

# TABLE OF CONTENTS

## 1. INTRODUCTION

## 2.

2.1 Executive & Council

2.2 Finance & Admin

2.3 Social Services

2.4 Planning & Development

2.5 Regional Functions



## 1. INTRODUCTION

The service delivery for Council 2009/2010 Financial Year began when the Nkangala District Municipality on 27 May 2009 unanimously approved the Budget.

*The purpose of this submission is two-fold:*

- To submit the Service Delivery and Budget Implementation Plan (SDBIP) for the 2009/2010 financial year to the Executive Mayor for his consideration and approval as set out in section 53 of the Municipal Finance Management Act (MFMA), Act 56 of 2003.
- To provide a background to the submission of the SDBIP and to give a brief overview of the municipality's Performance Management Activities (PMS).

## 2. INTEGRATION OF THE IDP, BUDGET AND PMS

The Integrated Development Plan (IDP) outlines how the challenges of sustainable development in a municipality are to be met through strategic intervention and optimum service delivery over a five year period. The IDP is developed by a municipality in conjunction with its community, and a credible IDP must be supported by a realistic and sound budget. Effective service delivery relies upon the IDP, the budget and the performance management system being closely integrated. The SDBIP is a dynamic tool that facilitates this integration. The SDBIP must be informed by the budget and the IDP. It thus facilitates oversight over financial and non-financial performance of the municipality. The Nkangala District Municipality has prepared the SDBIP for 2009-2010 in accordance with the requirements of the MFMA. One of the Act's objectives is the enhancement of transparency, efficiency and accountability.



### 3. LEGISLATIVE IMPERATIVE

The basis for performance management is to be found in Chapter 6 of the Municipal Systems Act 32 of 2000. More specifically Section 38 which reads as follows:

“A municipality must –

- (a) Establish a Performance Management System that is –
  - (i) commensurate with its resources;
  - (ii) best suited to its circumstances; and
  - (iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan; “

Furthermore such a system must promote a culture of performance management in a municipality’s political and administrative structures and facilitate the management of its affairs in an economical, efficient, effective and accountable manner.

To a large extent municipalities have the discretion to determine their own system and reporting frequencies. The exception to this freedom is that the laid down National Key Performance Indicators (KPI’s) have to be taken into account and it is required that performance had to be reviewed and reported on at least once a year.

The Nkangala District Municipality adopted a Performance Management framework.

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:



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## Service Delivery and Capital Budget Implementation Plans

- (a) projections for each month of -
  - (i) revenue to be collected, by source; and
  - (ii) operational and capital expenditure, by vote
- (b) service delivery targets and performance indicators for each quarter, and
- (c) any other matters prescribed

According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

With the implementation of the MFMA the frequency, method and type of reporting in respect of municipal affairs have been tightened up considerably. There has also been a clear allocation of responsibilities as well as accountability in respect of the Executive Mayor and the Municipal Manager (MM) (read Accounting Officer). Examples of such responsibilities are –

- Submission of draft SDBIP to Mayor - MM
- Approval of SDBIP - Executive Mayor
- Monthly budget statements - MM
- Quarterly report - Executive Mayor
- Mid year assessment - MM to EM
- Annual report - MM
- Annual IDP/Budget Review program - Executive Mayor

It is essential that the provisions of the Systems Act, its Regulations as well as the MFMA be read together when one looks at the broad arena of Local Government Performance Management.



#### **4. KEY FOCUS AREAS OF THE COUNCIL**

In order to work towards a progressive attainment and realization of the council's vision as informed by government's policy frameworks as well the Constitutional and legislative obligations, seven Key Focus Areas (KFAs) have been identified. These focus areas will enable sustainable service delivery, economic growth, job creation, poverty alleviation, enhanced intergovernmental relations, sustainable development as well as good governance, among others, in order to progressively attain "a better life for all". The council's seven KFA's are:

- Infrastructure Development and Service Delivery
- Local economic Development
- Integrated Development Plan (IDP) and Provincial Growth and Development Strategy (PGDS)
- Financial Viability
- Performance management System
- Community Participation and Intergovernmental Relations
- IDP Implementation and Monitoring

#### **5. NDM ANCHOR PROJECTS**

The District embarked on a process to formulate a Local Economic Development (LED) Strategy that will through implementation place the District on a higher economic development trajectory. Currently the NDM has identified nine anchor projects, which are discussed in detail under Issue 20. The identified anchor projects are: Delmas Cargo International Airport, Highlands Gate & Estate Development; multi-purpose Community Centre's; Catalytic Converter; Agro-Processing; Moloto Rail Development System; Truck Port/Logistics Hub; International Convention Centre; and Loskop Zithabiseni Tourism Corridor.

The Mpumalanga Province launched five flagship programmes in February 2007. The aim is to further stimulate economic growth and socio-economic development in the Province. The need to adopt a "business unusual" approach to realize a tangible outcome by 2009 is emphasized. The following are Provincial Flagship programmes.



### **Accelerated management Capacity Building**

Another challenge that must be addressed is the positioning the school curriculum offering a range of programmes to progressively provide a sustainable pool of skills and competencies to support the implementation of Big Five developmental flagship projects. FET institutions also need to be positioned in such a manner that they play a central role in addressing the skills needs of the Province. The underlying principle is that skills development intended to create delivery and implementation capacities remains a critical success factor.



## **6. SDBIP**

This plan serves as an input into the performance agreements of the Municipal Manager as well as the Managers. It also forms the basis for the monthly, quarterly, mid-year as well as annual performance assessment report for the 2009/10 financial year and the performance assessment of the Managers and Municipal Manager.

The SDBIP provides the vital link between the Executive Mayor, the Council and the Administration and facilitates the process of holding management accountable for its performance. The SDBIP is a management, implementation, monitoring and performance monitoring tool that will assist and guide the Executive Mayor, Councillors, Municipal Manager, Senior Managers and the community.



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## Service Delivery and Capital Budget Implementation Plans

The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

In respect of the business plans it has been structured into the 4 representatives of the Balanced Scorecard Performance System.

### **BALANCED SCORECARD**

- Development Impact
- Governance

The business plans reflect information relating to the relevant Sections, responsible person as well as the objectives and KPI's. Each Sections Manager is responsible for the performance of as well as monitoring and reporting on his development in line with the deadlines for reporting to Council as set out below.

- Quarterly report (30 days after the end of each quarter)
- Mid-year assessment (by 25 January of each year)
- Annual report (to be tabled within 7 months after the end of the financial year)

Besides the above the finance department under the supervision of the Chief Financial Officer, also has a specific responsibility to report on financial matters on a monthly basis as part of its support to the Accounting Officer (MM).





## **7. APPROVAL OF THE SDBIP**

Being a management and implementation plan (not a policy proposal) the SDBIP is not required to be approved by the council. The approval of the SDBIP is a competence reserved for the Municipal Manager and the Executive Mayor in terms of section 53 of the MFMA. This section requires him to take all reasonable steps to ensure that the SDBIP is approved within 28 days of the final budget approval.

## **8. MONITORING OF THE IMPLEMENTATION OF THE SDBIP**

Progress against the objectives set out in the SDBIP will be monitored and reported on a quarterly, mid-year and annual basis as set out in the MFMA and Systems Act.

Timeframes and responsibilities are as follows. (Sections referred to are out of the MFMA)

- Monthly budget statements (Section 71 - Accounting Officer)
- Quarterly reports (Section 52 - Executive Mayor)
- Mid-year budget and performance assessment (Section 72 - MM as accounting officer)
- Annual report (Section 121 - MM to Mayor and Council)



## **9. CONCLUSION**

The 2009/2010 SDBIP complies with the legislative as well as policy guidelines issued by National Treasury. A SDBIP is however work in progress and will continue to be refined to improve the content and quality of information contained therein on a continued basis, even during the financial year.

**APPROVED: 26 JUNE 2009**

.....  
**TC MAKOLA**  
**MUNICIPAL MANAGER**

.....  
**CLR S MASHILO**  
**EXECUTIVE MAYOR**



## **FUNCTION: EXECUTIVE & COUNCIL**

### **1. Sub function: Mayoral & Council General – Vote 01100 & 01101**

The purpose of this division is to fund Councillor's allowances & General Expenses which main function is policy making.

Council has adopted an Executive Mayor system

Council has established the following Section 79 Committees which are chaired by the Executive Mayor or by members of the Mayoral Committee:-

- |  |                         |
|--|-------------------------|
| ➤ <b>Human Resource &amp; Adim</b>                         | <b>Clr T Maseko</b>     |
| ➤ <b>Finance</b>   | <b>Clr BM Mothibi</b>   |
| ➤ <b>Infrastructure Development &amp; Service Delivery</b> | <b>Clr JL Dikgale</b>   |
| ➤ <b>Transport, Roads &amp; Public Safety</b>              | <b>Clr SA Malefo</b>    |
| ➤ <b>Social, Youth &amp; Women Development</b>             | <b>Clr Na Mtsweni</b>   |
| ➤ <b>Local Economic Development</b>                        | <b>Clr EN Makhabane</b> |
| ➤ <b>Geographic Names Committee</b>                        | <b>Clr T Mashilo</b>    |



## 2. **Sub-function: Municipal Manager & Public Liaison Unit – Vote 01102**

This division mainly responsible for the effective & efficient administration of Council's activities which include:

- ❖ Compliance with legislation
- ❖ Referring relevant matters to Council and communities
- ❖ Ensuring consistent decision making
- ❖ Ensuring proper utilization of Municipal resources

The Municipality has four departments with managers directly accountable to the Municipal Manager.

