

# Sakhisizwe Municipality



**SDBIP**

**2010 - 2011**

**SAKHISIZWE MUNICIPALITY****SDBIP 2010 - 2011****INDEX**

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# SAKHISIZWE MUNICIPALITY

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR PERIOD 2010/2011



### 1 Introduction

Within municipalities and at a strategic level, the 5 year Integrated Development Plan (IDP) determines the strategic direction and objectives of the municipality. On an annual basis and with public participation initiatives and input, a reviewed IDP is developed which will inform the strategic direction of the municipality for the current year.

The annual IDP objectives are translated into the strategic objectives of the organization (strategic scorecard) and these are further translated into performance scorecards for each department.

The municipality is then required to translate these scorecards into Service Delivery and Budget Implementation Plans, which link the IDP objectives, to the Departmental objectives, while taking into account related projects and budgeting that is committed for this purpose.

In establishing the reviewed IDP for 2010/2011, the revised IDP and the draft budget were approved as a draft by Council on .....and published for input from the community. The budget was approved, the IDP revised and strategic performance indicators approved for the period under review.

### 2 Legal Prescriptions for the Development of the SDBIP

The required processes for the submission, approval, implementation and revision of the Service Delivery and Budget Implementation Plan are detailed as follows (taking into account , the prescriptions of the Municipal Finance Management Act, Act 56 of 2003):

Section 69(3)(a)	Municipal Manager submits draft SDBIP to the Mayor within 14 days after the approval of the Budget.
Section 53 (1)(c)(ii)	Mayor to take all reasonable steps to ensure that the Mayor approves the SDBIP within 28 days after the approval of the budget.
Section 53(1)(c)(iii)	Mayor to take all reasonable steps to ensure that the annual performance agreements of the Municipal Manager and all Senior Managers are linked to the SDBIP and performance objectives approved with the Budget.
Section 53(3)(a)	Mayor must ensure that the SDBIP is made public within 14 days after approval of the SDBIP.
Section 53(3)(b)	Mayor must ensure that the Performance Agreements of the Municipal Manager and Senior Managers be made public within 14 days after approval of the SDBIP and copies submitted to Council and MEC for Local Government in the Province.
Section 69(1)(a)	Municipal Manager to implement the Budget and to adjust expenditure if revenue is not in accordance with the Budget or the SDBIP.
Section 71(1)(g)(ii)	The Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variances from the SDBIP.
Section 72	The Municipal Manager, by 25 January, to assess the performance of the Municipality for the first half of the year taking into account the service delivery targets and performance indicators set in the SDBIP and submit a report on it to the Mayor, the National Treasury and the Provincial Treasury. The report must include recommendations as to whether an adjustment budget is necessary, and if necessary, recommendations of revised projections of income and expenditure.
Section 54	The Mayor must, upon receiving the reports listed in Sections 71 and 72, check whether the budget is implemented in accordance with the SDBIP, make revisions to the SDBIP with Council approval for an adjustment budget and changes to the performance indicators in the budget and SDBIP, issue instructions to the Municipal Manager to ensure the budget is implemented according to the SDBIP, submit the Section 72 report to Council by 31 January of each year and make any revision to the SDBIP public promptly.

The SDBIP stipulates the projects that should be implemented to effect the development priorities and objectives as set out in the IDP. Additionally, and through this process it is able to ensure that alignment occurs between the IDP and the Budget. This is achieved by ensuring that the performance and achievement of targets will be measured.

**VISION**

**"Together with communities and partners striving for sustainable livelihoods and economic growth for all"**

**MISSION**

**"Together with all communities, we will provide sustainable service delivery, skills development and alleviate poverty through the integrated development plan"**

Achievement of these vision and mission statements requires that the various programmes and activities reflected within the SDBIP (for each department) are achieved.

**4. Development Priorities**

The Sakhisizwe IDP Steering committee and Representative Forum changed the formerly identified development priorities to the following:

- (1) **Roads and Storm water**  
The lack of a proper road network was identified as having the single most negative impact on business growth and communication. An inadequate storm water drainage system contributes to the bad condition of the available roads.
- (2) **Water and Sanitation**  
The large number of households without these basic facilities is a major cause of concern.
- (3) **Housing**  
A large housing backlog, as previously quantified, requires urgent attention. We are experiencing problems with the availability of land for housing development. Further the water and sanitation supply is inadequate and bulk services needs to be upgraded and renewed.
- (4) **Electrification**  
The provision of electricity to all households has been considered as an essential infrastructural requirement
- (5) **LED**  
Unemployment and slow economic growth was identified as requiring intervention in order to alleviate poverty levels and combat associated social problems. To facilitate and monitor the provision agricultural activities and facilitate with DOA the support of emerging farmers.
- (6) **Social and Recreational Facilities**  
A serious lack of adequate sports and social facilities was identified throughout the municipal area in particular the provision of service centres to complement existing municipal and health services were identified. The need to provide information centres to assist economic growth initiatives was also identified.
- (7) **Health**  
The availability of health facilities to all families, as well as adequate maintenance and administration thereof, has been identified as an urgent need. The need to plan and administer all emergency services in order to reach all inhabitants of the area was identified.
- (8) **Safety and Security**  
Improved safety and security measures, such as the improvement of associated infrastructure, the creation of community police forums and improved communication measures are also required.
- (9) **Education**  
A dire need for additional educational facilities has been identified as well as a need for proper maintenance of existing educational infrastructure.
- (10) **Land Environmental Management**  
To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated.
- (11) **Disaster Management**  
The need to upgrade the existing fire fighting and disaster management programs and procedures was also identified.
- (12) **Special Programmes –HIV/Aids, Youth, \_Elderly People, Women, and Disabled**  
The prevalence of HIV/Aids and its associated problems is cause for concern and requires action. It is imperative to involve the youth, elderly, people with disabilities and women of the area in all developmental and planning matters. The empowerment of these groups with regard to the planning and financial responsibilities of the Council is also regarded as vital to the future of the region.

