

**COMPONENT 1 - MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE**

	Budget	Jul-09	Aug-09	Sep-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	TOTAL
	Rev	Rev	Rev	Rev	Actuals	Rev	Rev	Rev	Rev	Rev	Rev	Rev	Rev	Rev	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Property rates	10,388	866	866	866	682	866	866	866	866	866	866	866	866	866	11,070
Service charges - electricity	10,000	1,200	980	920	1,756	900	800	650	650	650	650	650	950	1,000	11,756
Service charges - water	1,368	140	135	125	411	120	114	90	92	90	97	100	125	140	1,779
Service charges - sanitation	481	40	40	40	92	40	40	40	40	40	40	40	40	40	573
Service charges - refuse	682	57	57	57	155	57	57	57	57	57	57	57	57	57	837
Service charges - other	2,190	183	183	183	1,230	183	183	183	183	183	183	183	183	183	3,420
Rental housing	606	51	51	51	142	51	51	51	51	51	51	51	51	51	748
Contribution by Water Services Authority	8,724	900	900	800	286	727	727	550	525	525	550	727	843	950	9,010
Rates Revenue Foregone	5,330	444	444	444		444	444	444	444	444	444	444	444	444	5,330
Interest earned - external investments	1,800	150	150	150	3	150	150	150	150	150	150	150	150	150	1,803
Interest earned - outstanding debtors		-	-	-		-	-	-	-	-	-	-	-	-	-
Dividends received		-	-	-		-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	19	-	-	-	-	-	-	-	-	-	19
Licenses and permits	500	42	42	42	298	42	42	42	42	42	42	42	42	42	798
Income for agency services	-	-	-	-		-	-	-	-	-	-	-	-	-	-
Equitable Share	39,444	13,148	-	-	16,435	-	13,148	-	-	13,148	-	-	-	-	55,879
Grant - UKDM	200	200													200
Municipal Systems Improvement Grant	735			367	735				368						1,470
Financial Management Grant	1,000			1,000											1,000
DSRAC	-							-							-
DBSA	540										540				540
Provincial Treasury	491			491											491
Transfer from MSP	-	-													-
PMU Support															-
Grants - capital (MIG and DME Grant)	21,763	6,015	1,200	2,544	1,018	1,594	1,200	3,345	1,200	915	2,146	544	60	1,000	22,781
Transfers from Operating Reserves	14,581	1,215	1,215	1,215		1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	14,581
Transfer from Revolving Fund	3,835	320	320	320		320	320	320	320	320	320	320	320	320	3,835
Grant from DSRAC	660							660							660
Expended Public Works Grant	420			420											420
Tourism grant	1858			1,858											1,858
<b>Total Rev by Source (Balanced to Cash Flow)</b>	<b>127,596</b>	<b>24,969</b>	<b>6,581</b>	<b>9,613</b>	<b>23,262</b>	<b>6,707</b>	<b>19,355</b>	<b>8,661</b>	<b>6,201</b>	<b>18,694</b>	<b>7,349</b>	<b>5,387</b>	<b>5,344</b>	<b>6,456</b>	<b>150,858</b>