- Corporate Services
- Financial Services
- Social Services
- Technical Services

Hereunder is a brief discussion of the operation plans of each of the Units within the Municipal Managers offices with their key performance areas and indicators.

- ❖ Building capacity of Councillor's and staff.
- ❖ Overseeing the executive of all business plans set out in SDBIP.
- ❖ Managing staff
- ❖ Assisting other local authorities.

### 2.1 **Public Liaison Unit**

Public liaison exist to communicate between the three spheres of government, district Municipality and the six local municipalities and the community at large. It further exists to communicate council matters with beneficiaries and other relevant stakeholders. This unit is responsible for external and internal communication. To manage Councils branding and Corporate advertising and to monitor public opinion and news coverage.



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## Service Delivery and Capital Budget Implementation Plans

### ***Vision***

A municipality known locally and outside its area of jurisdiction for its sterling management style and excellent service delivery.

### ***Mission***

This will be achieved by:

- ❖ To promote the image of Nkangala District Municipality
- ❖ To widely communicate values, successes and objectives of the District.
- ❖ To improve relations between the District and its local municipalities, community and all relevant stakeholders.
- ❖ To liaise and assist the office of the Mayor in marketing the District.

### ***Outputs***

- ❖ Community outreach meetings
- ❖ Production of newsletters, brochures, and other materials
- ❖ Liaise with Local and SABC TV and Radio
- ❖ Talk show and adverts
- ❖ Promotional items
- ❖ Event management
- ❖ Annual report published
- ❖ Updating and uploading information on the website
- ❖ Support and participation to sector departments
- ❖ Give support to national and Provincial Imbizo
- ❖ Financial Management
- ❖ Customer satisfaction survey.



Service Delivery and Capital Budget Implementation Plans

Priority Issue	Performance area	Objective	Indicator	Measurement Source	Baseline	2009		2010	
						30/9	31/12	31/3	30/6
	NDM IDP Planning and report back meetings with communities	To coordinate community outreach meetings for the IDP development and report back meetings	Planning meeting with PIMMS, all Speakers and Communication Manager organized and action plan to delegate tasks developed	Organize and attend planning meeting and develop action plan	Minutes of the meetings and action plan	x			
Adverts for the outreach meetings with local and national radio stations broadcasted			Develop and acquire quotes for adverts, for each Local municipal Outreach	Adverts; quotes, and time slot from radio stations	x				
Logistical processes (organizing buses, catering, venue, electricity and invites) undertaken			Oversee and monitor logistical processes	The actual outreach meetings and confirmation report	x				
Briefing meetings for NDM Councillor's undertaken			Convene briefing meetings	Attendance register	x				

			Community Outreach Meeting undertaken	Attend the community outreach meeting	Attendance register and short report on logistic achievement	x			
Priority Issue	Performance area	Objective	Indicator	Measurement Source	Baseline	2009		2010	
						30/9	31/12	31/3	30/6
	National and Provincial Cabinet Izimbizo	To participate in and assist in coordinating the National and Provincial Cabinet Izimbizo	Preparatory meeting with relevant stakeholder attended	Attend the preparatory meeting	Attendance register and minutes of the meetings		x		x
			Logistical processes outlined undertaken	Providing support in logistical issues	Logistical report		x		x
			Imbizo undertaken	Attend the Imbizo function	Actual National and Provincial Cabinet Izimbizo			x	
	Ward Committee	To assist and support the organizing of Ward Committee Conference	Participation in the preparations for the training of the Ward Committees Members and Ward conference supported	Attend the Ward Committee Conference and training	Actual Conference and training schedule	x			x
	Quarterly newsletter	To publish newsletters for the 2009/10 Financial Year	Meeting with all LM's communicators convened and Convened to solicit news stories	Arrange planning meeting for the newsletter	Minutes of the meetings and attendance register	x		x	
			Text planned, secured, written, edited and approved by MM – 2009/10	To produced Nkangala News – quarterly newsletter	Newsletters	x		x	
			Layout and production supervised - 2009/10	Newsletter developed and Approved by MM -2009/10	Newsletter	x		x	
			Distribution undertaken – 2009/10	Ensure distribution	Distribution list and newsletters in public domain	x		x	

Priority Issue	Performance area	Objective	Indicator	Measurement Source	Baseline	2009		2010	
						30/9	31/12	31/3	30/6
	Annual Report	To Coordinate and gather inputs from other Departments for 2009/10 Annual Report	Text planned secured, written, edited and approved by MM- 2009/10	To produce NDM Annual Report 2009/10	2009/10 Annual Report			x	
			Distribution support undertaken – 2009/10	Provide support and ensures distribution	Distribution list of Annual Report			x	
	NDM Brochure	To produce NDM Brochure	Reprint of extra brochures when needed undertaken	Reprint	Brochure		x		
	Annual Diary 2010	To produce an Annual Diary for the Council and NDM staff	NDM Diary with relevant info about the District produced and distributed	Produce Annual Diary 2010	Annual Diary 2010		x		
	Annual NDM Calendars	To produce an Annual calendars for the Council and NDM staff	Annual NDM Calendars with relevant info about the District produced an distributed	Produce Annual NDM Calendars	Annual NDM Calendars		x		
	Promotional Materials	To popularize NDM and to coordinate the production of promotional materials	Production of additional items such as (Golf-shirts, pens, bags, folders, banners, caps, etc.) purchased as when needed	Purchase additional promotional items such as (Golf-shirts, pens, bags, folders, banners etc.)	Promotional materials	x	x	x	x



Priority Issue	Performance area	Objective	Indicator	Measurement Source	Baseline	2009		2010	
						30/9	31/12	31/3	30/6
			Invitation of the media in the NDM Annual events and special occasions undertaken	Send invites and press release to all the media	Invitation letters and press releases	x	x	x	x
			Advertisements of NDM events happening Internally broadcasted on radio stations	Develop adverts to promote events in NDM	Adverts and scheduled time of announcement	x	x	x	x
	Liaise with the media	To strengthen NDM in terms of marketing advocacy, knowledge management and information provision capacity and activities through media	Talk show slots booked with radio stations	Organize talk shows in the local and national radio stations	Broadcasted talk shows and time schedule		x		x
			Articles and media releases produced in the print media	Advertise and write articles for print media	Ads and articles in the print media	x	x	x	x
			Ensure that the NDM Exec. Mayor and the MM participate in Current affairs news on SABC Radios	Organise a slot in the SABC Radios current affairs news for the MM and Exec. Mayor to participate in	Time schedule and live broadcast		x		x
			Breakfast, focus group and evening conferences with the Exec. Mayor, MM and journalists	Organize media conferences	Media report, stories and attendance register	x	x	x	x

			undertaken						
Priority Issue	Performance area	Objective	Indicator	Measurement Source	Baseline	2009		2010	
						30/9	31/12	31/3	30/6
	Website	To update and upload stories on the website	News stories and new updates uploaded on the website	Upload and update website	Items uploaded online	x	x	x	x
	Office of the Executive Mayor	To assistance in the Office of the Mayor as a PA	All the assistance needed in the office of the Mayor undertaken	Writing of speech checking the Diary and making arrangements, liaising with the MMC, giving advise where necessary, linking this office to business and community people, etc.	Correspondents of assistance, copies of the speeches written and approved, minutes of the other meetings held.	x	x	x	x
	Events Management and designs	To coordinate events and develop standard design (branding) in the NDM	Events such as special visits, year-end function, exhibitions, summits, special gathering, etc and special designs on request are coordinated and undertaken	Organize a meeting of the WG on community participation	Agenda with minutes of the meetings and attendance register	x	x	x	x

Priority Issue	Performance area	Objective	Indicator	Measurement Source	Baseline	2009	2010		
						30/9	31/12	31/3	30/6
	IDP: community Participation Working Group	To convene and organize a working group meeting on community participation for the IDP	Meeting on Working Group on community participation convened and undertaken	Organize a meeting of the WG on community participation	Agenda with minutes of the meetings and attendance register	x	x	x	x
	Sector Departments Participation and IGR	To participate in the sector Depts. Meetings	Approved invitations from relevant Sector Department's meetings replied and attended to	Attend to approved invitations (by the MM) from relevant sector department meetings	Minutes of the meeting and short report to the Top Management	x	x	x	x
		To participate and support the intergovernmental Relations and International Relations	Taking forward the invitations that are send to the MM's office and make arrangements by processing and organizing the main event. Continue to liaise and establish relationship internationally.	Events arrangement and organized and IR established	Invitations letter, programme and attendance register organized. Communications corresponded filed	x	x	x	x

Priority Issue	Performance area	Objective	Indicator	Measurement Source	Baseline	2009		2010	
						30/9	31/12	31/3	30/6
	Support to the Library	To assisting in storing and assimilation information in the library	Participate in initiatives to store and assimilate information in the library	Identify relevant materials to store in the library	List of the information materials	x	x	x	x
	Customer satisfaction	To ensure that the views of the community are solicited regarding the functioning and performance of the municipality	Terms of Reference produced and advertised	Advertise the ToR	ToR and advert		x		
			Consultant appointed and contract signed	Appoint consultant and sign contract	Appointment letter and signed contract		x		
			Survey report produced by consultant	Consultant produce a report	Report		x		
	Financial Management and reporting	To make sure that Public Liaison project finances are managed as per NDM financial procedures and guidelines	Payments processed with required supporting documentation – as required	Acquire supporting documentation – as required	Payments documentation and expenditure reports		x		x



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Service Delivery and Capital Budget Implementation Plans

**Sub-function: Office Building – Vote 01107**

This division is mainly responsible for maintenance of the Office Building and the outside areas of the building.