## 5 Key Performance Areas and Indicators

The Budget and SDBIP for 2010/2011 have been written in a manner that conforms with the format of National Treasury and each KPA is set in terms of the 5 year Local Government Strategic Agenda as follows:

### **KPA 1: Local Economic Development**

- a Focusing efforts on enabling economic growth based on identified sectoral development potentials
- b Addressing poverty through poverty alleviation initiatives in collaboration with other spheres of government
- c Ensuring that LED strategies and individual projects are designed so as to realize maximum job creation, preferably on a sustainable basis.

### **KPA 2: Service Delivery**

- a Working to improve levels of service delivery for water and sanitation services
- b Working to improve levels of service delivery for electricity (energy)
- c Ensuring an appropriate system is in place for Solid Waste Management
- d Integrating Environmental Management processes into development activities
- e Working to improve levels of service for the road network under the jurisdiction of the Municipality
- f Working to address housing backlogs
- g Integrating spatial planning into development activities and ensuring a process aimed at urban efficiency
- h Working to improve levels of provision of Community Facilities

### **KPA 3: Municipal Transformation and Institutional Development**

- a Ensuring an appropriate organizational design (Organogram) that fits in with the roles, powers and functions assigned to the Municipality
- b Working towards employment equity in the Municipality
- c Focusing on HR skills development
- d Improving Integrated Development Planning processes and outcomes
- e Developing and implementing an appropriate Performance Management System

### **KPA 4: Municipal Transformation and Institutional Development**

- a Working to improve the financial viability of the Municipality by setting appropriate financial controls and systems in place
- b Ensuring effective Grant expenditure and financial management
- c GRAP compliance
- d Compliance with the Municipal Finance Management Act (MFMA)
- e Setting in place appropriate credit control measures and debt collection

### **KPA 5: Good Governance and Public Participation**

- a Complying with Municipal Legislation
- b Developing appropriate By-laws
- c Setting in place internal Audit and Risk Management systems
- d Strengthen public participation and provide effective support to the Ward Committee system
- e Improving Communication (with communities and other organs of state)
- f Management of Municipal institutions to be based on the Batho Pele principles.

## 6 Annexures and Points for Consideration

It is imperative that the SDBIP is read together with the reviewed IDP and the Budget and that it is not regarded as a "stand alone document". Context is critically important for required insight.

It must be noted that the Community and Social Services Department does not have an appointed S57 Manager, and this position has been vacant for quite some time. As a direct result, the management functions pertaining to this department have been shared between the Technical Services Manager and the IPED Manager.

In the operational sense too, the Community Services Department has become a sub-department of IPED and as such the SDBIP is referred to as IPED/Community Services.

A number of Budget documents are attached to this SDBIP as supporting documentation and will provide greater context when examining the SDBIP in its entirety.



KPA 1: Local Economic Development		KPA Weight		5%		KPA Weight		15%		25%							
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets Q1	Act	Q2	Act	Q3	Act	Q4	Act	Indicator custodian	Reason for variance	Remedial Action	General Comment
5	Creating an enabling environment for economic development and increase related potentials to maximize economic opportunities of the Local Municipality by 2011	Creation of sustainable jobs to reduce unemployment by assisting with procurement for Departments with related internal job creation projects that require recruitment of % of <i>unemployed individuals</i>	30%	Recruitment records per project/ Quarterly Report	Compliant with Provisioning / Recruitment Policy & project requirements (i.e. clean up projects/ sourcing of funding).	30%	30%	30%	30%	30%	30%		30%	CSW/ Relevant Dept. (IT & CSSM)	👍		
13	Review, Development, and/or updating of Municipal by-Laws.	By-Laws Analysis Reports and Implementation Strategy	100%	Review/ develop/ update By-Laws	Capacity challenges; control & compliance with By-Laws attempted but require updating formulation.	Implem. Strat. Prep. ToR, invite tenders, Bid level. Process.	35%	Bid process final. Appoint SP. By-Laws	60%	Draft By-Laws; Public comment on draft By-Laws; advertised, gazetted & reviewed	60%	Implement. Strategy/ Staff capacitation on implement. of By-Laws.	80%	CSW/ Municipal Manager/ S7 Managers	👍		
13	Improved human resource capacity of local government by 2011	% of critical vacant positions filled within organisation	80%	No. of critical vacant posts filled vs. those unfilled	Structure finalised	Final. Organogram in	15%	Council approval.	35%	Final. Organogram currently under review and to be finalised	60%	Implement.	80%	CSM	👍		
13	To ensure appropriate use of HR for effective and efficient service delivery	Reworked organogram/ organisational structure which takes into account functional assets	100%	Completed and adopted organisational structure	Existing structure	Under Development	25%	25%	50%	75%	75%	90%	90%	CSM	👍		
13	To ensure appropriate use of HR for effective and efficient service delivery	90% compliance with the employment equity plan in the 2 highest levels of management	90%	Quarterly reports	Under Development	Employment Equity Report	25%	Policy Plan Review in progress from Quant 1	50%	75%	75%	100%	100%	CSM	👍		
13	To ensure appropriate use of HR for effective and efficient service delivery	Employment Equity Plan & Report (Legislated format reporting) Approved EE Policy	100%	Employment Equity Report (Legislated format) and Employment Equity Policy and Plan	Annual Review to be completed. EE Plan but no policy approved	EE legislated completed & sent Equity Registry Dept. of Labour	25%	Policy Plan Review in progress from Quant 1	50%	75%	75%	100%	100%	CSM	👍		