**COMPONENT 2 - MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE (OPERATING AND CAPITAL) FOR EACH VOTE**

			Jul-09			Aug-09			Sep-09			ACTUALS Sep-09			Oct-09			Nov-09			Dec-09			Jan-10			Feb-10			Mar-10			Apr-10			May-10			Jun-10					
No.	Department -		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev						
			R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000						
<b>Department - Municipal Managers Office</b>																																												
110	Vote: Executive and Council		1,251	383	371	1,251	383	371	1,251	383	371	2,605	520	8	1,251	383	371	1,251	383	371	1,251	383	371	1,251	383	371	1,251	383	371	1,251	383	371	1,251	383	371	1,251	383	371	1,251	383	371			
202	Vote: SPU		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
<b>Department - Chief Financial Officer</b>																																												
201	Vote: Finance and Administration		1,376	8	5,911	1,376	8	5,911	1,376	8	5,911	22,959	25	19,188	1,376	8	5,911	1,376	8	5,911	1,376	8	5,911	1,376	8	5,911	1,376	8	5,911	1,377	8	5,911	1,377	8	5,911	1,377	8	5,911	1,377	8	5,911			
<b>Department - Corporate Services</b>																																												
305	Vote: Administration		623	8	-	623	8	-	623	8	-	1,472	-	-	623	8	-	623	8	-	623	8	-	623	8	-	623	8	-	623	8	-	623	8	-	623	8	-	623	8	-	623	8	-
206	Vote: ICT		122	50	13	122	50	13	122	50	13	191	22	-	122	50	13	122	50	13	122	50	13	122	50	13	122	50	13	122	50	13	122	50	13	122	50	13	122	50	13	122	50	13
207	Vote: Human Resources		417	25	-	417	25	-	417	25	-	1,045	-	-	417	25	-	417	25	-	417	25	-	417	25	-	417	25	-	417	25	-	417	25	-	417	25	-	417	25	-	417	25	-
240	Vote: Disaster Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
255	Vote: Traffic Services		282	67	68	282	67	68	282	67	68	456	-	300	282	67	68	282	67	68	282	67	68	282	67	68	282	67	68	282	67	68	282	67	68	282	67	68	282	67	68	282	67	68
<b>Department - Community Services</b>																																												
200	Vote: Administration		101	2	-	101	2	-	101	2	-	474	-	-	101	2	-	101	2	-	101	2	-	101	2	-	101	2	-	101	2	-	101	2	-	101	2	-	101	2	-	101	2	-
201	Vote: LED		138	188	190	138	188	190	138	188	190	706	130	-	138	188	190	138	188	190	138	188	190	138	188	190	138	188	190	138	188	190	138	188	190	138	188	190	138	188	190	138	188	190
203	Vote: Pound		48	17	58	48	17	58	48	17	58	94	56	60	48	17	58	48	17	58	48	17	58	48	17	58	48	17	58	48	17	58	48	17	58	48	17	58	48	17	58	48	17	58
480	Vote: Sports, Parks & Public Places		407	15	-	407	15	-	407	15	-	603	-	-	407	15	-	407	15	-	407	15	-	407	15	-	407	15	-	407	15	-	407	15	-	407	15	-	407	15	-	407	15	-
595	Vote: Cemetery		9	7	8	9	7	8	9	7	8	-	-	1	9	7	8	9	7	8	9	7	8	9	7	8	9	7	8	9	7	8	9	7	8	9	7	8	9	7	8	9	7	8
615	Vote: Library		37	-	55	37	-	55	37	-	55	117	-	-	37	-	55	37	-	55	37	-	55	37	-	55	37	-	55	37	-	55	37	-	55	37	-	55	37	-	55	37	-	
450	Vote: Town Planning & Building		96	50	55	96	50	55	96	50	55	81	-	(12)	96	50	55	96	50	55	96	50	55	96	50	55	96	50	55	96	50	55	96	50	55	96	50	55	96	50	55	96	50	55
700	Vote: Housing		42	-	-	42	-	-	42	-	-	147	-	-	42	-	-	42	-	-	42	-	-	42	-	-	42	-	-	42	-	-	42	-	-	42	-	-	42	-	-	42	-	-
<b>Department - Technical Services</b>																																												
460	Vote: Admin & Stores		108	7	-	108	7	-	108	7	-	465	-	-	108	7	-	108	7	-	108	7	-	108	7	-	108	7	-	108	7	-	108	7	-	108	7	-	108	7	-	108	7	-
430	Vote: Streets, Stormwater & Solid Waste		420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	624	1,939	1,020	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651	420	1,568	1,651
470	Vote: Sanitation		256	161	418	256	161	418	256	161	418	374	-	92	256	161	418	256	161	418	256	161	418	256	161	418	256	161	418	256	161	418	256	161	418	256	161	418	256	161	418	256	161	418
475	Vote: Refuse Removal		295	-	57	295	-	57	295	-	57	834	-	155	295	-	57	295	-	57	295	-	57	295	-	57	295	-	57	295	-	57	295	-	57	295	-	57	295	-	57	295	-	
800	Vote: Water		463	-	463	463	-	463	463	-	463	1,354	-	701	463	-	463	463	-	463	463	-	463	463	-	463	463	-	463	463	-	463	463	-	463	463	-	463	463	-	463	463	-	
805	Vote: Electricity		992	529	1,250	992	529	1,250	992	529	1,250	4,090	-	1,755	992	529	1,250	992	529	1,250	992	529	1,250	992	529	1,250	992	529	1,250	992	529	1,250	992	529	1,250	992	529	1,250	992	529	1,250	992	529	1,250
	Vote: PMU		63	3	65	63	3	65	63	3	65	43	-	-	63	3	65	63	3	65	63	3	65	63	3	65	63	3	65	63	3	65	63	3	65	63	3	65	63	3	65	63	3	65
<b>Total by Vote</b>			<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>38,734</b>	<b>2,692</b>	<b>23,268</b>	<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>7,545</b>	<b>3,088</b>	<b>10,633</b>	<b>7,546</b>	<b>3,088</b>	<b>10,633</b>	<b>7,546</b>	<b>3,088</b>	<b>10,633</b>	<b>7,546</b>	<b>3,088</b>	<b>10,633</b>	<b>7,546</b>	<b>3,088</b>	<b>10,633</b>	<b>7,546</b>	<b>3,088</b>	<b>10,633</b>

CHIEF FINANCIAL OFFICER 2009 - 2010										
VISION: "A better quality of life for all"										
MISSION: "A viable, effective and efficiently managed institution in order to eradicate poverty and ensure sustainable service delivery to the community"										
Key Performance Area	Related Program	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date	Resp.	Progress
Municipal Financial Viability and financial management										
1 Revenue Management	Governance	Adopted credit control bylaw not implemented	Corporate Services	Improved revenue collection and less reliance on grant funding	Enhancement of municipal financial viability		Implementation of the bad debts write off policy	31-Jul-09	CFO	Policy implemented, new assessment in line with Indigent Support policy in process of being tabled
		Debtors database inaccurate and bad debts write off policy	Technical Services Department				Debtors database cleansing project finalised	30-Sep-09	CFO	Not implemented, a Revenue Enhancement Strategy in progress of being formalised, data base cleansing to be launched in 2010/2011
		Debt collection department poorly resourced and no active steps aimed at collecting debtors					Indigent Registers updated and implemented for Ugje, Maclear and Mt Fletcher	31-Aug-09	CFO	Indigent register currently being updated, first batch of new application for 2010 will be tabled for consideration April 2010
							Free basic services provided only to the indigent	30-Sep-09	CFO	Subsidy allocations will be effected upon approval of Indigent Register to be tabled to Council as of April 2010
							Recovery of 50% of long outstanding debtors accounts owing R100 000 and above	30-Nov-09	CFO	Not yet achieved, BTO currently in process of engaging an SP to provide technical assistance - focus will be on top 100 per category
							90% of current billings recovered	31-Mar-10	CFO	Not Achieved- A debt reduction Strategy to be introduced as of 1 July 2010
							Reconciliation of billings to budgeted revenue	31-Jul-09		Reconciliation for the 2009/2010 financial year in progress of being completed in line with Audit recommendations
		Revenue losses not properly accounted for					Report presented before Council regarding the best strategy for increasing equitable share allocation	31-Dec-09	CFO	Not Achieved, this Strategy will be tabled by 30 June 2010
2 Implementation of the Municipal Finance Management Act	Governance	Framework for s71 report already exists	HODs, MM, Council	Compliance to the prescripts of the MFMA	Improved accountability and financial governance	Poor support systems on the financial management system	S71 reports incorporate balance sheet, income statement and cashflow statement	30-Sep-09	CFO	Section 71 reports are being submitted in line with legislative requirements
		GRAP compliant FMS in place				Inaccurate information processed in the FMS	S71 reports incorporate narrative ratio analysis	31-Dec-09	CFO	Ratio analysis as per Reporting regulations are being reported on
		MFMA circulars				Delay in the finalisation of the 2008 AG report	s72 report to the Mayor AFS for theyear ending 30 June 2009 submitted to the Auditor General - IMFO standards	25-Jan-10 31-Aug-09	MM CFO	Quarterly reports submitted Submitted by 31 August 2009
		Financial policies and procedures in place					Auditor General report available	30-Nov-09	CFO	Not achieved- A comprehensive response plan has been developed, internal controls and policies framework to be implemented
		Audit Report for the year ended 30 June 2007 delayed					Annual Report for the year ended 30 June 2008	31-Jan-10	MM	
							Oversight Report on the annual report for the year ended	31-Mar-10	MM	Adopted 31 March 2010

