustment budget 09/10	Final budget 2010/11
			Review, Adopt and implement SDBIPs	Revised SDBIP completed	Annually	Final SDBIP 10/11				Final SDBIP 10/11



Lukhanji Municipality  
**SERVICE DELIVERY AND  
TABLED BUDGET  
IMPLEMENTATION  
PLAN**

**2009/10**

**Detailed Departmental Estimates  
Appendix 3**

**SDBIP VOTES - COMPONENT 2**  
**Monthly Projections of Revenue and Expenditure by Vote 2009/10**

Directorate	Function (Vote)	2009/10 Budget			Project 2010/11 Budget			Project 2011/12 Budget		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
<b>Administration Services</b>	<b>Finance and Administration</b>	<b>5,622,627</b>	<b>0</b>	<b>0</b>	<b>5,122,400</b>	<b>0</b>	<b>0</b>	<b>5,438,345</b>	<b>0</b>	<b>0</b>
<b>Community Services</b>	<b>Health</b>	8,791,052	0	7,505,379	9,328,540	0	7,741,379	9,804,345	0	7,741,379
	<b>Community and Social Services</b>	7,084,720	749,957	894,177	7,661,460	776,000	894,177	8,174,298	0	894,177
	<b>Public Safety</b>	27,876,392	0	20,555,106	29,080,994	0	20,555,106	30,157,929	0	20,555,106
	<b>Sport and Recreation</b>	7,510,302	2,125,077	218,000	8,135,898	2,850,000	218,000	8,717,037	0	218,000
	<b>Environmental Protection</b>	0	0	0	0	0	0	0	0	0
	<b>Waste Management</b>	13,828,128	2,365,000	12,220,678	15,002,881	0	12,815,616	16,076,020	0	13,452,200
	<b>Directorate Total</b>		<b>65,090,595</b>	<b>5,240,034</b>	<b>41,393,340</b>	<b>69,209,773</b>	<b>3,626,000</b>	<b>42,224,278</b>	<b>72,929,629</b>	<b>0</b>
<b>Estate Services</b>	<b>Finance and Administrative</b>	767,869	625,750	0	770,271	0	0	772,800	0	0
	<b>Planning and Development</b>	8,521,564	0	513,000	6,200,300	0	13,000	6,605,849	0	13,000
	<b>Community and Social Services</b>	1,964,971	950,000	423,800	2,139,614	1,615,000	423,800	2,293,972	0	423,800
	<b>Housing Projects</b>	0	3,005,791	0	0	0	0	0	0	0
<b>Directorate Total</b>		<b>11,254,403</b>	<b>4,581,541</b>	<b>936,800</b>	<b>9,110,184</b>	<b>1,615,000</b>	<b>436,800</b>	<b>9,672,621</b>	<b>0</b>	<b>436,800</b>
<b>Financial Services</b>	<b>Finance and Administrative</b>	<b>24,020,570</b>	<b>500,000</b>	<b>37,921,700</b>	<b>25,314,372</b>	<b>0</b>	<b>36,580,556</b>	<b>27,516,497</b>	<b>0</b>	<b>39,150,203</b>
<b>Council</b>	<b>Executive and Council</b>	<b>24,378,431</b>	<b>0</b>	<b>57,277,432</b>	<b>23,409,661</b>	<b>0</b>	<b>72,443,432</b>	<b>24,763,606</b>	<b>0</b>	<b>80,168,432</b>
<b>Municipal Manager</b>	<b>Executive and Council</b>	<b>5,496,436</b>	<b>0</b>	<b>0</b>	<b>4,865,808</b>	<b>0</b>	<b>750,000</b>	<b>5,193,342</b>	<b>0</b>	<b>790,000</b>
<b>Technical Services</b>	<b>Finance and Administrative</b>	3,285,598	3,979,000	0	3,525,367	3,958,000	0	3,739,383	4,346,000	0
	<b>Planning and Development</b>	2,665,441	1,143,370	1,500,000	2,900,377	1,101,000	1,500,000	3,108,958	0	1,500,000
	<b>Wastewater Management</b>	10,110,611	0	8,553,958	10,710,856	0	8,553,958	11,304,312	0	8,553,958
	<b>Road Transport</b>	12,828,894	18,016,432	5,114,656	13,451,058	13,300,000	5,234,343	14,046,183	19,860,000	5,360,113
	<b>Water</b>	32,593,657	0	35,394,846	34,154,209	0	35,921,742	35,751,738	0	36,443,685
	<b>Electricity</b>	84,983,634	6,823,272	88,719,048	99,999,349	5,375,000	101,112,802	117,921,817	3,000,000	115,365,619
	<b>Other</b>	101,301	0	0	109,320	0	0	116,415	0	0
	<b>Housing Projects</b>	0	32,048,662	0	0	0	0	0	0	0
	<b>Waste Management</b>	0	0	0	0	0	0	0	0	0
	<b>Directorate Total</b>		<b>146,569,136</b>	<b>62,010,737</b>	<b>139,282,508</b>	<b>164,850,535</b>	<b>23,734,000</b>	<b>152,322,845</b>	<b>185,988,806</b>	<b>27,206,000</b>
<b>Total</b>		<b>282,432,198</b>	<b>72,332,312</b>	<b>276,811,780</b>	<b>301,882,733</b>	<b>28,975,000</b>	<b>304,757,911</b>	<b>331,502,846</b>	<b>27,206,000</b>	<b>330,629,671</b>