KPA 3: Municipal Transformation and Institutional development (Cont.)		KPA Weight		25%		Indicator custodian		Reason for variance		Remedial Action		General Comment						
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets Q1	Q1 Act.	Q2 Act.	Q2 Act.	Q3 Act.	Q3 Act.	Q4 Act.	Q4 Act.	Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
13	To ensure appropriate use of HR for effective and efficient service delivery	Identified HR policies are reviewed and updated as required (HR Provisioning, Retention strategy (scarcity of skill), HR Development, EE Policy/Plan, Performance Management & any other deemed operationally appropriate)	100%	Completed and adopted HR Policies as deemed necessary for operational purposes.	Policies/Procedures updated and/or non-existent	Policies/Procedures assessed		Appointment of Service Provid.		Draft Policies presented/workshopped if required/LF consultation		Submission to Council/Approved policies and implement.		CSM	👍			
13	Good governance, effective administration and service delivery	The signed performance agreement of the S57 Managers.	100%	Signed Performance Agreements for all managers	Performance Agreements to be signed annually	100%	100%	100%				100%		CSM/MM	👍			
13	To ensure appropriate use of HR for effective and efficient service delivery	implementation of institutional PMS as per project plan	90%	Quarterly Reports and reporting to S57	Currently PMS only applicable to S57 managers.	20%	40%							MM, CSM, CFO, TS, Comm S, IPED	👍			
13	To ensure appropriate use of HR for effective and efficient service delivery	PMS Framework developed with roll-out plan for middle management	90%	Quarterly Reports and reporting as per policy	No framework	Framework PMS		Implement plan		Application per plan		Application per plan		MM, CSM, CFO, TS, Comm S, IPED	👍			Not all the meetings Outreach Dineat & Standing Comm for Finance and Community Service) did not assemble as per the schedule, this is due to postponement because of other important meetings and availability of members of the
13	WSP: Staff Development Capacitated staff within identified areas	Skills Audit need analysis/ WSP Plan updated/ Implementation reports Level and degree of training conducted in terms of approved WSP Level and quality of reports submitted re-implementation	100%	Skills Audit Approved WSP Implementation Reports Monitoring Reports	WSP to be developed/ updated Skills Monitoring Reports to be developed	Skills Audit WSP		Implement on Reports		Monitoring of Implementation of training		Required Reports		CSM/SDF	👍			
13	Training Committee	Training Committee meetings held quarterly	100%	Minutes of Committee meetings held quarterly	Not fully functional	25%	25%					25%		CSM/SDF	👍			
13	WSP Budget	% of expenditure of the trainings/skills budget spent	70%	Training report/implementation on report statistics records of all training and workshop attendance, including costs of training	WSP, Training Plan report/implementation and implementation Reports.	20%	50%					70%		CS	👍			