CHIEF FINANCIAL OFFICER 2009 - 2010										
VISION: "A better quality of life for all"										
MISSION: "A viable, effective and efficiently managed institution in order to eradicate poverty and ensure sustainable service delivery to the community"										
3 Auditor General Report	Governance	Qualified Audit Report for 2007/2008	Internal audit unit and audit committee	Audit Committee reports to Council reflect improvement in the internal control environment	Public confidence in Elundini Municipality enhanced	lack of commitment from finance staff	Issues raised by the internal Audit unit/ Audit committee addressed within 10 days of receipt and not repeated in future reports	30-Sep-09	CFO	Audit response plan developed, in progress of being implemented
		Functional audit committee and internal audit unit in place	Heads of Departments				Financial procedures manual developed	31-Dec-09	CFO	Not achieved, procedural manual will be formulated by 30 June 2010
4 GRAP compliant annual financial statements for the year ended 30 June 2010	Governance	legislated requirement for submission of GRAP compliant AFS for YE 2010	Sebata FMS fixed assets module	GRAP compliant AFS submitted by 31/8/2010	Unqualified report of the Auditor General	Delays in the provisioning of information	GRAP compliant accounting policy relating to fixed assets approved by Council	31-Aug-09	CFO	Not achieved, new accounting policies will be tabled at Council meeting in May 2010
		No GRAP compliant FAR				Delays in the procurement of service provider for infrastructure FAR	Infrastructure assets register completed and consolidated with the movable assets register	31-Oct-09	CFO	Not yet achieved, this component is currently in progress- draft asset register is expected to be finalised by 31 May 2010
		Service provider for GRAP conversion already appointed					Backlog depreciation computed and current depreciation calculations raised	30-Nov-09	CFO	Not achieved, backlog depreciation to be calculated as per above outcome
							IMFO based 2008/2009 annual financial statements converted to GRAP standards	Jan-10	CFO	To be restated once asset fair value outcome is finalised May 2010

OFFICE OF THE MUNICIPAL MANAGER

VISION: "A better quality of life for all"

MISSION: "A viable, effective and efficiently managed institution in order to eradicate poverty and ensure sustainable service delivery to the community"

Key Performance Area		IDP Objective	Baseline	Outputs	Inputs	Outcome	Risks	Perf. Indicator/Target	Target Date	Resp.	Progress	
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL ARRANGEMENTS	1.1 Human Resource Management & Development	Achieve a highly motivated, capacitated and productive workforce	High Staff turnover & limited capacity	HR Policy Review & new policies formulated	HR Policies, Financial resources	Motivated, capacitated and productive workforce	Lack of buy-in from labour component; Inadequate financial risk	HR Policy Manual Reviewed	Sep-09	Manager: Corporate Services		
				Remuneration Policy Adopted				Sep-09				
				50% of the training budget spent				Dec-09				
		Enhanced employee work performance and productivity.	PMS for middle management & subordinate staff not is implemented	Revised Performance Management Systems	Revised PMS Framework	Motivated, capacitated and productive workforce	Lack of buy-in from labour component	Implementation of PMS for all Assistant Managers	Jul-09	Manager: Corporate Services & MM		
								Incentives and Rewards Policy formulated and adopted.	Jul-09			
								Finalised processes for the extension of the PMS to sectional Heads	Dec-09			
		1.2 Employment Equity	Transformation of the demographic profile of the institution	Male dominated institution	Increased employment of women	Employment Equity Plan	Compliance with Employment equity legislation	Non suitability, or lack of interest from the designated & focus groups	New appointments to Elundini Municipality staff establishment reflect a 70:30 female to male ratio	Jun-10	Manager: Corporate Services & MM	
		The female to male ratio of the top three level of management is 7:4										
		1.3 Office Space	Improved	Inadequate office space: Existing offices not accessible to people with disabilities	Renovation and Construction of new & compliant offices	Costed building Plans	Adequate & Compliant office building	Limited Budget; Bad Weather Conditions & Labour Disputes	50% of office infrastructure completed in terms of the budget	Mar-10	Manager: Technical Services	
									All administrative unit offices are accessible to PWD, including Town Halls	Dec-09		
	1.4 Youth, Women & PWD	Mainstreaming & Integration of Focus Groups	Lack of a Disability Support Plan	Increased participation of Focus groups in municipal programmes	National Disability Framework	Focus group participate in the local economy.	Dysfunctional Structures for Focus Groups	All municipal departments have integrated focus groups in their programmes.	Dec-09	Municipal Manager		
	Youth Setor Development Plan adopted by Council.		Gender Mainstreaming Strategy									
	Gender Mainstreaming strategy developed		Youth Sector Development Plan									
	1.5 HIV & AIDS	Manage HIV & AIDS;	HIV & Aids strategic Plan: Local AIDS Council is established	Implemented HIV & AIDS Strategy	Local AIDS Council; HIV & AIDS Strategy	Reduction of the impact of HIV & AIDS	Local AIDS Council may become ineffective	Implementation of 2009/10 set targets of the HIV & AIDS Strategy.	Jun-10	MM		