***Strategic Focus Area***

Maintaining the office building and surroundings in line with good governance principles.

***Vision***

To remain the best looking office in the Mpumalanga Province.

***Mission***

To develop effective working procedures with cost effectiveness and service excellence as main focus.

<b>FUNCTIONS</b>	<b>RESPONSIBLE DEPARTMENT</b>
❖ Office maintenance	❖ Technical Services
❖ Office cleaning	❖ Corporate Services
❖ Gardening	❖ Social Services
❖ Office Security & Access	❖ Finance



Service Delivery and Capital Budget Implementation Plans

Functions	Objectives	Strategies	Indicator & Targets	2009		2010	
				30/9	31/12	31/3	30/6
Office maintenance	Well maintained Building	Appointing service providers	Monthly report on maintenance task and cost submitted to Municipal Manager	X	X	X	X
Office cleaning	Clean working environment	Appointing service providers	Monthly report on task and cost submitted to Municipal Manager	X	X	X	X
Gardening	Well maintained garden and outside area	Appointing service providers	Monthly report on task and cost submitted to Municipal Manager	X	X	X	X
Office Security & Access	Effective access control at cost effective rate	Appointing service providers	Security access report submitted to Municipal Manager	X	X	X	X

**Sub- function: Internal Audit & Audit Committee– Votes 01110 & 01111**

The purpose of the service is to provide an internal audit to the Municipality in line with the statutory requirements contained within the Municipal Finance Management Act (MFMA), 2003

- ❖ To comply with the MFMA, which requires that each municipality must have an internal audit unit and an audit committee.
- ❖ To produce a yearly risk-based internal audit work plan in line with MFMA requirements.
- ❖ To report administratively to the Head: Management Services and functionally to the Municipal Manager and/or Executive Mayor and / or Audit Committee at least four times per year on the progress of the work according to the internal audit work plan, and on matters relating to internal controls, accounting procedures and practices, risk management and loss management.



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## Service Delivery and Capital Budget Implementation Plans

### **The planned Delivery Outcomes for 2009/10 are as follows:**

#### **Planning**

1. Establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organization's goals. (SDBIP)

#### **Resource Management**

2. Ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.

#### **Policies and Procedures**

3. Assist the organization by identifying and evaluating significant exposures to risk and contributing to the improvement and control systems.
4. Evaluate risk exposures relating to the organization's governance, operation, and information systems regarding the
  - ❖ Reliability and integrity of financial and operational information.
  - ❖ Effectiveness and efficiency of operations.
  - ❖ Safeguarding of assets.
  - ❖ Compliance with laws, regulations, and contracts.



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Service Delivery and Capital Budget Implementation Plans

- 5 To comply with the act by scheduling at least four meetings of the audit committee per annum.
- 6 To execute the audits according to the risk-based internal audit work plan and to submit findings to customers.  
Findings to audit committee on a basis of at least once every quarter.

**3. Information Technology Unit - 01116**

The services is responsible for the provision of professional IT service to Management & Council. IT must update the IT Risk Assessment on an ongoing basis Upgrade the IT network.

Strategic Focus Areas

The vision, mission, objectives and functions of the Information Technology section support the following strategic focus area (SFA), among others, of the municipality:

- ❖ Issue 2: *Organisation restructuring/Transformation.*

KFA: Development of an integrated Information System

Vision:

To create a digital highway to the future and make the district e-competent.





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## Service Delivery and Capital Budget Implementation Plans

### Mission

To create an IT for the Council that will allow easy access to information, provide information at the right time and at an affordable rate, and in the correct format.

Core functions of the unit:

#### 1. Systems Development

- ❖ Development and Implementation of new systems
- ❖ Systems analysis and design
- ❖ Business analysis
- ❖ Development of network services

#### 2. Support Services

- ❖ Maintenance of software and hardware
- ❖ Feasibility studies for best practices
- ❖ User training

#### 3. Management Services

- ❖ Project management
- ❖ Management of information technology, information systems and information management



Service Delivery and Capital Budget Implementation Plans

Service Delivery Information

Functions	Objectives	Strategies	Indicators	2009		2010	
				30/9	31/12	31/3	30/6
	Maintenance of ICT systems	Maintenance of ICT systems	Annual report on maintenance activities				
	ICT Support	Support and capacitating of ICT users	Annual training report				
	GIS	Operationalisation of GIS	GIS system fully functional by June 2010				
	Disaster Recovery Plan	Implementation and maintenance of DRP/BCP	Annual report on activities undertaken				
	ICT Access	Development Of a media centre	Centre developed and functional by June 2010				
	Voice over IP	Compilation of feasibility studies on viability of a Voice over IP system	Feasibility study report concluded by July 2009				
	District ICT Gateway	Investigation of the NDM gateway	Investigation concluded by June 2010				
	Electronic Project Management System	Updating the Electronic Document Management System					



Service Delivery and Capital Budget Implementation Plans

Functions	Objectives	Strategies	Indicator & Targets	2007		2008	
				30/9	31/12	Functions	Objectives
Office maintenance Office cleaning Gardening Office Security & Access	Well maintained Building Clean working environment Well maintained garden and outside area Effective access control at cost effective rate	Appointing services providers Appointing service providers Employing the unemployed as temps on a needs basis Appointing services providers	Monthly report on maintenance task and cost  Security access report  Incidental report				



Service Delivery and Capital Budget Implementation Plans

**Council & Executive**

Monthly Projections of revenue and expenditure by Vote

Sub Section Vote	July 2009			August 2009			Sept 2009			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
<b>01100</b>	510.1	-	-	510.1	-	-	510.1	-	-	1,530.3
<b>01101</b>	1,917.0	150.4	-	1,917.0	150.4	-	1,917.0	150.4	-	6,202.3
<b>01102</b>	488.2	2.3	-	488.2	2.3	-	488.2	2.3	-	1,471.7
<b>01107</b>	668.8	91.9	(760.8)	668.8	91.9	(760.8)	668.8	91.9	(760.8)	(0.0)
<b>01110</b>	34.4	-	-	34.4	-	-	34.4	-	-	103.3
<b>01111</b>	142.0	5.8	-	142.0	5.8	-	142.0	5.8	-	443.6
<b>01115</b>	25.0	-	-	25.0	-	-	25.0	-	-	75.0
<b>01116</b>	122.8	8.8	-	122.8	8.8	-	122.8	8.8	-	394.6
<b>Total</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>10,220.8</b>

Sub Section Vote	October 2009			November 2009			December 2009			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
<b>01100</b>	510.1	-	-	510.1	-	-	510.1	-	-	1,530.3
<b>01101</b>	1,917.0	150.4	-	1,917.0	150.4	-	1,917.0	150.4	-	6,202.3
<b>01102</b>	488.2	2.3	-	488.2	2.3	-	488.2	2.3	-	1,471.7
<b>01107</b>	668.8	91.9	(760.8)	668.8	91.9	(760.8)	668.8	91.9	(760.8)	(0.0)
<b>01110</b>	34.4	-	-	34.4	-	-	34.4	-	-	103.3
<b>01111</b>	142.0	5.8	-	142.0	5.8	-	142.0	5.8	-	443.6
<b>01115</b>	25.0	-	-	25.0	-	-	25.0	-	-	75.0
<b>01116</b>	122.8	8.8	-	122.8	8.8	-	122.8	8.8	-	394.6

<b>Total</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>10,220.8</b>
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Service Delivery and Capital Budget Implementation Plans