KPA 3: Municipal Transformation and institutional development (Cont.)	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	25%				Indicator custodian	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4				
IDP No.						Act.	Act.	Act.	Act.				
13	Corporate Services Staff	On-the-job and formal training provision for identified Corporate Services staff as per WSP and Management Planning	90%	On-the-job training programmes / external capacity building programmes as per quarterly training plans	WSP in place (reviewed annually) Department to formally document training needs quarterly and update	20%	50%	80%	90%	CSM/SDF	👍		
13	Labour relations management - to promote peace in the workplace.	Training provision for identified line managers on Disciplinary/Enquiry Management as per quarterly targets	100%	Legal compliance Records and outcomes minutes	Capacity shortfall. Discipline not managed by Line Depts due to lack of training and experience	20%	40%	60%	80%	CSM/ HR Officer	👍		
13	To protect the municipality from litigation -- Legal services	70% of litigations handled successfully	70%	Report to Council Quarterly	Disciplinary case. Reports with outcomes	70%	70%	70%	70%	CSM	👍		
13	Audit Reporting	90% of Council Resolutions pertaining to Corporate Services handled as required (4 reports)	90%	Quarterly Report to Council	No reporting currently	20%	40%	60%	90%	CSM	👍		
13	Local Labour Forum	LLF meet regularly (once per quarter).	100%	LLF Quarterly reports	Functional LLF	25%	50%	75%	100%	CSM/LLF	👍		
8	OHS Safety Management (OHS Act)	Safety Policy developed and applied as per approved strategy.	90%	Monthly Safety Committee Meetings. Trained Safety Reps., Minutes of meetings quarterly	Legal requirement Promotion of safety in the workplace	30%	50%	60%	90%	CSM/ HOD's/ Safety Committee	👍		
13	Strengthening Good Governance and effective administration	Staff meetings to be held quarterly and monthly with senior staff	100%	Monthly meetings with senior staff & one meeting per quarter with all staff. Minutes/ attendance register	Take place as scheduled/ To be documented formally	100%	100%	100%	100%	CSM/ Senior Staff	👍		
13	Strengthening Good Governance and effective administration	Attendance at all Council and CSM Standing Committees	100%	Attendance Register of meetings attended Meeting minutes	Schedule of meetings available annually	25%	50%	75%	100%	CSM	👍		
13	Strengthening Good Governance and effective administration	Submission of half yearly and annual Departmental Reports	100%	Monthly reports on Departmental Reports (half yearly and annual)	Legislated reporting (Salary reviews/ leave/ appointments/ turnovers/ absenteeism etc)	25%	50%	75%	100%	CSM & Ssr Staff	👍		

KPA 3: Municipal Transformation and Institutional development (Cont.)		KPA Weight		25%		Baseline		Targets		25%		Annual target		Indicator of performance		Measurement source		Indicator custodian		Reason for variance		Remedial Action		General Comment	
IDP No.	IDP Objective	Indicator of performance	Annual target	Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.
13	Strengthening Good Governance and effective administration	Updated leave reports provided to internal departments quarterly	100%	25%	50%	75%	100%												CSM						
13	Strengthening Good Governance and effective administration	Quarterly PMS & SDBIP Reports	100%	25%	50%	75%	100%												CSM						
13	Strengthening Good Governance and effective administration	Response to departmental Risk Review Report Internal and External auditors	100%	25%	50%	75%	100%												CSM						
KPA 4: Financial management and viability		KPA Weight		15%		Baseline		Targets		15%		Annual target		Indicator of performance		Measurement source		Indicator custodian		Reason for variance		Remedial Action		General Comment	
IDP No.	IDP Objective	Indicator of performance	Annual target	Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.
13	Improvement in the Financial Viability and Financial Management of local government Address audits raised & progress clean audit reports by 2011	70% attainment of a clean audit (CSM), as per AG Report Implementation of previous Audit Plan re : Corporate Services	70%	70%	70%	70%	70%												CSM/MM Office Internal Audit						
13	Improvement in the Financial Viability and Financial Management of local government. Address audits raised & progress clean audit reports by 2011	Compliance with SCM policy (CSM Department) in respect of purchases, awards and expenditure	100%	100%	100%	100%	100%												CSM						
13	Management Departmental Budget/Expenditure by ensuring no over/under expenditure	Expenditure Report/ monitoring votes/ monthly reports	95%	25%	50%	75%	95%												CSM						
13	To ensure appropriate use of HR for effective and efficient service delivery	Strategy applied to deal with telephone usage and abuse	80%	20%	40%	60%	80%												CSM						
13	To ensure appropriate use of HR for effective and efficient service delivery	Stocktake completed quarterly. Updated Asset Inventory List, Annual Stock count.	100%	25%	50%	75%	100%												CSM/Snr Staff						
13	To ensure appropriate use of HR for effective and efficient service delivery	Leave records updated monthly and verified	100%	25%	50%	75%	100%												CSM/HR Officer /HODs/ All staff						