OFFICE OF THE MUNICIPAL MANAGER												
VISION: "A better quality of life for all"												
MISSION: "A viable, effective and efficiently managed institution in order to eradicate poverty and ensure sustainable service delivery to the community"												
B D A E S L I V E R Y S E R V I C E		Facilitate eradication of water & sanitation backlogs and achieve sustainable provision through adequate Infrastructure by 2014	54% of Elundini rural area do not have access to clean water	submit status quo report	Water Services Development Plan.	Improved access to clean water and minimum acceptable sanitation standards	Lack of required information from the WSDP and lack of support from WSA	Ensure delivery of safe and clean water to rural areas by protecting at least 3 springs in 14 Wards.	Jun-10	MM		
		•Provision of sustainable energy by 2014.	Approx.80% households do not have access to contemporary energy supply.	Letter of Commitment from the ministry towards the electrification of more than 20 000 households in rural Mt. Fletcher	ESKOM Universal Access Plan	Universal energy access for the people of Mt Fletcher by 2014.	Lack of response from the Minister of Energy. Non Cooperation by ESKOM.	Meeting between the Executive and the Minister of Energy	Sep-09			
		•Facilitate provision of adequate Housing by 2014.	Inavailability of Land for housing development & bulk services.	Approval of Housing Development Applications by Dept of Human Settlements.	Housing Sector Plan. Provincial Housing Development Plan	Reduced Housing backlog	Lack of funds allocated to the municipality for Housing development Inavailability of land for housing & bulk Infrastructure.	Meeting between the Executive and the MEC	Sep-09			
		•Provide sustainable road infrastructure network	Approximately 90% of roads construction and maintenance backlog	Well constructed roads	Three Year Capital Implementation Plan	Improved accessibility & economic growth	Lack of Project and Contract Management	Expenditure of MIG at 80%	Dec-09	MM		
LOCAL ECONOMIC DEVELOPMENT	Accelerate the implementation of LED strategy	Steinhoff Africa unbundling process underway	A Proper Governance Structure to administer the Equity Holding in favour of Elundini Communities.	Elundini P.G Bison Forestry Committee	Improved Local economic growth	Lack of Commitment towards the Elundini P.G Bison Forestry Committee meetings	A clear strategic Framework relating to the beneficiation of Elundini communities from the unbundling of Steinhoff Africa	Quarterly	Manager : Comm. Services			
		LED Strategy & LED Implementation is in place	Identification of suitable land for additional afforestation	LED Implementation Plan; LED Strategy, Elundini Strategic Plan	Improved Local economic growth	Unwillingness by land owners to release land	Report on Suitable land for additional Afforestation	Oct-09				

OFFICE OF THE MUNICIPAL MANAGER										
VISION: "A better quality of life for all"										
MISSION: "A viable, effective and efficiently managed institution in order to eradicate poverty and ensure sustainable service delivery to the community"										
MUNICIPAL FINANCIAL VIABILITY	-Formulation & Implementation of Revenue Enhancement Strategy.	IDP has no credible Financial Plan	Approved Financial Plan	Heads of Departments	A credible IDP	Lack of Information	Financial Plan Approved	Dec-09	CFO	
GOOD GOVERNANCE, PUBLIC PARTICIPATION, ACCOUNTABILITY & TRANSPARENCY	Improve Communication & Customer Service.	Lack of Communications Strategy	Developed Communication & Customer Care Strategy	needs analysis report	Improved access to information & customer care.	Lack of Sufficient Funds for Implementation	Approved Communication & Customer Care Strategy.	09-Dec	MUNICIPAL MANAGER	
	Attainment of unqualified Audit Report.	Internal Audit & Audit Committee in place	Monitored Implementation progress	Audit Committee chartert. Internal Audit Charter.	Unqualified Audit Report	Audit Committee non performance	Quarterly reports submitted to Council.	09-Sep		
		Qualified Audit Report								

CORPORATE SERVICES 2009-2010							
Key Performance Area	Baseline	Inputs	Outputs	Outcome	Risks	Perf. Indicator/Target	Date
Municipal Transformation and Institutional Development							
1.3 To effectively recruit, select and place new employees	Vacant posts remain unfilled	HOD's, Application forms for request to employ	Advertising and filling of vacant posts	To have filled all the vacant posts budgeted for.	None	All vacant posts budgeted for filled in.	Sep-09
1.4 Staff salaries.	Salary imbalances	LLF, Corporate Services standing committee and Council.	Robust discussion with relevant stakeholders	Possibility of rectifying the salaries, also check on the judicial process in addressing the salary imbalances.	non cooperation by stakeholders	Imbalances in salaries addressed fully	Jun-10
1.5 Post Levels	Organisational structure not attached to Final Outcomes Report.	a) Final Outcomes Report. b) Organisational structure	Final Outcomes Report linked to Organisational Structure	Organisational Structure with post levels	None	each employees advised of his/ her post level as per Final Outcomes Report.	Aug. 2009
1.6 Job Evaluation	a) All posts existing before May 2008 evaluated.	Policy on Job Evaluation	Policy formulated	Post levels evaluated	None	a) Job Evaluation Policy in place	Sep-09
1.7 EAP	No EAP programs in place	EAP Policy, Social Worker	Staff participation in the program	Improved and motivated workforce	None availability of qualified persons, budgetary constraints.	Number of employees participating in the program.	Dec-09
						Applications from disabled people actively encouraged	Sep-09