Sub Section Vote	January 2010			February 2010			March 2010			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01100	510.1	-	-	510.1	-	-	510.1	-	-	1,530.3
01101	1,917.0	150.4	-	1,917.0	150.4	-	1,917.0	150.4	-	6,202.3
01102	488.2	2.3	-	488.2	2.3	-	488.2	2.3	-	1,471.7
01107	668.8	91.9	(760.8)	668.8	91.9	(760.8)	668.8	91.9	(760.8)	(0.0)
01110	34.4	-	-	34.4	-	-	34.4	-	-	103.3
01111	142.0	5.8	-	142.0	5.8	-	142.0	5.8	-	443.6
01111	25.0	-	-	25.0	-	-	25.0	-	-	75.0
01116	122.8	8.8	-	122.8	8.8	-	122.8	8.8	-	394.6
<b>Total</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>10,220.8</b>

Sub Section Vote	April 2010			May 2010			June 2010			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	(Surplus)/ Deficit R'000
01100	510.1	-	-	510.1	-	-	510.1	-	-	1,530.3
01101	1,917.0	150.4	-	1,917.0	150.4	-	1,917.0	150.4	-	6,202.3
01102	488.2	2.3	-	488.2	2.3	-	488.2	2.3	-	1,471.7
01107	668.8	91.9	(760.8)	668.8	91.9	(760.8)	668.8	91.9	(760.8)	(0.0)
01110	34.4	-	-	34.4	-	-	34.4	-	-	103.3
01111	142.0	5.8	-	142.0	5.8	-	142.0	5.8	-	443.6
01115	25.0	-	-	25.0	-	-	25.0	-	-	75.0
01116	122.8	8.8	-	122.8	8.8	-	122.8	8.8	-	394.6

<b>Total</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>3,908.4</b>	<b>259.3</b>	<b>(760.8)</b>	<b>10,220.8</b>
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Service Delivery and Capital Budget Implementation Plans

**FUNCTION: FINANCE & ADMIN**

Sub-function: Corporate Services – Vote 01103 & 01108

The corporate services department coordinates the day to day administrative functions of the municipality with specific focus on the human resources, legislative compliance and the provisioning of institutional support for the effective performance and functioning of municipalities within the District.

The corporate services department manages the corporate affairs of the Nkangala District Municipality to ensure that the best administrative, legal, secretarial and human resource services are rendered with the available funds.

The corporate services department provides strategic administrative, legal, secretarial and human resource services to the various Departments and units of the Nkangala District Municipality. As such it is the custodian of all the records of the Nkangala District Municipality to ensure that accurate information regarding the services rendered by the Department is available for internal and external role-players to make informed decisions.

***Strategic Focus Area***

Performance Management:

**IDP Issues**

***Issue 1***

**Powers, Duties & Functions**

***Issue 2***

**Organisation restructuring/transformation**

**Function 1: Administration/Secretarial**

- Minute Taking
- Convening of meetings



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## Service Delivery and Capital Budget Implementation Plans

### **Function 2: Human Resources Management**

- Recruitment and selection
- Skills development
- Employment Equity

### **Function 3: Legislation**

- Reviewal and implementation of standing rules and orders
- Development of a skills plan
- Development of employment equity plan

### **Function 4: Legal Matters**

- Rendering legal advice

### ***Vision***

To have an efficient and integrated governance system based on the principles of accountability and commitment to the delivery of services and sustainable development.

### ***Mission***

To develop an effective, well skilled and representative administration capable of taking and implementing decisions and driven by an organizational culture based on results, cost effectiveness and service excellence with the mind of providing a service that is community/client orientated.

### ***Functions***

#### Administration/Secretarial

- ♣ Ensuring proper execution of council resolutions
- ♣ Ensuring that committees of council constantly convene to deal with matters pertinent to the administration of the municipality
- ♣ Enhancement of inter-governmental relations
- ♣ Ensuring proper up keep of council records



Service Delivery and Capital Budget Implementation Plans

Human Resources Management

- ♣ Implementation of employment equity and skills development
- ♣ Capacitation of both political and administrative office bearers through human resource development programmes

Legislation

- ♣ Ensuring compliance with legislative imperatives
- ♣ Ensuring adherence to standing rules and orders
- ♣ Ensuring appropriate application and adherence to policy matters and by-laws
- ♣ Management of council property

**Service Delivery Information**

Priority Area	Performance Area	Objective	Indicators	Measurement Source	Baseline	2009		2010	
						30/9	31/03	31/03	30/06
<b>DEVELOPMENT OUTCOMES PERSPECTIVE</b>									
Performance Management	Skills Development	To compile a Workplace Skills Plan in NDM for 2004/05	Training needs analysis document developed.  Workplace skills	Training needs document , yearly  Works Skills Plan, yearly	Under discussion		X		
							X		



			plan developed & adopted by Council						
		To submit skills plan to SETA	Skills plan submitted to SETA	Acknowledgement letter from SETA	2009/10 Skills Plan		X		
		To implement Skills plan	Increase the number of group training from 2 to 4	Quarterly reports	2 Trainings done				X
	Employment Equity	To compile an Employment Equity plan for NDM	Equity plan compiled & submitted to Council & Dept of Labour	Employment Equity Plan	09/10 Equity Plan		X		
	Expanded Public Works Programme	To coordinate SMME training	2 Training coordinated for SMME	Quarterly reports	Nil				X
Financial Viability	Financial Management	To properly manage Corporate Service's budget	Expenditure report on vote 01101 & 01103 for the financial year 2007/0	Departmental reports, quarterly	2009/10 Expenditure Report	X	X	X	X

			8 submit ted to the Munici pal Manag er						
		To compile Corporate Services departmental budget	2008/09 draft budget compil ed & submit ted to Financ e	Copy of the draft budget on file, yearly	2009/10 Budget		X		
Human Resources		To ensure that every permanent staff member is assessed in the department	All permanent staff within Corporate Services assessed	Assessment reports	2009/10 Asses- sement reports	X	X	X	X
			Remind HOD's on staff members to be assessed	Letters of remuneration to HOD's	2009/10 Asses- sement	X	X	X	X
			Submit report to Municipal Manager on assessed staff members	Report to Municipal Manager	2009/10 Asses- sement	X	X	X	X
SERVICE DELIVERY PERSPECTIVE									
Integrated Development Planning		To coordinate IDP Technical & Forum meetings	At least 6 meetings coordinated successfully for year		Ongo ing	X	X	X	X
		To submit a copy of the reviewed IDP to Council	Copy of the reviewed IDP submitted to Council	Cou ncil resol ution	Yearl y			X	

		To participate in the coordination of the NDM's IDP Indaba	Invitation letters sent to invitees	Finalised IDP	2009/10 IDP Indaba			X	
Performance Management	An efficient & effective administrative system	To ensure that all council meetings are held as scheduled	Agenda & minutes submitted as per standing rules & orders	Attendance registers		X	X	X	X
		To ensure that all Mayoral committee meetings are held as scheduled	Meetings held as scheduled	Attendance registers		X	X	X	X
		To ensure that Section 79 committee meetings are held as scheduled	18 Reports submitted to the Section 70 committee	Attendance register, bi-monthly		X	X	X	X
Performance Management	Administration	Facilitate implementation of Council resolutions	6 Batches of letters with Council resolutions submitted to HOD's	Bi-monthly		X	X	X	X
		To maintain NDM staff database	Update database report submitted to Municipal Manager	Staff Database Report	Ongoing	X	X	X	X
		To ensure that departmental meetings are held	6 Meetings held per annum	Minutes & attendance register of meetings	Bi-monthly	X	X	X	X
		To finalise an orientation booklet for Council	Orientation Booklet finalised	Orientation Booklet available	Draft orientation booklet				

**2** Sub-function: Finance - Vote 01104 & 01105 & 01117

The Finance department is responsible for the provision of professional financial services to Municipal Manager and Council and to ensure maximum utilisation of the available financial resources.

The department provides strategic financial management, is responsible for compiling the annual municipal budget and financial statements and maintaining an internal control system to ensure that accurate information about the municipality’s financial position is available for internal and external role-players to take informed decisions.