KPA 5: Good governance and Public participation		20%										Strategic Performance Indicator	Reason for variance	Remedial Action	General Comment			
IDP No.	IDP Objective	Indicator of performance	Annual target	Measurement source	Baseline	Targets Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	Reason for variance	Remedial Action	General Comment	
13	Accountable and transparent programmes that lead to good governance, effective administration and public participation	CSM Departmental Annual Report	100%	Departmental Annual report submission by 30 November 2009 & Council approval by 31 March 2010	Legislated Annual Requirement	50%	100%	100%	100%	100%	100%	100%	100%	CSM & Sr Staff				
13	To ensure appropriate use of HR for effective and efficient service delivery	Populated and finalised PMS scorecard and signed PMS Agreements for direct reporting staff up Middle Management Level	100%	Structured PMS System Populated Scorecard Signed agreement Monitoring/ Evaluation of performance Legislative compliance	In progress but only applicable to S57 No PMS Framework available	25%	50	75%	75%	75%	75%	100	100	CSM & Sr Staff				
13	To ensure appropriate use of HR for effective and efficient service delivery	HR Strategy approved and implemented as per plan	100%	HR Strategy HR Implementation Plan	Not yet approved	25%	50%	50%	75%	75%	75%	100%	100%	CSM				
13	To ensure appropriate use of HR for effective and efficient service delivery	Accurate and up to date Personnel filing system Audited Personnel Files	100%	Personnel Filing audit results	Lack of internal controls and information and verification	25%	50%	50%	75%	75%	75%	100%	100%	CSM				
13	To ensure appropriate use of HR for effective and efficient service delivery	Verified overtime, and leave data Pre-numbered payroll instructions All new employees attend HR Induction Programme (Overview of Sakshisize)	100%	Pre-numbered payroll instructions New appointees familiarised with attendance of Induction Programme	No pre-numbering of payroll Not available	25%	50%	90%	75%	90%	75%	100%	90%	CSM				
13	To ensure appropriate use of HR for effective and efficient service delivery	Appoints SP to assist with development of HR Procedure Manual for Recruitment & Selection - ensures alignment to Recruitment & Selection Policy	100%	HR Procedure Manual reviewed	HR Procedure Manual for Recruitment & Selection - payroll/benefits admin/EE/WSP planned for 2010/2011 Financial Year	25%	50%	50%	75%	75%	75%	100%	100%	CSMMM/All staff involved in Recruitment of staff				

KPA 5: Good governance and Public participation	KPA Weight	20%										Indicator custodian	Reason for variance	Remedial Action	General Comment				
		Indicator of performance	Annual target	measurement source	Baseline	Targets Q1	Act.	Q2	Act.	Q3	Act.					Q4	Act.		
13	To ensure appropriate use of HR for effective and efficient service delivery	Good quality reporting, minute taking and agendas Meetings occur as scheduled (Council, management and Council committees)	100% scheduled	Council Committee & Management Meetings held as per schedule, quality control of council minutes/ agendas; ensuring legislative compliance and timely implementation of council resolutions/ resolutions are kept in view through reporting by Managers	Updated meeting schedules annually	Meetings as per sched.	Act.	Meetings as per sched.	Act.	Meetings as per sched.	Act.	Meetings as per sched.	Act.	Meetings as per sched.	Act.	CSM/ Committee / Secretarial staff			

KPA 5: Good governance and Public participation (cont.)		20%		KPA Weight		20%		Indicator of performance		Annual target		measurement source		Baseline		Targets		Q1		Q2		Q3		Q4		Indicator custodian		Reason for variance		Remedial Action		General Comment			
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	Reason for variance	Remedial Action	General Comment																					
13	Implementation of Fleet Management Policy and Plan	Fleet Management Implementation Plan and Fleet Management System developed and implemented as per plan	100%	Fleet maintenance schedule completed Updated log sheets Vehicles Roadworth Certificates Service History Reports	Fleet management Policy not implemented No management of fleet occurring	25%		50%	75%	10%	CSM																								
13	Manages Maintenance Contracts Letters of Appointment and Maintenance of Conditions of Service and related capacitation	Verify existence of Contract and Compliance with BC and SALGBC's Conditions of Service. Letters, contracts are drafted to regulate employment relationships to avoid legal complications. Establishment and implementation of Conditions of Service and capacitates staff in area of contract management.	100%	HR monthly reports/ statistics/ capacity related on-the-job training reports / Quarterly reports / Administrative / legal complianc / Efficient record keeping / Regulated Employment relationship / Conditions of Service applied	Updated meeting schedules annually / Lack of cooperation from municipal officials re resolution implementation	Meetings as per sched.	Meetings as per sched.	Meetings as per sched.	Meetings as per sched.	Meetings as per sched.	CSM																								
	Effective functioning of Council and Committees & Institutional Meetings held in manner required in terms of legislative compliance	Good quality reporting. minute taking and agendas Meetings occur as scheduled (Council, management and committees) and effective implementation of Council resolutions	100%	Council Committee and Management Meetings held as per schedule Effective implementation of Council Resolutions - Council and committee minutes distributed to Municipal Manager and HOD's 5 days after the Council or committee meeting																															
KPA 5: Good governance and Public participation (cont.)		20%		KPA Weight		20%		Indicator of performance		Annual target		measurement source		Baseline		Targets		Q1		Q2		Q3		Q4		Indicator custodian		Reason for variance		Remedial Action		General Comment			
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	Reason for variance	Remedial Action	General Comment																					
13	Document Management System	Management of institutional memory Review/Updated and current records and archives system (procedure manual for record keeping)	80%	Quarterly progress reports/ addressing the review and updating of existing approved document management system/record keeping procedure	Document Management System required review and update	Pre-prepare ToR, Invite tenders, Bid Evaluation process		Bid process finalized and appointment (of SP	Completion of Documentation Management System	Implementation Strat./ Train on system and ongoing analysis (M&E)	CSM																								
KPA 1: Financial Management		4%		KPA Weight		4%		Indicator of performance		Annual target		measurement source		Baseline		Targets		Q1		Q2		Q3		Q4		Indicator custodian		Reason for variance		Remedial Action		General Comment			
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	Reason for variance	Remedial Action	General Comment																					
13	Compiles and manages budgets controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over or under-expenditure occurs.	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%		50%	75%	100%	CSM																								