CORPORATE SERVICES 2009-2010							
						Employment Equity structure launched	Sep-09
						Annual report submitted to DOL	30-Dec-09
						SETA discretionary grants received	Dec-09
1.10 Workplace Skills Plan	Workplace skills plan in place	HODs, Department of Labour, Ward Councilors and CDW's.	Community Skills database	Improved economic opportunities for the people of Elundini	Lack of support from community structures		
	No monitoring of the implementation of the WSP	HODs, Training and Equity Forum, Training Reps	Credible WSP	to have compiled, implemented and monitored the Workplace Skills Plan	non cooperation by departments		Ongoing
1.11 Traffic & Law Enforcement	No visible Traffic Officers on the roads	SAPS / Traffic statistics and court duties	Reduced road crashes, suspended unroadworthy vehicles	Visible traffic officers on the road	shortage of human capital	Visible traffic officers conducting speed checks, holding roadblocks and confiscating unroad worthy vehicles <b>(PROCEDURES MANUAL)</b>	ongoing
	No data base of warrant of arrest	Clerk of the Court	reduced road violations by motorists.	number of arrests executed	shortage of human capital	Credible database of warrants established	Aug. 09
						60% recovery on outstanding warrants	01-Jun-10
	Road Safety awareness	Traffic officers, Communities and SAPS	reduced pedestrian accidents on the roads	traffic and education programs with communities and schools	shortage of human capital	workshops conducted with communities and schools visited	Quarterly reports

CORPORATE SERVICES 2009-2010							
	Under graded: Mt Fletcher DLTC.	MEC for transport	bringing services closer to communities	approval of the application to upgrade the Mount Fletcher DLTC.	Non approval of the application.	Letter of approval from MEC.	31-Aug-09
						Formulation of Project Specifications	30-Jun-10
	Road signs and markings not properly maintained.	Unit Heads, SAPS and Provincial Traffic.	Minimising traffic offence.	Properly maintained.	Budgetary constraints.	Number of road signs and markings attended to.	Quarterly .
	No Master Systems Plan and Management Information Systems.	SITA and HOD's.	Legal compliance	Available MSP and MIS	Budget availability	Council approved MSP and MIS	01-Jun-10
	Unable to access network resoures outside the offices.	HOD's and Service Provider.	Ability to work remotly.	Ability to work efficiently outside offices.	Security issues and budgetary constraints.	Remote access enabled.	Sept. 2009
1.13 Administration	Functional committee section in place	HODs	Maintenance of standards , well trained staff, legal compliance	To have ensured effective meetings	Late submission of agenda items	The effective implementation of the new reporting format and minute taking.	Ongoing
	No approved filing System	HODs	Legal compliance or requirement	Provincial approval of the Filing Plan	None	Filing Plan duly approved by Provincial Archives	30- Sep. 09
						Implement Records Management Systems	Nov 09 / ongoing
1.14 Legal	legal support services in place	HOD's and external service providers	To have given effective, efficient and sound legal support.	Satisfactory and cost effective rendering of legal services	Non co-operation with HOD's	Legal support services that is efficient and effective. Legal advice given within 5 days of the request.	Ongoing
Admin Units	No administrative systems in place.	HOD's .	Improved administrative systems.	Relevant policies and procedure manuals in place.	Non Co-operation from HOD'S	Council approved policies and procedure manuals governing admin units.	Dec. 2009
Workplace discipline	Poor work ethics and general misconduct	HODs	Compliance with the Code of Conduct	Improved work ethics	Non availability of competent prosecutors and presiding officers	Cases of misconduct finalised within 3 months of being reported to the Corporate Services Department	Sept. 2009

TECHNICAL SERVICES 2009-2010										
better quality of life for all"										
order to eradicate poverty and ensure sustainable service delivery to the community"										
KEY PERFORMANCE AREAS	IDP OBJECTIVE	BASELINE	OUTPUT	INPUT	OUTCOME	RISKS	PERFORMANCE INDICATOR/TARGET	TARGET DATE	RESPONSIBLE PERSON	
Office space and community facilities	improved & compliant office space and community facilities	Inadequate office space; Existing offices not accessible to people with disabilities	conceptualise a complete design framework	Consulting firms, HODs	conceptual design approved	limited budget	A conceptual design inclusive of Council chambers and committee room.	Aug-09	Technical Services Manager	
			finalise scope of works and clearly defined implementation		project scope finalised and phased	scope changes	an all inclusive agreed scope of works	Aug-09	Technical Services Manager	
			comment on draft tender document and prepare for final tender document	approved building plans	final tender document approved	scope changes	approved tender document	Oct-09	Technical Services Manager	
			evaluate and adjudicate tenders	SCM committees	contractor appointed	procurement process	appointment of the consultant and contractor	Nov-09	Technical Services Manager	
			monthly progress reports	Contractors; consultants; site meetings; minutes	updated and informed management and councillors	lack of project and contract management	submitted reports to standing committee and MM	monthly	Technical Services Manager	
			Physical completion of the building		availability of office space, as built drawings and/or manuals	weather; service provider relevant experience	A newly built structure with 27 offices and 2 boardrooms.	Jun-10	Technical Services Manager	
			existing community facilities and administrative municipal units not accessible to people with disability	renovate all administrative municipal units, mount fletcher hall, maclear hall, sonwabils hall, ntokozeni hall and ugie hall	Contractors	accessible units and community facilities	All administrative unit offices are accessible to PWD, including Town Halls	Dec-09	Technical Services Manager	
	54% of Elundini rural area do not have access to clean water.	submit status quo report to the Municipal Manager. Collect data of all possible springs per ward and submit to MM.	Water Services Development Plan. UKDM	Improved access to clean water and minimum acceptable sanitation standards	Lack of required information from the WSDP and lack of support from WSA	Facilitate protection at least 3 springs in 7 Wards.	Dec-09	Technical Services Manager		