**Strategic Focus Areas**

The vision, mission, objectives and functions of the finance department support the following strategic focus areas of the municipality as contained in the Integrated Development Plan:

**ISSUE 3: FINANCIAL MANAGEMENT**

**KFA 4: To build financially viable municipalities in the district.**

**Vision**

The Department within the Municipality that is the benchmark in service excellence

**Mission**

This will be achieved by:

- Upholding the principles of Batho Pele.
- Rendering efficient effective support services in a transparent and accountable manner.
- Ensuring effective and efficient income and expenditure management.
- Contributing towards the maintenance of a high credit rating
- Attracting and retaining competent personnel

**Functions**

Treasury Management	Accounting Services	Revenue Management	Financial Management
<ul style="list-style-type: none"> <li>♣ Insurance &amp; risk management</li> <li>♣ Loans &amp; investments</li> <li>♣ Payroll</li> <li>♣ Asset management</li> </ul>	<ul style="list-style-type: none"> <li>♣ Cash flow management</li> <li>♣ Cost accounting</li> <li>♣ Financial</li> </ul>	<ul style="list-style-type: none"> <li>♣ Credit control</li> <li>♣ Debt collection</li> <li>♣ Sundry debtors</li> <li>♣ RSC debtor collection</li> </ul>	<ul style="list-style-type: none"> <li>♣ Budget compilation</li> <li>♣ Budget control &amp; reporting</li> <li>Compilation of annual financial statements</li> </ul>

	recording		
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Priority Area	Performance Area	Objective	Indicators	Measurement Source	Baseline	200		2010	
						30/9	31/12	31/3	30/6
<b>DEVELOPMENT IMPACT PERSPECTIVE</b>									
Financial Management	- Budget	- To compile a budget timetable	- Budget timetable compiled and submitted to Council.	- Council Records A	- Approved budget timetable for 09/10	X			
		- To submit a mid-year budget review	- Mid-year budget review submitted to the Municipal Manager.	- Council Records A	- 0%		X		
		- Adjustment Budget	-	-	-			X	
		- To compile the operating & capital budget in accordance with the IDP	- First draft budget to Municipal Manager submitted	- Council Records A	- 100%		X		
			- Advert placed for public comments on the draft budget	- Council Records A	- 100%			X	
			- Budget consultative meetings conveyed & report submitted April 08	- Council Records A	- 100%				X
			- Final draft budget submitted to Council by 31 May for adoption.	- Council Records A	- 100%				X
<b>DEVELOPMENT IMPACT PERSPECTIVE</b>									
Integrated Development Planning	- Participation in the IDP Process	- To participate in the IDP process of the NDM.	- Report on financial implications on projects identified in the IDP submitted.	- Council Records M	- 100%			X	

			- Report on indicative figures to be allocated to local municipalities submitted	- Council Records A	- 100%		X		
		- To review Council's long term financial plan	- Reviewed annual financial plan submitted.	- Council Records A	- 100%			X	
			- Reviewed long term financial plan	- Council Records A	- 100%			X	
<b>RESOURCE MANAGEMENT PERSPECTIVE</b>									
Revenue Management	- Revenue Collection	- To ensure that maximum monies due to Council are collected	- 100 % Budgeted income collected	- Trail Balance Q	- 100%	X	X	X	<b>X</b>
Financial Management	- Expenditure Management	- To ensure that the approved expenditure budget is not exceeded.	- Budget control report submitted to Council	- Council Records Q	- 100%	X	X	X	<b>X</b>
		- To ensure alignment of capital budget spending to IDP (National KPI)	- A report on actual spending in line with IDP submitted	- Council Records & IDP Q	- 100%	X	X	X	<b>X</b>
		- To put in place mechanisms to monitor timeous payment of creditors	- Report on claims paid as per council policy submitted.	- Council Records Q	- 50%	X	X	X	<b>X</b>

- Cash & Investment Management	- To ensure that an appropriate, effective cash management & investment policy is established.	- Reviewed Cash & Investment Management Policy compiled and submitted to Council.	- Council Records A	- Current Investment Policy		X		
	- To ensure Council is able to meet its debt repayments	- a) Timeous repayment of loans A = B - C D "A" represents debt coverage. "B" represents total operating revenue received. "C" represents operating grants. "D" represents debt service payments (i.e. interest plus redemption) due within the financial year.	- Deposit Slips Q	- 1:9,65		1:2		1:2
		- Semi-annually payments on loans made.	- Deposit Slips BA	- 100%	- X	-	- X	-
	- To maintain a healthy cash flow	- Timeous repayment of creditors A = B+C D "A" represents cost coverage. "B" represents all available cash at a particular time. "C" represents investments. "D" represents monthly fixed operating	- Financial Records Q	- 1:104,69		1:8		1:8

			expenditure						
- Asset Management	- To ensure that all assets of Council are accounted for.	- An updated asset register compliant with legislation submitted	- Council Records A	- 100% Asset Register as at 30/06/010					X
- Information System	- To ensure that accurate financial information is provided for decision making	- Accurate trial balance and debtors records produced and submitted	- Council Records Q	- 100%	X	X	X		X
- Financial Reforms	- To ensure that GAMAP is implemented.	- GAMAP/GRAP compliant Annual Financial Statements	- Audited AFS	- 1005		X			
	- To ensure that the MFMA is implemented	- MFMA Implementation Plan compiled and submitted to Council	- Council Records A	- MFMA	X				
		- Primary bank account designated		- Council Records A		X			
		- Report on the establishment of the budget & treasury office compiled & submitted to Council	- Council Records A						



		- To implement the MFMA	- Report on the implementation of the MFMA submitted to Council	- Council Resolution Q	- Under discussion	X	X	X	X
	- Workplace Skills Plan	- To submit skills need of finance staff to be included in the workplace skills plan of Council	- Skills needs submitted to Manager Corporate Services	- Council Records (memo) A	- 100%	X			

**GOVERNANCE PROCESS PERSPECTIVE**

Financial Management	- Financial Reporting	- To ensure that all financial reports are submitted to Council	- Submission of monthly financial reports as per MFMA to Council	- Council Minutes M	- 100%	X	X	X	X
			- Submission of quarterly financial reports as per MFMA & Council policy to Council	- Council Minutes Q	- 100%	X	X	X	X
			- Submission of annually financial reports as per MFMA to Council.	- Council Minutes A	- 100%				X
		- To ensure that monthly reports are submitted in terms of DORA	- Consolidated quarterly reports on the basis of monthly reports submitted	- Council Records Q	- 0%	X	X	X	X
		- To compile annual financial statements in accordance with legislation	- Annual Financial statements completed and submitted for audit.	- Council Records A	- 100%	X			
			- Annual financial statements submitted to	- Council Records A	- 100%	X			

A

			Council.						
			- Audited Financial Statements submitted to council	- Council Records A	- 100%		X		
		- To submit Auditor-General report to Council to relevant authorities	- Report with recommendation to Council	- Auditor General's Report & Council Records A	- 100%		X		
			- Auditor General's office and Department of Local Government and the public informed per notice of the meeting to discuss AG report	- Advert/ Council Records A	- 100%	-	-	X	-
	- Expenditure Management	- To put in place mechanisms to monitor timeous payment of project claims	- Report on claims paid as per council policy submitted.	- Council Records Q	- 50%	X	X	X	X
			- Report on spending patterns on projects submitted to Municipal Manager.	- Council Records Q	- 0%	X	X	X	X
	- Attracting & retaining competent personnel	- To ensure that all finance personnel comply with the required competency levels	- Report on competency level of all finance staff			X	X		
Personnel			- Report on the required competency levels	- Questionnaire	- 0%			X	X
			- Report on the						X

		according to MFMA	gap of competency levels - Implementation plan to overcome gap						
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**Finance & Admin**

**Monthly Projections of revenue and expenditure by Vote**

Sub Section Vote	July 2009			August 2009			Sept 2009			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
<b>1103</b>	687.8	51.8	-	687.8	51.8	-	687.8	51.8	-	2,218.7
<b>1104</b>	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	3,565.6
<b>1105</b>	108.6	10.7	-	108.6	10.7	-	108.6	10.7	-	357.7
<b>1108</b>	134.2	1.2	-	134.2	1.2	-	134.2	1.2	-	406.2
<b>1117</b>	55.8	-	-	55.8	-	-	55.8	-	-	167.5
<b>Total</b>	2,190.0	73.3	(24.8)	2,190.0	73.3	(24.8)	2,190.0	73.3	(24.8)	6,715.6

Sub Section Vote	October 2009			November 2009			December 2009			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
<b>1103</b>	687.8	51.8	-	687.8	51.8	-	687.8	51.8	-	2,218.7
<b>1104</b>	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	3,565.6
<b>1105</b>	108.6	10.7	-	108.6	10.7	-	108.6	10.7	-	357.7
<b>1108</b>	134.2	1.2	-	134.2	1.2	-	134.2	1.2	-	406.2
<b>1117</b>	55.8	-	-	55.8	-	-	55.8	-	-	167.5
<b>Total</b>	2,190.0	73.3	(24.8)	2,190.0	73.3	(24.8)	2,190.0	73.3	(24.8)	6,715.6



Service Delivery and Capital Budget Implementation Plans

Sub Section Vote	January 2010			February 2010			March 2010			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01103	687.8	51.8	-	687.8	51.8	-	687.8	51.8	-	2,218.7
01104	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	3,565.6
01105	108.6	10.7	-	108.6	10.7	-	108.6	10.7	-	357.7
01108	134.2	1.2	-	134.2	1.2	-	134.2	1.2	-	406.2
01117	55.8	-	-	55.8	-	-	55.8	-	-	167.5
<b>Total</b>	<b>2,190.0</b>	<b>73.3</b>	<b>(24.8)</b>	<b>2,190.0</b>	<b>73.3</b>	<b>(24.8)</b>	<b>2,190.0</b>	<b>73.3</b>	<b>(24.8)</b>	<b>6,715.6</b>

Sub Section Vote	April 2010			May 2010			June 2010			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01103	687.8	51.8	-	687.8	51.8	-	687.8	51.8	-	2,218.7
01104	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	1,203.70	9.7	(24.8)	3,565.6
01105	108.6	10.7	-	108.6	10.7	-	108.6	10.7	-	357.7
01108	134.2	1.2	-	134.2	1.2	-	134.2	1.2	-	406.2
01117	55.8	-	-	55.8	-	-	55.8	-	-	167.5
<b>Total</b>	<b>2,190.0</b>	<b>73.3</b>	<b>(24.8)</b>	<b>2,190.0</b>	<b>73.3</b>	<b>(24.8)</b>	<b>2,190.0</b>	<b>73.3</b>	<b>(24.8)</b>	<b>6,715.6</b>



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## Service Delivery and Capital Budget Implementation Plans

### (i) LED Unit

In terms of the Council's structure the LED unit account to the office of the Municipal Manager, and since 2004/05 financial year it is supervised by the Social Services department.