CMC 2: People Management and Empowerment															
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1 Act.	Q2 Act.	Q3 Act.	Q4 Act.	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	To protect the municipality from litigation.	Ensures training provision for all related HR staff re-management and application of discipline (internal and CCMA).	100%	Training Records, Attendance Records.	Training provision limited.	25%		50%	75%	100%	CSM	👍			
13	To improve HR Skills for best practice.	Provision of PMS Training to all relevant HR staff in order to facilitate roll out to lower levels.	100%	Training Records and attendance Register	Applicable to 57 managers -- limited training.	25%		50%	75%	100%	CSM	👍			
CMC 3: Client orientation and Customer Focus															
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1 Act.	Q2 Act.	Q3 Act.	Q4 Act.	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Establish effective and efficient IT system re- HR operation.	Develop IT Strategy and Implementation Plan.	100%	IT Strategy and Implementation Plan approved.	No strategy or plan.	25%		50%	75%	100%	CSM	👍			
13	To improve HR Skills for best practice	Provision of Customer Care workshops to all staff (HR and organisational).	30%	Training Records / register	No customer care training.	10%		20%	30%	30%	CSM	👍			



# SAKHISIZWE MUNICIPALITY

SDBIP : 2010/2011

Finance Department

Key: Snap assessment on likelihood of achieving annual

- Work on hold
- Proceeding well. Annual target will be met and exceeded
- Meeting target
- under achieving on target. More work is needed
- Assessment not possible to determine at this stage

To Provide sound financial management , support and strategic direction to Sakhisizwe Municipality in respect of Municipal assets and risks; budget and treasury; revenue and debt collection; and complete financial services to other departments

### OPERATIONAL BUDGET

Budget name	Total Budget	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
Finance and Admin	R 11,256,259	CFO				

### CAPITAL BUDGET

Budget name	Total Budget	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
Office Furniture and Equipment	R 50,000.00	CFO				

KPA 1: Local Economic Development														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					KPA Weight	Q1	Q2	Q3	Q4					
					5%	Act.	Act.	Act.	Act.					
5	Creating an enabling environment for economic development and increase related potentials to maximize economic opportunities of the Local Municipality by 2011	30% of tenders awarded to HDIs	20%	Quarterly Report SCM : Tenders and Bid Reports	Compliance Report	5%	10%	15%	20%	CFO				
KPA 2: Municipal Transformation and Institutional development														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					KPA Weight	Q1	Q2	Q3	Q4					
					15%	Act.	Act.	Act.	Act.					
13	Improved human resource of local government by 2011	80% of critical vacant positions filled within Finance Department.	80%	Number of critical vacant posts filled vs those that are unfilled	Critical posts are identified on the organogram Finalisation of organogram underway	30%	80%	80%	80%	CFO				
		Staff capacitated through planned expenditure on training/skills budget	70%	Quarterly training/Skills monitoring reports 70% expenditure on training budget	Worklace Skills Plan approved and training required to planned	15%	30%	60%	70%	CFO				
13	To provide sound and sustainable financial management.	Attendance of all Council and Standing Committee meetings where input/presence required as per schedule and report submissions.	100%	Proof of Council and Standing Committee Meetings required to be attended - Minutes	Meetings scheduled. Not always held as planned	100%	100%	100%	100%	CFO				
13	To secure sound and sustainable financial management. Effective Consumr Billing Systems, Debt Collection and Credit Control to improve payment levels and reduce debt, and in so doing, to promoted a culture of payment	Debt collection increased to 90% Adoption of Credit Control Policy and Debt Collection Billing System	90%	Credit Control Policy Debt Collection Billing System applied % of debt collected	Available Credit Control Policy and Debt Collection Billing System	25%	50%	75%	90%	CFO				
		Consumer database up to date and updated monthly	95%	Updated consumer base	Consumer database in process of being updated	90%	90%	90%	90%	CFO				
		Consumer accounts accurate	98%	Monthly billing of consumer accounts at 98% accuracy.	Inaccurate	90%	94%	96%	98%	CFO				
		Monthly meter readings captured accurately.	95%	Accuracy of meter readings reflected monthly and inputed onto SEBATA	90%	92%	95%	95%	98%	CFO				
13	Indigent Management Free Basic Services	Reviewed and approved fully functional Indigent Policy and register	90%	Monthly updated Indigent Register Reviewed Indigent Policy. Quarterly reports	Indigent Policy Register + Register Some access to FBS.	25%	50%	75%	100%	CFO				