## Service Delivery Budget Implementation Plan 2009/10

### Administrative Services

**Executive Councillor:** A. Hulushe

**Administrative Services Director:** Donovan Van Wyk

Service Delivery Unit		Government Financial Statistic (Vote) Classification
Administration and Human Resources	1430	Finance & Administration

### Summary of 2009/10 Budget

<b>Finance &amp; Administration</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	4,766,347	4,765,707	496,142	388,142	388,142	388,142	388,142	388,142	388,142	388,142	388,142	388,142	388,142	388,142
Operating Grant Expenses	856,920	856,920	32,120	30,000	140,000	145,969	120,000	120,000	120,000	112,581	36,250	0	0	0
<b>Total Direct Operating Expenditures</b>	<b>5,623,267</b>	<b>5,622,627</b>	<b>528,262</b>	<b>418,142</b>	<b>528,142</b>	<b>534,111</b>	<b>508,142</b>	<b>508,142</b>	<b>508,142</b>	<b>500,723</b>	<b>424,392</b>	<b>388,142</b>	<b>388,142</b>	<b>388,142</b>
Direct Operating Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Delivery Budget Implementation Plan 2009/10

Community Services Directorate

Executive Councillor: Nontsele

Community Services Director:

Gideon Judeel

Service Delivery Unit		Government Financial Statistic (Vote) Classification
Cemeteries	1070	Community & Social Services
Comm Services Administration	1120	Community & Social Services
Ezibeleni Library	1240	Community & Social Services
Queenstown Library	1250	Community & Social Services
Mlungisi Library	1260	Community & Social Services
Parkvale Library	1265	Community & Social Services
Whittlesea Library	1266	Community & Social Services
Nature Reserve	1305	Community & Social Services
Environmental Health	(agency) 1125	Environmental Protection
Gardens Clinic	(agency) 1140	Health
Lizo Ngcano Clinic	(agency) 1145	Health
Parkvale Clinic	(agency) 1150	Health
Philani Clinic	(agency) 1155	Health
New Rest Clinic	(agency) 1165	Health
ATTIC Clinic	(agency) 1168	Health
Nursing Administration	(agency) 1170	Health
Fire Brigade	1100	Public Safety
Municipal Security	1295	Public Safety
Pound and Commonage	1330	Public Safety
Protection Services Control	1336	Public Safety
Emergency & Disaster Planning	1338	Public Safety
Traffic Administration & Control	1470	Public Safety
Berry Dam Recreation Ground	1312	Sport & Recreation
Parks	1315	Sport & Recreation
Sportsfields	1320	Sport & Recreation
Bonkolo Dam Recreation Ground	1705	Sport & Recreation
Refuse Disposal (Landfill)	1080	Waste Management
Refuse Removal	1085	Waste Management
Cleaning Services	1090	Waste Management
Street Cleaning	1095	Waste Management