Water and sanitation provisioning	Facilitate eradication of water & sanitation backlogs and achieve sustainable provision through adequate Infrastructure by 2014	Inconsistent water supply to townships.	construct additional communal standpipes in townships. Construct a line from Grinaker to Tembeni.	UKDM	improved water supply	Lack of financial support from the WSA	10 additional communal standpipes for Mount Fletcher and Maclear. Constructed line to Tembeni. Leaks repaired within 5 working days from the date reported. Burst pipes repaired within 48 hours from date reported.	Sep-09	Technical Services Manager	
		No signed and adopted SLA	facilitate finalisation of the SLA and its adoption	UKDM, HODs	A formally structured relationship between WSA and WSP	not reaching an agreement in relation to roles and responsibilities	Signed SLA	Aug-09	Technical Services Manager	
		there are faulty water meters and some households do not have water meters	install new water meters in all house connections and yard connections in all three towns.	UKDM, CFO	improved readings and revenue collection	non reporting of faulty meters.	replace of fix reported faulty meters within 2 days from the reported date	Sep-09	Technical Services Manager	
		full VIPs in Mount Fletcher, Maclear and Ugie	ensure that full VIPs are emptied		reduced smell and empty VIPs	insufficient funds	500 VIPs emptied: 150 in Mount Fletcher, 175 in Ugie and 175 in Maclear	Dec-09	Technical Services Manager	
		there are shared conservancy tanks in Ugie and Maclear	ensure that the shared tanks are monitored on a daily basis and that there are no overflows	UKDM	healthy environment	UKDM pulling out the trucks leading to a health hazard	monthly report. no overflowing conservancy tanks	Jun-10	Technical Services Manager	
		little or no monitoring of electricity losses	track monthly purchases from Eskom vs sold units by the municipality	CFO	identified cause of losses. reduced electricity losses		monthly reconciliation of electricity units bought vs sold. Report submitted to MM and standing comm monthly.	Jul-09	Technical Services Manager	
		monitoring of load demand vs maximum load allowed by Eskom	obtain and analyse information from Eskom. Carry out load shedding		manage load demand such that it does not exceed the maximum allowable demand thus avoiding Eskom penalties	community not happy about load shedding. Maximum allowable demand exceed leading to penalties. Budget constraints	monthly report indicating that the maximum Eskom allowable supply has not been exceeded.	Jul-09	Technical Services Manager	
		no monthly reporting on the implementation of the maclear master plan phase 2	hands-on involvement in the project. Prepare monthly reports for MM and the standing comm.	Ballenden and Robb. Racec power	progress known and completions date. Improved electrical network performance	weather; commitment from the contractor	monthly reports on progress submitted to standing comm and MM	Jul-09	Technical Services Manager	
		Unscheduled/ uncommunicated electricity shutdowns	unscheduled power interruption resolved within 1 day.		improved turn-around time to restore electricity supply.	non-availability of crane truck.	power supply restored within 1 day.	Jul-09	Technical Services Manager	

		most of the street lights and high mast lights are not working.	maintain, repair and replace faulty street and high mast lights		improved safe environment.	budget constraints	all existing street and high mast lights working	Dec-09	Technical Services Manager	
		NERSA D-forms	arrange a workshop where NERSA will show Finance and Technical departments how to properly complete the forms. complete NERSA D-forms as expected	NERSA	better completed forms which will protect the municipal license.	non- availability by NERSA. Forms completed incorrectly	all NERSA D-forms correctly completed and submitted.	Oct-09	Technical Services Manager	
		no routine electricity meter audit	request information on a monthly basis from Finance primarily focusing on meters which have not been indicating electricity purchase for 2months and above.	CFO	improve revenue base		reports on action taken in response to the meter audit report	Jul-09	Technical Services Manager	
		there is only one electricity tarriff for all different consumers	propose and co-ordinate revision of electricity tarriffs which will be implemented from 2010/2011 financial	CFO	improved revenue base. Customers having grouped uniform tarriffs	budget constraints. Customers not approving proposed tarriffs.	adopted multi electricity tarriff structure and tarriff policy	Nov-09	Technical Services Manager	
		1336 faulty and tempered meters established	replace and/or fix all faulty and tempered meters	CFO	improved revenue base, power supply and community safety	customers refusing access to their properties.	1336 faulty and tampered meters replaced and/or fixed	Sep-09	Technical Services Manager	
		Ugie electricity master plan program and progress not known	request monthly progress reports from Ballenden and Robb. Communicate progress to ward councillor and HODs	Ballenden and Robb; DME	improved power supply to the Ugie community	insufficient funding to implement the master plan. Delays in procurement process	adoption of the master plan and implementation thereof	Feb-10	Technical Services Manager	
		101 conventional meters	replacement of conentional meters with pre-paid electriciry meters	electricity loss study report	improve revenue base	access denied by customers	101 conventional meters replaced	Aug-09	Technical Services Manager	
		bulk electricity users not metered	install conventional meters in Maclear and Ugie: municipal offices, town halls, community halls and water/waste water plants		improved revenue base and known consumption of electricity by the mentioned properties		all bulk electricity users metered	Jul-09	Technical Services Manager	
		planned and scheduled maintenance operation on the electrical network not properly comminicated	prepare notices and submit them to the communications officer	Eskom, municipal service providers	improved communication to our customers	planned outage not reported to the municipality	all planned routine maintenance communicated 7 days before the outage day	Jul-09	Technical Services Manager	
		Approximately there is 90% of roads construction and mantainance backlog	construct access roads utilising MIG funds	MIG	communities will have accessible	procurement process, limited funding, quality of service providers	100% MIG expenditure	Mar-10	Technical Services Manager	
Roads and	provide sustainable road	maclear plots next to the hospital have no access to road infrastructure	construct gravel access road		accessible plots	bad weather	constructed gravel access road	Dec-09	Technical Services Manager	