KPA 2: Municipal Transformation and Institutional development (cont.)		KPA Weight		15%		Targets		Indicator custodian		Reason for variance		Remedial Action		General Comment			
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.	Act.	Act.	Act.	
13	Expenditure Management	Implementation of M & E system to monitor and control expenditure	100%	Monthly/Quarterly reporting/conciliations of votes	Managed and controlled	25%	50%	75%	100%								
13	To secure sound and sustainable financial management.	AFS submitted timeously by 31 August	100%	AFS/Council approved/ submission to Treasury requirement	MFMA requirement	25%	50%	75%	100%								
13	Develop and update financial policies/strategies and by-laws in line with legislation.	AFS GRAP/GAMAP Compliant	100%	GRAP/GAMAP Compliant AFS	MFMA requirement	25%	50%	75%	100%								
13	Develop and update financial policies/strategies and by-laws in line with legislation.	Updated financial policies as deemed necessary for operational efficiency as per implementation plan.	100%	Completed and adopted by-laws Policies as indicated	Policies outdated or non-existent	Policy Assessment	Appointment of Service Provider	Presentations and Workshops on drafts	Approved policies and implementation								
13	To secure sound and sustainable financial management.	Timely receipting of National and Provincial allocations (Grant funding and equitable share).	100%	Correspondence / Reports/ Receipt and allocations	MFMA requirement	25%	50%	75%	100%								
13	Provide efficient and effective financial support to all departments.	Data integrity and protection of all information and computer systems regular upgrade of hardware and software	100%	Roll-out and implementation of fully functional IT Policy & IT Strategy and effective website maintenance	IT System maintenance required Financial System requires maintenance	25%	50%	75%	100%								
13	Provide efficient and effective financial support to all departments.	Functional Electronic IT/Financial Systems implemented	100%	Effectiveness of Electronic Data Management System	SEBATA Financial System maintained	25%	50%	75%	100%								
13	Provide efficient and effective financial support to all departments.	Roll-out of email & functional email facilities	90%	Effective Communication	Ongoing	25%	50%	75%	100%								
13	Provide efficient and effective financial support to all departments.	Website developed and updated and maintained according to implementation plan.	80%	SP Reporting, Monthly and quarterly reporting.	Website developed by MARS Technologies/ Requires implementation / maintenance	50%	60%	70%	80%								
13	Provide efficient and effective financial support to all departments.	Purchase of office furniture and equipment	100%	Advert/ Tender/ Bid award/payment/ purchases		25%	50%	75%	100%								

KPA 3: Service Delivery														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets								
						Q1	Q2	Q3	Q4					
13	To provide sound and sustainable financial management	Annual reconciliation and update of the valuation roll	100%	Accuracy and completeness of valuation roll (correct rates and accounts)	Existing valuation roll (75%)	100%	100%	100%	100%	CFO	👍			
13	Provide efficient and effective financial support to all departments.	Manage votes re costs of fuel and maintenance by monthly allocations to the correct vote.	100%	Monthly statistical /financial reports/located cost of fuel and maintenance to correct votes	Ongoing, MFMA	25%	25%	25%	25%	CFO	👍			

KPA 4: Financial management and viability														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets								
						Q1	Q2	Q3	Q4					
13	Secure, sound and sustainable financial management	Clean audits received. MFMA compliance improved efficiency and fiscal control	100%	Quarterly Audit Reports, Annual Financial Statements and AG Report.	AFS compiled annually Disclaimer received.	25%	50%	75%	100%	CFO	👍			
13	Secure, sound and sustainable financial management	Implementation of SCM Policy Compliance Report submitted to Council	100%	Implement SCM Processes / SCM Tenders/ Bids / Quarterly Report	SCM Policy in place	25%	25%	25%	25%	CFO	👍			

KPA 4: Financial management and viability (cont.) IDP No. IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
				Baseline	25%	Q1	Q2	Q3	Q4					
13	Implement MFMA requirements relating to accounting & reporting. Submit S71 reports monthly & S72 half yearly. Submit monthly bank recons. Process statutory reports National & Provincial.	100%	All reports submitted as per MFMA requirements.	S71 and S72 reports not submitted	25%	50%	75%	100%	CFO	👎				
	Monthly, quarterly and mid-year reports to Municipal Manager, Exco, Full Council, Provincial and National Treasury and AG provided in terms of MFMA	100%	Monthly, quarterly, mid-year and annual reports to Municipal Manager, Exco, Full Council, Provincial and National Treasury and AG as per MFMA	AFS and most reports submitted in terms of MFMA and updated annually. S71 and 72 not submitted.	25%	25%	25%	25%	CFO	👎				
	95% of allocated operating budget spent year to date, excluding staff costs	95%	Quarterly and monthly reports	Income and Expenditure Reports	25%	50%	75%	95%	CFO	👎				
	95% of allocated capital budget spent year to date	95%	quarterly report	100%	25%	50%	75%	95%	CFO	👎				
	100% Compliance of Asset Register to GRAP standards	100%	Quarterly compliance report submitted to council	Process is underway but requiring clearer definition from the AG	100%	100%	100%	100%	CFO	👎				
	Review of efficiency of SOP's	100%	Efficiency of implementation	Development of SOP's	25%	50%	75%	10%	CFO	👎				
	Review of Departmental Risk	100%	Responses to internal & external audit review re-risk assessment.	Audit Reports	80%	90%	100%	100%	CFO	?				
	Submission of Section 71 and s72 reports	100%	Monthly reports to NT and PT	Not fully compliant	100%	100%	100%	100%	CFO	👎				
	Review of Financial Policies	100%	Annual Financial Policy Review Completed.	Review completed - submission of Budget	100%	100%	100%	100%	CFO	👎				
	Submission of Budget and IDP Process Plan	100%	Draft approved Council 31/3 and final before 31/5	MFMA requirement -- adherence ongoing	25%	50%	75%	100%	CFO	👎				
	Budget Controls and Monitoring	100%	Report submitted to Council - Quarterly report as per MFMA	Items to Finance Standing Mayco & Council	25%	50%	75%	100%	CFO					