**Summary of 2009/10 Budget**

<b>Community &amp; Social Services</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	7,160,180	7,084,720	755,393	575,393	575,393	575,393	575,393	575,393	575,393	575,393	575,393	575,393	575,393	575,393
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>7,160,180</b>	<b>7,084,720</b>	<b>755,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>	<b>575,393</b>
Direct Operating Income	897,677	894,177	74,515	74,515	74,515	74,515	74,515	74,515	74,515	74,515	74,515	74,515	74,515	74,515
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>897,677</b>	<b>894,177</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>	<b>74,515</b>
<b>Total Capital Expenditure</b>	<b>749,957</b>	<b>749,957</b>	<b>23,750</b>	<b>73,750</b>	<b>73,750</b>	<b>73,750</b>	<b>73,750</b>	<b>36,248</b>	<b>73,750</b>	<b>73,750</b>	<b>23,750</b>	<b>23,750</b>	<b>23,750</b>	<b>176,209</b>

<b>Health</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	8,791,052	8,791,052	724,743	724,743	734,157	734,157	734,157	734,157	734,157	734,157	734,157	734,157	734,157	734,157
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>8,791,052</b>	<b>8,791,052</b>	<b>724,743</b>	<b>724,743</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>	<b>734,157</b>
Direct Operating Income	7,505,379	7,505,379	2,500	2,500	3,532,129	2,500	2,500	1,317,750	2,500	2,500	1,317,750	2,500	2,500	1,317,750
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>7,505,379</b>	<b>7,505,379</b>	<b>2,500</b>	<b>2,500</b>	<b>3,532,129</b>	<b>2,500</b>	<b>2,500</b>	<b>1,317,750</b>	<b>2,500</b>	<b>2,500</b>	<b>1,317,750</b>	<b>2,500</b>	<b>2,500</b>	<b>1,317,750</b>
<b>Total Capital Expenditure</b>														

<b>Public Safety</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	28,041,572	27,876,392	2,314,707	2,314,707	2,324,698	2,324,698	2,324,698	2,324,698	2,324,698	2,324,698	2,324,698	2,324,698	2,324,698	2,324,698
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>28,041,572</b>	<b>27,876,392</b>	<b>2,314,707</b>	<b>2,314,707</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>	<b>2,324,698</b>
Direct Operating Income	20,731,345	20,555,106	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926	1,712,926
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>20,731,345</b>	<b>20,555,106</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>	<b>1,712,926</b>
<b>Total Capital Expenditure</b>														

<b>Sport &amp; Recreation</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	7,657,011	7,489,651	624,138	624,138	624,138	624,138	624,138	624,138	624,138	624,138	624,138	624,138	624,138	624,138
Operating Grant Expenses	20,651	20,651	0	20,651	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Expenditures</b>	<b>7,677,662</b>	<b>7,510,302</b>	<b>624,138</b>	<b>644,789</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>	<b>624,138</b>
Direct Operating Income	233,000	218,000	18,167	18,167	18,167	18,167	18,167	18,167	18,167	18,167	18,167	18,167	18,167	18,167
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>233,000</b>	<b>218,000</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>	<b>18,167</b>
<b>Total Capital Expenditure</b>	<b>2,125,077</b>	<b>2,125,077</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>	<b>177,090</b>

<b>Waste Management</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	21,662,656	13,828,128	1,132,824	1,132,824	1,156,248	1,156,248	1,156,248	1,156,248	1,156,248	1,156,248	1,156,248	1,156,248	1,156,248	1,156,248
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>21,662,656</b>	<b>13,828,128</b>	<b>1,132,824</b>	<b>1,132,824</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>	<b>1,156,248</b>
Direct Operating Income	20,095,486	12,220,678	1,801,709	776,170	606,188	861,162	1,886,700	691,179	691,179	1,971,691	776,170	691,179	861,162	606,188
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>20,095,486</b>	<b>12,220,678</b>	<b>1,801,709</b>	<b>776,170</b>	<b>606,188</b>	<b>861,162</b>	<b>1,886,700</b>	<b>691,179</b>	<b>691,179</b>	<b>1,971,691</b>	<b>776,170</b>	<b>691,179</b>	<b>861,162</b>	<b>606,188</b>
<b>Total Capital Expenditure</b>	<b>2,365,000</b>	<b>2,365,000</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>	<b>197,083</b>