Stormwater	infrastructure network	there is no policy on utilisation of plant	Draft policy for plant utilisation. Workshop councillors on the draft policy		optimised plant usage	lack of funding	implementation of the adopted policy	Dec-09	Technical Services Manager	
		no proper implementation of pothole patching	obtain relevant equipment. Draft and submit a plan for pothole patching		improved road network	bad weather	all blacktop surfaced roads with no potholes	Sep-09	Technical Services Manager	
	Promote a safe and healthy environment by 2014	S78 study in relation to solid waste	monitoring Ardemus contract	NT - PPP unit	compliant landfill sites	capital funding, environmental, labour disputes	submission of monthly reports to standing comm and MM	Jul-09	Technical Services Manager	

## COMMUNITY SERVICES 2009-2010

VISION: "A better quality of life for all"

MISSION: "A viable, effective and efficiently managed institution in order to eradicate poverty and ensure sustainable service delivery to the community"

Key Performance Area	IDP Objective	Baseline	Outputs	Inputs	Outcomes	Risks	Perf. Indicator/Target	Target Date	
<b>BASIC SERVICE DELIVERY</b>	<b>1.HOUSING</b>	<b>Facilitate Provision of adequate Housing by 2014</b>	No new housing projects for ELM	Approval of Katkop, Ngcele & Mangoloaneng housing projects	SDF, Housing Sector Plan	Rural Housing Development	Delayed approval of submitted housing applications	Approval of the three housing applications (Katkop, Ngcele & Mangoloaneng)	Oct-09
			Non-submission of five new rural housing projects to the Department of housing	Submission of five rural housing applications for approval	Rural Housing Policy	Reduced housing backlog	Lack of response by the Department of Housing	Approval of the five additional rural housing projects	Dec-09
			Completed urban housing units within the municipality 2779	All eligible beneficiaries to have title deeds	Elundini Housing delivery database	Home ownership and security of tenure	Delays in transfer process by appointed conveyancers	50% of beneficiaries have title deeds	Nov-09
			Maclear 250 project blocked	Redevelopment of Maclear Project 250	SDF, Housing Sector Plan	Reduced housing backlog in Maclear	Non cooperation of Provincial Housing Department	Building of houses start in Maclear Project 250	Mar-10
			Ugie -120 sites identified for BNG programme.	Letter of BNG support by Dept. of Human Settlements	BNG Scoping report	Middle income housing provision in Ugie.	Non-approval of this project by Housing Department.	Response (approval or non-approval) to application for BNG	Nov-09
			No infrastructure services for BNG						
			BNG Scoping reports and Housing Sector Plan in place						
			90 ha of housing land donated by PG Bison to the Municipality in Maclear	Land registered in the name of the Municipality	Land donation by PG Bison	Additional urban housing development in Maclear	Delays in land transfer from PG Bison to the municipality	Feasibility report for Housing Development in Maclear	Aug-09

## COMMUNITY SERVICES 2009-2010

VISION: "A better quality of life for all"

<b>BASIC SERVICE DELIVERY</b>	<b>2. SPATIAL PLANNING</b>		Informal townships need formalization service provider appointed in 2006	Formalization of Kutloanong and Ext. 2 & 3 Mount Fletcher. Sonwabile Township in Maclear	Completed Survey of all formalized informal townships	Integrated formalized development and property ownership	Extremely cumbersome processes that delay completion of projects.	Township establishment application submitted to Bisho for approval.	Dec-09
	<b>3. PUBLIC AMENITIES</b>	<b>3.1 Cemetery</b>	New cemetery sites identified for Maclear and Ugie	Planned cemeteries and procedure manual	Municipal by-laws	Legislative compliant cemeteries	Lack of co-operation w.r.t. new procedures by residents	Public participation done and completed.	Sep-09
		<b>3.2 Parks</b>	Existing parks need upgrading	Aesthetic parks	DEDEA funding and Tourism Sector Plan	Attractive parks in urban centres	Delayed work by services providers	Burial procedure manual and functional cemeteries	Jul-09
								Functional Parks with maintenance and operational plans in place	Oct-09
	<b>4. LOCAL ECONOMIC DEVELOPMENT</b>	<b>4.1 Forestry Development:</b>	No forestry Plan LED Strategy, LED	Identification of suitable land for additional afforestation	LED Implementation Plan, LED Strategy Elundini Strategic Plan	Improved local economic growth	Unwillingness by land owners to release land	Report on suitable land for additional afforestation	Dec-09
		<b>Accelerate The Implementation of LED strategy</b>	Implementation Plan and Elundini Strategic Plan in place						



**COMMUNITY SERVICES 2009-2010**

VISION: "A better quality of life for all"