#### ***Strategic Focus Area***

#### **Issue 20 in the IDP: Local Economic**

#### ***Vision***

An economic viable District Municipality characterized by high level of economic investment, sustainable jobs, and improved income levels that builds in the distinctive potential of each sub-region and preserves the environment.

#### ***Mission***

The Unit is committed to creation of the conducive environment in the district that would enhance the promotion of the economic growth and sustainable development. This would be achieved through the following:-

- ♣ Formulation of a District-wide: Local Economic Development, Job creation and marketing strategy
- ♣ Identification of projects that have Public-Private-Partnership (PPP) potential and thereby engaging relevant role-players
- ♣ Diversification of the economy by promoting agriculture, tourism and SMME.



Service Delivery and Capital Budget Implementation Plans

**Core Functions**

**Service Delivery Information**

Objectives			2009		2010	
			30/9	31/12	31/3	30/6
<p>To implement the strategies emanating from the NDM's LED Plan. Reduce unemployment rate, poverty rate and skills shortage by 2% an annum. To implement programmes and projects identified in the 2007 Growth and Development Summit and the Mining Indaba</p> <p>To implement projects identified in</p>	<p>These strategies emanate from the LED strategy of the District. The LED strategy is based on seven pillars, which must be jointly planned and implemented to unlock and utilise the resource base to stimulate economic growth and development in the District. The pillars represent the building blocks on which the new economy of the NDM will be based. The pillars are grouped into specific sectoral and cross cutting categories.</p> <p>In order to proactively address the economic challenges that</p>	<p>Compilation and implementation of an industrial strategy</p>	<p><i>Strategy document and actions plans</i></p>	<p><i>Implementation of various activities (ongoing)</i></p>		
		<p>Compilation and implementation of tourism strategy</p>	<p><i>Strategy document and actions plans</i></p>	<p><i>Implementation of various activities (ongoing)</i></p>		
		<p>Compilation and implementation of marketing strategy</p>	<p><i>Strategy document and actions plans</i></p>	<p><i>Implementation of various activities (ongoing)</i></p>		
		<p>Integrated Sites Management Plan</p>	<p><i>Concept incl. business plan</i></p>	<p><i>Implementation of various activities (ongoing)</i></p>		
					<b>Starting</b>	

<p>each of the LED pillars including the additional two pillars. To actively participate and inform the development of the NDM's HRD strategy. To proactively address the following issues: All economic sectors must be audited. The LED strategy must address problems leading to shedding of employment. Municipalities must explore incentives for business attraction. Municipalities must collate information on the progress achieved thus far. Anchor projects should be</p>	<p>confront the NDM, The NDM should develop an Industrial Strategy, taking into consideration amongst other things, anchor projects emanating from the LED Strategy, as well as input regarding the spatial distribution of resources in the District; Necessary skills should be developed in line with the strategy; Municipalities should provide necessary incentives in favour of the strategy; The industrial strategy should be developed in consultation with the business sector for sustainability; Necessary consultation with regard to the strategy should take place through the IDP Forum and LED Forum; That NEDA be established in the District to do, amongst other functions,</p>	<p>Establishment of Nkangala Economic Development Agency</p> <p>Implementation of Phase 2 of the Waste Recycling Project</p> <p>Value addition on the farming activities</p> <p>Support and expansion of the Goat farming project</p> <p>Creation of SMME database</p>	<p><i>Development of NDM bio fuel activities</i></p>	<p><i>Finalization of the 2<sup>nd</sup> phase of the project</i></p> <p>X</p>	<p><b>operation</b></p>	
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<p>implemented and spin-offs be exploited. Economic empowerment and BBEE must be encouraged and promoted. A database of SMMEs must be kept by local municipalities. Big industries and mining should be encouraged to be more involved in social responsibility initiatives and community development. Vertical and horizontal development of the regions' economy must be enhanced. The strengths (including resource endowments) of local municipalities must be identified and</p>	<p>marketing of the District; In order to promote tourism a tourism strategy</p> <p>NDM should influence the education curriculum of schools and FETs in the District to be in line with the economic activities in the District;</p> <p>The NDM develops a policy to direct social plans of the private sector.</p>					
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<p>exploited. Attention be given to the development of tourism and the identification of additional areas with tourism potential. The economic development programmes of the municipalities must be aligned with the Provincial and National initiatives (sector departments). The shortage of skills and the mismatch between available skills and industry needs must be addressed. Municipalities should actively involve the progressive social partners in their economic development</p>						
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<p>initiatives and activities.</p> <p>Key stakeholders (social partners) must be drawn into the activities of the LED IDP Working Groups.</p> <p>EPWP must be expanded.</p> <p>Economic spin-offs that result from infrastructure investments must be exploited.</p> <p>To develop a Tourism Strategy that will assist the District and the local municipalities in enhancing tourism within the District.</p> <p>To develop a District Marketing strategy</p> <p>To develop an Industrial policy for the District.</p>						
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## Service Delivery and Capital Budget Implementation Plans

FUNCTION: COMMUNITY & SOCIAL SERVICES

Sub-function: Social Services - Vote 01106

### ***Introduction***

**The department consists of the office of the Manager, and the following two divisions:**

Community Development Services

- **Municipal Health Services (EHS)**
- **Poverty Reduction & HIV/AIDS program coordination**
- **Social service program coordination in relation to welfare, health, education, housing, sports, recreation, arts & culture and women & youth programs.**

Community Safety Services

- **Disaster management**
- **Fire, rescue & safety services in Thembisile & Dr J S Moroka local municipalities,**

### ***Strategic Focus Areas***

The vision, mission, objectives and functions of the Social Service department support the following strategic focus areas of the municipality as explained in the IDP:

- **Issue 6 -Health**
- **Issue 7 – Education**
- **Issue 8 – Welfare**
- **Issue 9 – Sports and Recreation, Arts and Culture**
- **Issue 10 – Safety and Security**
- **Issue 11 – Emergency Services**
- **Issue 16 – Land Reform**
- **Issue 17 – Housing**
- **Issue 18 – Environmental Management**
- **Issue 19 – Waste Management**

### **Vision**

Promote a district in which the environment is conducive to sustainable social and physical development of its inhabitant's well being.

### **Mission**

The department is committed to engage in the exercise of co-operative governance to ensure a safe and healthy environment that would enhance social, economic and physical development, through the coordination of the following:

- Municipal health services including environment management services
- Community development services
- Disaster management and emergency services
- Programmes to enhance the development of youth and women

### **Core Functions**

<b>COMMUNITY DEVELOPMENT SERVICES</b>	<b>COMMUNITY SAFETY SERVICES</b>
Municipal Health Services	Disaster management services
Poverty reduction and HIV/AIDS program coordination	Fire, rescue services in Thembisile and Dr JS Moroka local municipalities
Coordination of welfare, health, education, housing, sports, recreation, arts and culture; and women and youth programs	Coordination of safety services

### **Service Delivery Information**

Function	Objectives	Strategies	Key Performance Indicators	Target	2009		2010	
					30/9	31/12	31/3	30/6
Disaster Management services	<ul style="list-style-type: none"> <li>▪ Promote an integrated &amp; coordinated approach to Disaster Management in the District</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan, Design and Installation of the Disaster Management Centre(DMC): Communication Control System</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disaster Management Centre: Communication Control System installed.</li> </ul>	March 2010				
	<ul style="list-style-type: none"> <li>• Promote integrated and coordinated Disaster Risk</li> </ul>	<ul style="list-style-type: none"> <li>• Establish the District Disaster Management Advisory Forum</li> </ul>	<ul style="list-style-type: none"> <li>• District Disaster Management Advisory</li> </ul>	<ul style="list-style-type: none"> <li>• June 2010</li> </ul>				