## Service Delivery Budget Implementation Plan 2009/10

### Estate Services Directorate

**Executive Councillor:** M. Gongqa

**Estate Services Director:** Oliver Nomeva

Service Delivery Unit		Government Financial Statistic (Vote) Classification
Queenstown Civic Centre	1270	Community & Social Services
Ashley Wyngaard Civic Centre	1274	Community & Social Services
Ekuphumleni Civic Centre	1276	Community & Social Services
Sada Civic Centre	1279	Community & Social Services
Mendi Civic Centre	1280	Community & Social Services
Mlungisi Civic Centre	1281	Community & Social Services
Ezibeleni Civic Centre	1284	Community & Social Services
Villages Civic Centre	1291	Community & Social Services
Fairview/Uitsig Flat	1180	Finance & Administrative
Art Gallery	1268	Finance & Administrative
Arts and Culture Centre	1269	Finance & Administrative
Municipal Buildings	1275	Finance & Administrative
50 Municipal Houses	1283	Finance & Administrative
Public Convenience	1285	Finance & Administrative
Rowell Old Age Home	1286	Finance & Administrative
Sunshine Municipal Buildings	1288	Finance & Administrative
Vet Diagnostic Building	1290	Finance & Administrative
Estates Administration	1020	Planning & Development
Housing Infrastructure Projects (agency)	CAPEX	Housing Projects

**Summary of 2009/10 Budget**

<b>Community &amp; Social Services</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	2,279,611	1,964,971	163,748	163,748	163,748	163,748	163,748	163,748	163,748	163,748	163,748	163,748	163,748	163,748
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>2,279,611</b>	<b>1,964,971</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>	<b>163,748</b>
Direct Operating Income	423,800	423,800	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>423,800</b>	<b>423,800</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>	<b>35,317</b>
<b>Total Capital Expenditure</b>	<b>950,000</b>	<b>950,000</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>80,404</b>

<b>Finance &amp; Administration</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	900,049	767,869	63,989	63,989	63,989	63,989	63,989	63,989	63,989	63,989	63,989	63,989	63,989	63,989
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>900,049</b>	<b>767,869</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>	<b>63,989</b>
Direct Operating Income	550,250	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>550,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>625,750</b>	<b>625,750</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>	<b>52,146</b>

<b>Planning &amp; Development</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	5,766,457	5,742,207	577,517	469,517	469,517	469,517	469,517	469,517	469,517	469,517	469,517	469,517	469,517	469,517
Operating Grant Expenses	2,779,357	2,779,357	403,603	610,056	222,967	41,667	91,667	273,901	41,667	91,667	41,667	41,667	91,667	827,161
<b>Total Direct Operating Expenditures</b>	<b>8,545,814</b>	<b>8,521,564</b>	<b>981,120</b>	<b>1,079,573</b>	<b>692,484</b>	<b>511,184</b>	<b>561,184</b>	<b>743,418</b>	<b>511,184</b>	<b>561,184</b>	<b>511,184</b>	<b>511,184</b>	<b>561,184</b>	<b>1,296,678</b>
Direct Operating Income	18,000	13,000	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083
Operating Grant Income	500,000	500,000	500,000	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>518,000</b>	<b>513,000</b>	<b>501,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>
<b>Total Capital Expenditure</b>														

<b>Housing</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses														
Operating Grant Expenses	0		0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Operating Income	0		0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>3,005,791</b>	<b>3,005,791</b>	<b>274,125</b>	<b>351,600</b>	<b>340,121</b>	<b>311,459</b>	<b>256,325</b>	<b>241,595</b>	<b>241,595</b>	<b>222,595</b>	<b>191,595</b>	<b>191,595</b>	<b>191,595</b>	<b>191,595</b>

## Service Delivery Budget Implementation Plan 2008/09

### Financial Services

**Executive Councillor:** G. Xoseni

**Chief Financial Officer:** Izak Schoeman

Service Delivery Unit		Government Financial Statistic (Vote) Classification
Assessment rates	1000	Finance & Administrative
Financial Services Administration	1450	Finance & Administrative
Computers: Information Technology	1455	Finance & Administrative
Central Stores	1460	Finance & Administrative