								DAFF	
								Developed business plans to acquire funding for and with affected communities supported by ASGISA	Mar-10
<b>4.2 Economic Development NT &amp; Job Creation</b>	PG Bison Forests are already existing	Value added initiative in forests created	Elundini PG Bison Forestry Committee, ASGISA, DAFF	Feasibility study for establishing furniture factory	Lack of funding for the said feasibility study		implementation plan for furniture factory	Dec-09	
	No register of number of jobs created through LED initiatives	Compilation of the record of the number of jobs created through LED & capital projects	LED Implementation Plan LED strategy Elundini Strategic Plan and Technical Services	Accurate and quantified number of jobs created through LED and capital projects	Lack of proper records		Compiled data on the no. of jobs created through LED initiatives and capital projects	Nov-09	
<b>4.3 Tourism</b>	Tourism sector plan in place	Elundini branded as preferred tourist destination	Tourism sector plan, UKDM Tourism division ECTB	Unique product selling Elundini as tourism destination	Lack of funding from Dept. of Tourism and ECTB		Elundini branded as tourism destination of choice	Nov-09	
<b>4.4 Agriculture and Poverty Alleviation Programmes</b>	No agricultural plan	Improved agricultural development and poverty alleviation	Department of Agriculture Forestry and Fisheries.	Elundini established as a food basket of its own	Lack of commitment by Department of Agriculture and Social Development		Elundini food basket strategy	Dec-09	
	No social Development programme of delivery		Dept of Social Development.						

Project Name:	Description:	WARD	REVISED PLANNED START DATE	PLANNED START DATE ORIGINAL	ACTUAL START DATE	REVISED PLANNED COMPLETION DATE	PLANNED COMPLETION DATE ORIGINAL	ACTUAL COMPLETION DATE	RESP. MAN	TOTAL ORIGINAL 2009/10: R000m	TRANSFERS	ADJUSTED BUDGET 2009/2010	BUDGET EXP QUARTER ENDED 30/09/2009 R000m	ACTUAL EXP QUARTER ENDED 30/09/2009	BUDGET EXP QUARTER ENDED 31/12/2009 R000m	ACTUAL EXP QUARTER ENDED 31/12/2009 R000m	BUDGET EXP QUARTER ENDED 31/03/2010 R000m	ACTUAL EXP QUARTER ENDED 31/03/2010	BUDGET EXP QUARTER ENDED 30/06/2010 R000m	ACTUAL EXP YEAR TO DATE	
Ntabelanga - Nikamane	Release of retention	8		1 July 2009			Sep 2009		Technical Services Manager	R 501,011.30			R 501,011.30								
Development of Mount Fletcher	Release of retention	9		1 July 2009			December 2009		Technical Services Manager	R 540,000.00					R 540,000.00						
Sethathi to Mashata	Release of retention	12		1 July 2009			November 2009		Technical Services Manager	R 480,000.00					R 480,000.00						
Upgrading of Access Roads	Construction of Access Road	1,5,6		1 July 2009			March 2010		Technical Services Manager	R 1,771,215.26			R 1,400,000.00				R 371,215.26				
Mahayaneng road and bridge	Construction of Access Road	10		1 July 2009			June 2010		Technical Services Manager	R 1,600,000.00			R 100,000.00		R 280,000.00		R 1,020,000.00			R 200,000.00	
Kuebung	Release of retention	12		1 July 2009			August 2009		Technical Services Manager	R 108,327.69			R 108,327.69								
Nxotshane	Construction of Access Road	13		1 July 2009			June 2010		Technical Services Manager	R 1,952,356.31			R 1,080,000.00		R 550,000.00					R 322,356.21	
Road to Lehana high school and bridge	Construction of Access Road	9		1 July 2009			Jun-10		Technical Services Manager	R 2,891,364.92			R 800,000.00		R 950,000.00		R 850,074.92			R 291,290.00	
Ugie streets	Construction of Access Road	2		1 July 2009					Technical Services Manager	R 1,993,420.00			R 250,000.00		R 400,000.00		R 600,000.00			R 743,420.00	
Zwellitsha, Sondaba and Tsolobeng	Construction of Access Road	10		1 July 2009			March 2009		Technical Services Manager	R 1,320,000.00			R 650,000.00		R 470,000.00					R 200,000.00	
Gobho to Esikhohyeni	Release of retention	13		1 July 2009			October 2009		Technical Services Manager	R 91,186.52					R 91,186.52						
Mt Fletcher Town hall	Renovations to Mt Fletcher Town Hall	9		1 July 2009			Jun-10		Technical Services Manager	R 1,170,968.00			R 430,000.00		R 550,000.00					R 190,968.00	
Tinana	Construction of Access Road	11		1 July 2009			Jun-10		Technical Services Manager	R 1,560,000.00			R 370,000.00		R 600,000.00					R 590,000.00	
Maclear Masterplan Phase 11	Electricity upgrade	3		1 July 2009			Jun-10		Technical Services Manager	R 5,000,000.00			R 1,000,000.00		R 2,000,000.00		R 1,000,000.00			R 1,000,000.00	
Installation of Services	Roads and stormwater and electricity - Pretoriusberg remaining streets	2		1 July 2009			Jun-10		Technical Services Manager	R 3,835,000.00			R 500,000.00		R 1,500,000.00		R 950,000.00			R 885,000.00	
Sanitation	Construction of septic tanks in Mt Fletcher and rehabilitation of existing septic tanks in Ugie and	2,3,9		1 July 2009			Jun-10		Technical Services Manager	R 1,937,000.00			R 350,000.00		R 600,000.00		R 500,000.00			R 487,000.00	
Construction of municipal offices	municipal offices	3		1 July 2009			Jun-10		Technical Services Manager	R 4,000,000.00			R 350,000.00		R 1,650,000.00		R 1,200,000.00			R 800,000.00	
										<b>R 30,751,850.00</b>			<b>R 7,889,338.39</b>	<b>R 0.00</b>	<b>R 10,661,186.52</b>	<b>R 0.00</b>	<b>R 6,491,290.18</b>	<b>R 0.00</b>	<b>R 5,710,034.21</b>	<b>R 0.00</b>	