	Management and enforce stakeholder participation		Forum established					
	<ul style="list-style-type: none"> <li>Disaster Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Integrated District Disaster Management Plan .</li> </ul>	<ul style="list-style-type: none"> <li>NDM Disaster Management Plans developed</li> </ul>	<ul style="list-style-type: none"> <li>June 2010</li> </ul>				
Rescue and Fire Fighting Services	<ul style="list-style-type: none"> <li>Ensure effective and efficient Rescue and Fire Services in Thembisile and Dr J S Moroka Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the First Phase of the KwaMhlanga Fire Station.</li> </ul>	<ul style="list-style-type: none"> <li>First Phase of the KwaMhlanga Fire Station completed and occupied by staff.</li> </ul>	<ul style="list-style-type: none"> <li>September 2009</li> </ul>				
	<ul style="list-style-type: none"> <li>Ensure effective and efficient Rescue and Fire Services in Thembisile and Dr J S Moroka Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Plan, Design and construction of the Second Phase of the KwaMhlanga Fire Station</li> </ul>	<ul style="list-style-type: none"> <li>Plans, design of the Second Phase of the Second Phase of the KwaMhlanga Fire Station developed.</li> </ul>	<ul style="list-style-type: none"> <li>December 2009</li> </ul>				
	<ul style="list-style-type: none"> <li>Ensure effective and efficient Rescue and Fire Services in Thembisile and Dr J S Moroka Municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure corporation from other role players to protect the environment from running fires</li> </ul>	<ul style="list-style-type: none"> <li>Fire Protection Association established and adopted by Council</li> </ul>	<ul style="list-style-type: none"> <li>June 2010</li> </ul>				
	<ul style="list-style-type: none"> <li>Strengthen the rescue, fire fighting and disaster management services throughout the District.</li> </ul>	<ul style="list-style-type: none"> <li>Procure rescue and fire services equipment for all the local municipalities</li> </ul>	<ul style="list-style-type: none"> <li>10 000 L Water Tanker for Delmas Local Municipality supplied</li> </ul>	<ul style="list-style-type: none"> <li>March 2010</li> </ul>				
	<ul style="list-style-type: none"> <li>Strengthen the rescue, fire fighting and disaster management services throughout the District.</li> </ul>	<ul style="list-style-type: none"> <li>Procure rescue and fire services equipment for all the local municipalities used to co-ordinate the operations</li> </ul>	<ul style="list-style-type: none"> <li>A Veld Fire Skid Unit and two(2) Portable Jaws of Life for Emakhazeni Local Municipality delivered</li> </ul>	<ul style="list-style-type: none"> <li>December 2009</li> </ul>				

	<ul style="list-style-type: none"> <li>Strengthen the rescue, fire fighting and disaster management services throughout the District.</li> </ul>	<ul style="list-style-type: none"> <li>Procure rescue and fire services equipment for all the local municipalities used to co-ordinate the operations</li> </ul>	<ul style="list-style-type: none"> <li>Two Rough Terrain Vehicles for Steve Tshwete Local Municipality delivered</li> </ul>	<ul style="list-style-type: none"> <li>March 2009</li> </ul>				
Municipal Health Services (EHS)	<ul style="list-style-type: none"> <li>Ensure effective and equitable delivery of Municipal Health Service in all the local municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of the MHS Section 78 Investigation</li> </ul>	<ul style="list-style-type: none"> <li>The MHS Section 78 Investigation Report completed</li> </ul>	<ul style="list-style-type: none"> <li>December 2009</li> </ul>				
District HV/AIDS Council.	<ul style="list-style-type: none"> <li>To effectively manage the impact of the HIV&amp; AIDS in the District.</li> </ul>	<ul style="list-style-type: none"> <li>Development of the HIV &amp; AIDS Strategy</li> </ul>	<ul style="list-style-type: none"> <li>HIV &amp; AIDS Strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>June 2010</li> </ul>				
Waste Management Services	<ul style="list-style-type: none"> <li>Ensure effective and efficient Waste Management throughout the District.</li> </ul>	<ul style="list-style-type: none"> <li>Review of the Integrated Waste Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Waste Management Plan Developed and adopted by COUNCIL</li> </ul>	<ul style="list-style-type: none"> <li>March 2010</li> </ul>				
Environmental Management Services.	Development of Environmental Management Plan	District Wide Project Environmental Management Plan Developed	Environmental Management Plan Developed and approved by Council	December 2009				
Integrated Youth Development.	<ul style="list-style-type: none"> <li>Integrate and mainstream Integrated Youth Development.</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Integrated Youth Development Startegy</li> </ul>	<ul style="list-style-type: none"> <li>Youth policy developed and adopted</li> <li>Number of functional youth units in the municipality</li> </ul>	<ul style="list-style-type: none"> <li>September 2009</li> </ul>				



Service Delivery and Capital Budget Implementation Plans

Social Services

Monthly Projections of revenue and expenditure by Vote

Sub Section Vote	July 2009			August 2009			Sept 2009			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01106	608.3	4.6	-	608.3	4.6	-	608.3	4.6	-	1,838.6
01112	98.5	-	-	98.5	-	-	98.5	-	-	295.4
01113	252.3	2.9	-	252.3	2.9	-	252.3	2.9	-	765.7
01118	761.5	-	-	761.5	-	-	761.5	-	-	2,284.5
02106	474.1	474.1	-	474.1	474.1	-	474.1	474.1	-	1,897.3
01152	875.4									
01164	450.0									
01168	41.7									
01170	300.0									
00175	100.0									
<b>Total</b>	<b>3 961.7</b>	<b>165.8</b>	<b>-</b>	<b>2,194.6</b>	<b>165.8</b>	<b>-</b>	<b>2,194.6</b>	<b>165.8</b>	<b>-</b>	<b>7,081.4</b>

Sub Section Vote	October 2009			November 2009			December 2009			Total for Quarter
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev	(Surplus)/

	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	Deficit R'000
01106	608.3	4.6	-	608.3	4.6	-	608.3	4.6	-	-	1,838.6
01112	98.5	-	-	98.5	-	-	98.5	-	-	-	295.4
01113	252.3	2.9	-	252.3	2.9	-	252.3	2.9	-	-	765.7
01118	761.5	-	-	761.5	-	-	761.5	-	-	-	2,284.5
02106	474.1	474.1	-	474.1	474.1	-	474.1	474.1	-	-	1,897.3
01152	875.4										
01164	450.0										
01168	41.7										
01170	300.0										
00175	100.0										
<b>Total</b>	<b>3 961.7</b>	<b>165.8</b>	<b>-</b>	<b>2,194.6</b>	<b>165.8</b>	<b>-</b>	<b>2,194.6</b>	<b>165.8</b>	<b>-</b>	<b>-</b>	<b>7,081.4</b>

Sub Section Vote	January 2010			February 2010			March 2010			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01106	608.3	4.6	-	608.3	4.6	-	608.3	4.6	-	1,838.6
01112	98.5	-	-	98.5	-	-	98.5	-	-	295.4
01113	252.3	2.9	-	252.3	2.9	-	252.3	2.9	-	765.7
01118	761.5	-	-	761.5	-	-	761.5	-	-	2,284.5
02106	474.1	474.1	-	474.1	474.1	-	474.1	474.1	-	1,897.3
01152	875.4									
01164	450.0									
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01170	300.0									
00175	100.0									
<b>Total</b>	<b>3 961.7</b>	<b>165.8</b>	<b>-</b>	<b>2,194.6</b>	<b>165.8</b>	<b>-</b>	<b>2,194.6</b>	<b>165.8</b>	<b>-</b>	<b>7,081.4</b>

Sub Section Vote	April 2010			May 2010			June 2010			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01106	608.3	4.6	-	608.3	4.6	-	608.3	4.6	-	1,838.6
01112	98.5	-	-	98.5	-	-	98.5	-	-	295.4
01113	252.3	2.9	-	252.3	2.9	-	252.3	2.9	-	765.7
01118	761.5	-	-	761.5	-	-	761.5	-	-	2,284.5
02106	474.1	474.1	-	474.1	474.1	-	474.1	474.1	-	1,897.3
01152	875.4									



<b>01164</b>	450.0									
<b>01168</b>	41.7									
<b>01170</b>	300.0									
<b>00175</b>	100.0									
<b>Total</b>	3 961.7	165.8	-	2,194.6	165.8	-	2,194.6	165.8	-	7,081.4




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## Service Delivery and Capital Budget Implementation Plans

### **FUNCTION: PLANNING & DEVELOPMENT**

#### **Subfunction: PIMSS Centre - Vote 02109**

Planning Implementation Management Support Services (PIMSS) is part of the wider support system consisting of private consultants, NGO's, provincial support agencies and national services, to ensure integrated municipal planning, plan implementation and performance management within municipalities. PIMS is based at the district level to link municipalities with service providers and to play a complementary role by filling service gaps.

#### **Vision**

*“Improved quality of life through balanced, sustainable development and service excellence”.*

#### **Mission**

Support the integrated planning and implementation process of municipalities within Nkangala District in line with legal requirements through:

- Methodological guidance on IDP.
- Improved community participation on IDP.
- Overall coordination of district level IDPs.

#### **Roles and functions**

- Establishing and maintaining a demand oriented and user-friendly service to the municipalities.
- Establishing and maintaining close links to the provincial departments in charge of local government and to provincial sector departments in order to ensure proper alignment between municipal and sectoral planning.
- Establishing and maintaining links to other public and private service providers.
- Create links between consultants for planning, implementation and technical advice.