### Summary of 2009/10 Budget

Finance & Administration	Original Budget	Cash Budget	Jul - 09	Aug - 09	Sep - 09	Oct - 09	Nov - 09	Dec - 09	Jan - 10	Feb - 10	Mar - 10	Apr - 10	May - 10	Jun - 10
Direct Operating Expenses	40,779,083	21,759,609	1,717,835	1,609,835	2,396,026	1,715,218	1,715,218	1,715,218	1,715,218	1,715,218	2,407,790	1,715,218	1,715,218	1,621,599
Operating Grant Expenses	2,260,961	2,260,961	235,838	485,838	282,838	205,838	166,776	105,838	152,838	105,838	104,804	105,838	5,838	302,838
<b>Total Direct Operating Expenditures</b>	<b>43,040,044</b>	<b>24,020,570</b>	<b>1,953,673</b>	<b>2,095,673</b>	<b>2,678,864</b>	<b>1,921,056</b>	<b>1,881,994</b>	<b>1,821,056</b>	<b>1,868,056</b>	<b>1,821,056</b>	<b>2,512,594</b>	<b>1,821,056</b>	<b>1,721,056</b>	<b>1,924,437</b>
Direct Operating Income	55,901,994	36,936,700	3,128,214	3,171,506	2,781,364	6,681,268	3,244,840	1,824,982	2,257,500	3,996,264	2,268,136	2,346,131	2,758,450	2,478,044
Operating Grant Income	985,000	985,000	985,000	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>56,886,994</b>	<b>37,921,700</b>	<b>4,113,214</b>	<b>3,171,506</b>	<b>2,781,364</b>	<b>6,681,268</b>	<b>3,244,840</b>	<b>1,824,982</b>	<b>2,257,500</b>	<b>3,996,264</b>	<b>2,268,136</b>	<b>2,346,131</b>	<b>2,758,450</b>	<b>2,478,044</b>
<b>Total Capital Expenditure</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Delivery Budget Implementation Plan 2009/10**

Council General

**Executive Mayor:** M. Dapula

**Municipal Manager:** P. Bacela

<b>Service Delivery Unit</b>	<b>Government Financial Statistic (Vote) Classification</b>		
Council General	1010	Executive and Council	

**Summary of 2009/10 Budget**

<b>Council General</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	24,378,431	24,378,431	4,828,045	1,708,045	1,734,234	1,734,234	2,234,234	1,734,234	1,734,234	1,734,234	1,734,234	1,734,234	1,734,234	1,734,234
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>24,378,431</b>	<b>24,378,431</b>	<b>4,828,045</b>	<b>1,708,045</b>	<b>1,734,234</b>	<b>1,734,234</b>	<b>2,234,234</b>	<b>1,734,234</b>	<b>1,734,234</b>	<b>1,734,234</b>	<b>1,734,234</b>	<b>1,734,234</b>	<b>1,734,234</b>	<b>1,734,234</b>
Direct Operating Income	57,460,432	57,277,432	18,840,475	84,001	84,001	84,001	18,840,475	84,001	84,001	18,840,475	84,001	84,001	84,001	84,001
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>57,460,432</b>	<b>57,277,432</b>	<b>18,840,475</b>	<b>84,001</b>	<b>84,001</b>	<b>84,001</b>	<b>18,840,475</b>	<b>84,001</b>	<b>84,001</b>	<b>18,840,475</b>	<b>84,001</b>	<b>84,001</b>	<b>84,001</b>	<b>84,001</b>
<b>Total Capital Expenditure</b>														

**Service Delivery Budget Implementation Plan 2009/10**

Municipal Manager

**Executive Mayor:** M. Dapula

**Municipal Manager:** P. Bacela

<b>Service Delivery Unit</b>	<b>Government Financial Statistic (Vote) Classification</b>		
Office of the Municipal Manager	1420	Executive and Council	

**Summary of 2009/10 Budget**

<b>Municipal Manager</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses	3,791,599	3,790,959	414,913	306,913	306,913	306,913	306,913	306,913	306,913	306,913	306,913	306,913	306,913	306,913
Operating Grant Expenses	1,705,477	1,705,477	0	0	568,492	0	0	568,492	0	0	568,492	0	0	0
<b>Total Direct Operating Expenditures</b>	<b>5,497,076</b>	<b>5,496,436</b>	<b>414,913</b>	<b>306,913</b>	<b>875,406</b>	<b>306,913</b>	<b>306,913</b>	<b>875,406</b>	<b>306,913</b>	<b>306,913</b>	<b>875,406</b>	<b>306,913</b>	<b>306,913</b>	<b>306,913</b>
Direct Operating Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Service Delivery Budget Implementation Plan 2009/10

### Technical Services Directorate

**Executive Councillor:** T. Madubedube

**Technical Services Director:** Piet Bezuidenhout

Service Delivery Unit		Government Financial Statistic (Vote) Classification	
Technical Services Administration		1340	Electricity
Electricity Distribution		1605	Electricity
Electricity Distribution ACC		1615	Electricity
Vehicle Fleet		1339	Finance & Administrative
Mechanics Workshop		1355	Finance & Administrative
Areodrome		1050	Other
Infrastructure Development Unit		1620	Planning & Development
Streets		1365	Road Transport
Sewerage Disposal Works	(agency)	1400	Wastewater Management
Sewerage Distribution Chokes	(agency)	1405	Wastewater Management
Water Distribution	(agency)	1710	Water
Klipplaat Water	(agency)	1715	Water
Water Purification Works	(agency)	1720	Water
Housing Infrastructure Projects	(agency)	CAPEX	Housing Projects
Refuse Disposal		CAPEX	Waste Management CAPEX

**Summary of 2009/10 Budget**

	Original Budget	Cash Budget	Jul - 09	Aug - 09	Sep - 09	Oct - 09	Nov - 09	Dec - 09	Jan - 10	Feb - 10	Mar - 10	Apr - 10	May - 10	Jun - 10
<b>Electricity</b>														
Direct Operating Expenses Operating Grant Expenses	96,661,664	84,983,634	10,150,089	10,042,089	8,123,500	6,221,860	6,221,860	6,221,860	5,550,644	5,550,644	5,550,644	5,550,644	6,221,860	9,577,942
<b>Total Direct Operating Expenditures</b>	<b>96,661,664</b>	<b>84,983,634</b>	<b>10,150,089</b>	<b>10,042,089</b>	<b>8,123,500</b>	<b>6,221,860</b>	<b>6,221,860</b>	<b>6,221,860</b>	<b>5,550,644</b>	<b>5,550,644</b>	<b>5,550,644</b>	<b>5,550,644</b>	<b>6,221,860</b>	<b>9,577,942</b>
Direct Operating Income Operating Grant Income	100,224,758	88,719,048	8,298,230	7,550,623	5,071,872	9,203,124	8,298,230	6,724,373	7,550,623	8,298,230	5,898,123	6,724,373	7,550,623	7,550,623
<b>Total Direct Operating Income</b>	<b>100,224,758</b>	<b>88,719,048</b>	<b>8,298,230</b>	<b>7,550,623</b>	<b>5,071,872</b>	<b>9,203,124</b>	<b>8,298,230</b>	<b>6,724,373</b>	<b>7,550,623</b>	<b>8,298,230</b>	<b>5,898,123</b>	<b>6,724,373</b>	<b>7,550,623</b>	<b>7,550,623</b>
<b>Total Capital Expenditure</b>	<b>6,823,272</b>	<b>6,823,272</b>	<b>172,356</b>	<b>172,356</b>	<b>172,356</b>	<b>1,327,356</b>	<b>1,172,356</b>	<b>372,356</b>	<b>1,172,356</b>	<b>372,356</b>	<b>1,172,356</b>	<b>372,356</b>	<b>172,356</b>	<b>172,356</b>
<b>Finance &amp; Administration</b>														
Direct Operating Expenses Operating Grant Expenses	3,297,518	3,285,598	273,800	273,800	273,800	273,800	273,800	273,800	273,800	273,800	273,800	273,800	273,800	273,800
<b>Total Direct Operating Expenditures</b>	<b>3,297,518</b>	<b>3,285,598</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>	<b>273,800</b>
Direct Operating Income Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>3,979,000</b>	<b>3,979,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,979,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>														
Direct Operating Expenses Operating Grant Expenses	110,401	101,301	8,442	8,442	8,442	8,442	8,442	8,442	8,442	8,442	8,442	8,442	8,442	8,442
<b>Total Direct Operating Expenditures</b>	<b>110,401</b>	<b>101,301</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>	<b>8,442</b>
Direct Operating Income Operating Grant Income	1,600	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>														
<b>Planning &amp; Development</b>														
Direct Operating Expenses Operating Grant Expenses	2,672,041	2,665,441	222,120	222,120	222,120	222,120	222,120	222,120	222,120	222,120	222,120	222,120	222,120	222,120
<b>Total Direct Operating Expenditures</b>	<b>2,672,041</b>	<b>2,665,441</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>	<b>222,120</b>
Direct Operating Income Operating Grant Income	1,500,000	1,500,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
<b>Total Direct Operating Income</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
<b>Total Capital Expenditure</b>	<b>1,143,370</b>	<b>1,143,370</b>	<b>79,054</b>	<b>132,645</b>	<b>129,054</b>	<b>99,054</b>	<b>99,054</b>	<b>130,183</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>	<b>79,054</b>
<b>Road Transport</b>														
Direct Operating Expenses Operating Grant Expenses	12,835,264	12,828,894	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074	1,069,074
<b>Total Direct Operating Expenditures</b>	<b>12,835,264</b>	<b>12,828,894</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>	<b>1,069,074</b>
Direct Operating Income Operating Grant Income	5,134,156	5,114,656	426,221	426,221	426,221	426,221	426,221	426,221	426,221	426,221	426,221	426,221	426,221	426,221
<b>Total Direct Operating Income</b>	<b>5,134,156</b>	<b>5,114,656</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>	<b>426,221</b>
<b>Total Capital Expenditure</b>	<b>18,016,432</b>	<b>18,016,432</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>	<b>1,501,369</b>
<b>Wastewater Management</b>														
Direct Operating Expenses Operating Grant Expenses	14,975,134	10,110,611	830,438	830,438	844,974	844,974	844,974	844,974	844,974	844,974	844,974	844,974	844,974	844,974
<b>Total Direct Operating Expenditures</b>	<b>14,975,134</b>	<b>10,110,611</b>	<b>830,438</b>	<b>830,438</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>	<b>844,974</b>
Direct Operating Income Operating Grant Income	13,520,181	8,553,958	684,383	855,062	513,704	1,111,081	684,383	599,044	684,383	684,383	684,383	769,723	684,383	599,044
<b>Total Direct Operating Income</b>	<b>13,520,181</b>	<b>8,553,958</b>	<b>684,383</b>	<b>855,062</b>	<b>513,704</b>	<b>1,111,081</b>	<b>684,383</b>	<b>599,044</b>	<b>684,383</b>	<b>684,383</b>	<b>684,383</b>	<b>769,723</b>	<b>684,383</b>	<b>599,044</b>
<b>Total Capital Expenditure</b>														