- Organising, planning and performance management workshop for the municipalities to accomplish joint planning /monitoring /evaluation steps.
- Provide information to the municipalities on national and provincial planning frameworks.

### **Sub-function: Technical Services – Vote 01200**

The Technical Services Department manages the delivery of infrastructure (services) and the technical affairs of the Municipality. The department provides strategic support by facilitating the continuously updating of sectoral plans to inform integrated development planning. The department manages and monitors the implementation of projects emanating from the IDP, in accordance with policies adopted by the Municipality. The department also report on the projects executed and maintain control systems for each phase of project implementation. The department also plays a key role in the prioritisation and implementation of all projects on programmes executed in the Municipality's area of jurisdiction.

The vision, mission, objectives and functions of the Technical Services Department inter alia support the following strategic focus areas:

- Infrastructure Development and Service Delivery
- IDP Implementation (Issue 5 – Spatial Planning, Issue 12 – Water & Sanitation, Issue 13 – Electricity Supply, Issue 14 – Roads & Stormwater, Issue 15 - Transportation)

#### ***Vision***

Improved quality of life through balanced, sustainable infrastructure development support & service delivery excellence to our communities.

#### ***Mission***

**The Technical Services Department is committed to the improvement of the physical, socio-economic and institutional environment in order to address poverty and promote infrastructure development by:**

- Developing infrastructure to enable and ensure service provision that meets the priority of communities
- Promoting Integrated Development Planning and the proper coordination and alignment of infrastructure development initiatives in the district through sector planning
- Encourage and supporting the effective performance and functioning of local municipalities in ensuring access to basic services within the district.
- Enhancing economic growth and development within the district through infrastructure project implementation
- Promoting a healthy and safe environment for all



Service Delivery and Capital Budget Implementation Plans

**Core Functions:**

<b>Implementation of NDM Projects</b>	<b>Implementing Agent Projects</b>	<b>Planning and Info gathering</b>	<b>Support Services</b>
Procurement of Service Providers (Consultants)	Facilitate Compilation of Business Plans	Participate IDP process providing Technical inputs (reports)	Support LM's on Free Basic Services
Monitor Consultants on Planning and Design of Projects	Prioritization of Projects for application	Manage sectoral plans, such as ITP, WSDP etc	Municipal roads in Thembisile
Tender adjudication and Procurement	Procurement of service providers and monitoring	Identification of needs and projects emanating	Transport Planning
Monitor Implementation and Administration	Tender adjudication and Procurement	Investigations for planning purposes	Co-ordinate planning for Electricity Supply
Information Management and Reporting	Monitor Implementation	Liaison with National & Provincial Departments	Policy Development
	Information gathering and reporting to Departments	Status of services in LM's	



Service Delivery and Capital Budget Implementation Plans

**Service Delivery information**

Priority Issue	Performance Area	Objective	Strategies	Indicators & Targets	2009		2010	
					30/9	31/12	31/3	30/6
1 Integrated Development Planning	Participation in IDP Process	Participate in IDP Review Process by participating in the implementation of the IDP Framework and Process Plan	Attend all meetings scheduled and submit items on IDP related issues	Reports providing relevant information submitted				X
		Participation in the Implementation of the Public Participation Strategy	Attend all meetings scheduled and submit progress on projects implemented	Status of Projects provided			X	
		Participate in the Implementation of PMS	Technical Services Scorecard updated	Report on Technical Services Scorecard submitted	X	X	X	X
2 Capital Projects	Successful Implementation of NDM funded projects	Ensure max implementation of approved Projects for 2007/2008	Expedite expenditure and implementation by streamline system and activities	10% Improvement in annual expenditure	X	X	X	X
			Early motivation for appointment of service providers, fast-track planning, effective adjudication reports submitted & monitor implementation	Increase number of projects completed by 10%	X			X

3 Special Projects	Water & Sanitation	Use Water Blue Print to Develop Regional WSDP In line with 2014 Vision	New consultant & PSC to be motivated for approved	Submit draft by 30 Nov 2009		X		
	Integrated Transport Plan	<b>NDM ITP</b>	<b>Annual update, review &amp; improve on ITP</b>	<b>Review CPRT by June 2009</b>				<b>X</b>
		Corridor development by implementing budget allocated	Report on progress on corridor development submitted	Quarterly report on progress of Moloto Corridor	X	X	X	X
4. Performance and Monitoring	Monitor of Projects	To manage and monitor the performance of projects and programme implementation	- Implement common monitoring and evaluation system for all programmes - Develop capacity	System Completed. Put in operation during 2009/10	X	X	X	X
5 Basic Services	Free Basic Services Provision	To ensure that a monitoring system is in place to monitor the provision of the policy on free basic services in all LM's	Report on the status of basic services & the application of indigent policy in LM's submitted	Bi-annually progress reports submitted aim to adhere to 2014 vision			X	X
6 Planning and Information	Establish data on the levels of services	Obtain reliable and efficient information management system to assist in decision making and planning	- use latest statistical info as baseline - Verify, reconcile and update info - Integrate and link info into NDM	Report Submitted				X
	Transportation	Develop & upgrade Transport Infrastructure, Improve service delivery and governance of transport function by taking control and be organized to execute the transport function	- Institutional Strategy - Financial Strategy - Transport Planning Strategy - Operational Strategy - Project Implementation	Report Submitted				X
	Roads & Stormwater	Ensure roads and Stormwater systems are monitored and upgraded in Thembisile	- Investigation on status of roads and prioritize - Stormwater mater plans	Implement Plan submitted	X	X	X	X
	Electricity Provision	Expand electricity supply network to serve the entire NDM Committee	- Co-ordinate the planning of electricity supply	On going				X

	Spatial Restructuring	Conduct viability studies for the proposed MPSPDC's	Concentrate service delivery at proposed nodes	Database Established					X
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Service Delivery and Capital Budget Implementation Plans

**Planning & Development**

**Monthly Projections of revenue and expenditure by Vote**

Sub Section Vote	July 2009			August 2009			Sept 2009			Total for Quarter (Surplus)/ Deficit R'000
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	
01114	556.1	-	-	556.1	-	-	556.1	-	-	1,668.3
01200	958.0	-	(959.0)	958.0	-	(959.0)	958.0	-	(959.0)	(2.8)
02109	285.1	-	(61.3)	285.1	-	(61.3)	285.1	-	(61.3)	671.6
01158	250.0	-	-	250.0	-	-	250.0	-	-	750.0
01171	127.1	-	-	127.1	-	-	127.1	-	-	381.3
01189	254.2	-	-	254.2	-	-	254.2	-	-	762.5
01196	800.4	-	-	800.4	-	-	800.4	-	-	2,401.3
Total	45.8	-	-	45.8	-	-	45.8	-	-	137.5

Sub Section Vote	October 2009			November 2009			December 2009			Total for Quarter (Surplus)/ Deficit R'000
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	
01114	556.1	-	-	556.1	-	-	556.1	-	-	1,668.3

01200	958.0	-	(959.0)	958.0	-	(959.0)	958.0	-	(959.0)	(2.8)
02109	285.1	-	(61.3)	285.1	-	(61.3)	285.1	-	(61.3)	671.6
01158	250.0	-	-	250.0	-	-	250.0	-	-	750.0
01171	127.1	-	-	127.1	-	-	127.1	-	-	381.3
01189	254.2	-	-	254.2	-	-	254.2	-	-	762.5
01196	800.4	-	-	800.4	-	-	800.4	-	-	2,401.3
Total	45.8	-	-	45.8	-	-	45.8	-	-	137.5

Sub Section Vote	January 2010			February 2010			March 2010			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01114	556.1	-	-	556.1	-	-	556.1	-	-	1,668.3
01200	958.0	-	(959.0)	958.0	-	(959.0)	958.0	-	(959.0)	(2.8)
02109	285.1	-	(61.3)	285.1	-	(61.3)	285.1	-	(61.3)	671.6
01158	250.0	-	-	250.0	-	-	250.0	-	-	750.0
01171	127.1	-	-	127.1	-	-	127.1	-	-	381.3
01189	254.2	-	-	254.2	-	-	254.2	-	-	762.5
01196	800.4	-	-	800.4	-	-	800.4	-	-	2,401.3
Total	45.8	-	-	45.8	-	-	45.8	-	-	137.5

Sub Section Vote	April 2010			May 2010			June 2008			Total for Quarter
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	(Surplus)/ Deficit R'000
01114	556.1	-	-	556.1	-	-	556.1	-	-	1,668.3
01200	958.0	-	(959.0)	958.0	-	(959.0)	958.0	-	(959.0)	(2.8)
02109	285.1	-	(61.3)	285.1	-	(61.3)	285.1	-	(61.3)	671.6
01158	250.0	-	-	250.0	-	-	250.0	-	-	750.0
01171	127.1	-	-	127.1	-	-	127.1	-	-	381.3
01189	254.2	-	-	254.2	-	-	254.2	-	-	762.5
01196	800.4	-	-	800.4	-	-	800.4	-	-	2,401.3
Total	45.8	-	-	45.8	-	-	45.8	-	-	137.5