<b>Water</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses Operating Grant Expenses	38,858,225	32,593,657	2,681,648	2,681,648	2,723,036	2,723,036	2,723,036	2,723,036	2,723,036	2,723,036	2,723,036	2,723,036	2,723,036	2,723,036
<b>Total Direct Operating Expenditures</b>	<b>38,858,225</b>	<b>32,593,657</b>	<b>2,681,648</b>	<b>2,681,648</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>	<b>2,723,036</b>
Direct Operating Income Operating Grant Income	41,768,314	35,394,846	1,177,934	1,344,424	4,983,123	1,677,405	1,344,424	5,316,104	1,510,915	1,677,405	5,316,104	1,344,424	1,510,915	8,191,669
<b>Total Direct Operating Income</b>	<b>41,768,314</b>	<b>35,394,846</b>	<b>1,177,934</b>	<b>1,344,424</b>	<b>4,983,123</b>	<b>1,677,405</b>	<b>1,344,424</b>	<b>5,316,104</b>	<b>1,510,915</b>	<b>1,677,405</b>	<b>5,316,104</b>	<b>1,344,424</b>	<b>1,510,915</b>	<b>8,191,669</b>
<b>Total Capital Expenditure</b>														

<b>Housing</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Operating Income Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>32,048,662</b>	<b>32,048,662</b>	<b>310,537</b>	<b>350,537</b>	<b>344,505</b>	<b>3,312,556</b>	<b>3,302,012</b>	<b>3,284,994</b>	<b>3,271,671</b>	<b>4,171,671</b>	<b>4,171,671</b>	<b>3,271,671</b>	<b>3,130,930</b>	<b>3,125,904</b>

<b>Waste Management</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 09</b>	<b>Aug - 09</b>	<b>Sep - 09</b>	<b>Oct - 09</b>	<b>Nov - 09</b>	<b>Dec - 09</b>	<b>Jan - 10</b>	<b>Feb - 10</b>	<b>Mar - 10</b>	<b>Apr - 10</b>	<b>May - 10</b>	<b>Jun - 10</b>
Direct Operating Expenses Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Operating Income Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>