KPA 4: Financial management and viability (cont.) IDP No.	Indicator of performance	Annual target	measurement source	KPA Weight		25%				Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
				Baseline	Targets	Q1	Q2	Q3	Q4					
Accounting and Reporting	Submission of SDBIP and PMS Reports	100%	Legislative requirement	Reports	25%		50%	75%	100%	CFO	👍			
	Coordinating CFO forums	100%	Half yearly meeting scheduled and held.	Minutes	0%		50%	100%	100%	CFO	👍			
	Submission to Council of quarterly withdrawals	100%	Section 11(4) (a). MFMA quarterly Reports.	Items to Finance Standing, Mayco & Council	100%		100%	100%	100%	CFO	👍			
	Implementation of monthly grant reconciliations	100%	Monthly reconciliation reports.	Monthly submissions	100%		100%	100%	100%	CFO	👉			
	Submission of half Yearly and annual reports	100%	Report submitted to Council	Reports	100%		100%	100%	100%	CFO	👉			
	Management of Investment accounts	100%	Reports submitted to Council. All surplus money invested, balance investment register monthly, Allocate interest and redemptions on loans monthly.	All reports submitted to Finance Standing monthly and to Council quarterly.	100%		100%	100%	100%	CFO	👉			
	Development of Investment Strategy	100%	Developed and approved Investment Strategy.	Not yet	100%		100%	100%	100%	CFO	👍			
	Report to Council on Staff Benefits	100%	As required by the MFMA	Items to Finance Standing, Mayco & Council	100%		100%	100%	100%	CFO	👍			
	Report on the implementation Priorities MFMA	100%	As required by national Treasury	Items to Finance Standing, Mayco & Council	100%		100%	100%	100%	CFO	👍			

KPA 5: Good governance and Public participation		KPA Weight		20%											
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Strengthening Good Governance, Community Participation and Ward Committee Systems in local government	Approved Review of the Integrated Development Plan	100%	Council approval	approved on an annual basis	20%	20%	40%	80%	100%	CFO	👍			
		Status of the annual report	100%	Council approval	not meet all deadlines due to delay in the AFS	20%	80%	80%	80%	100%	CFO	👍			
		% functioning of IGR systems	100%	Minutes	2	25%	50%	50%	75%	100%	CFO	?			
13	Local government to obtain clean audit reports by 2011	95% expenditure of budget on public participation	100%	Report to council	unknown	25%	25%	50%	75%	95%	CFO	?			
		80% implementation of risk assessment	80%	Quarterly report	unknown	25%	50%	50%	75%	80%	CFO	👍			
	Budget and Treasury Departmental Annual Report Oversight Report	Development and submission of Financial Departmental Annual Report and Oversight Report	100%	Adopted Oversight Report and Annual Report	Annual Report compiled by 30 November 2009 and Oversight Report completed February 2010			Completion of Oversight Report	Adopted and approved		CFO	👍			

KPA 5: Good governance and Public participation		KPA Weight				20%									
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Tariff and Adjustment Budget	Full compliance with Chapter 4 of MFMA Systems Act & S23 MFMA	100%	Approved Tariffs and approved adjustment budget	MFMA required			100%	100%		CFO				
13	Audit Qualifications (Budget and Treasury)	Improved audit report for 2008-2009 Financial Year. Address audit queries. Adherence to Audit Plan / Action Plan to address audit queries.	70%	Action Plan to address 2007/2008 AG queries raised. Queries raised by internal audit committee to be addressed within 30 days of receipt	Annually addressed			50%	70%		CFO				
13		Population scorecard and agreement for s57 manager concluded.	100%	Structured PM System. Populated scorecard. Signed agreement. Monitoring /Evaluation of Performance.Legislative compliance.	Applicable to s57 staff.	25%		50%	75%	100%	CFO & Srr Staff				
	Performance Management	PMS phased to next reporting level. Populate and finalise PMS scorecard for direct reporting staff as per roll out to middle management.	80%	Structured PM System Populated scorecard. Signed agreement. Monitoring /Evaluation of Performance. Legislative compliance.	Currently applicable to all s57 staff.	20%		40%	60%	80%	CFO & Srr Staff				
	PMS Action Plans / PDP's	Corrective actions identified and applied as per PDP and assessment processes.	100%	Letters/ Reports/ Progress Reports	In progress.			100% Dec 2009		100% June 2009	CFO & Srr Staff				

CMC 1: Financial Management														
IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
				Baseline	4%	Q1	Q2	Q3	Q4					
13	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%	50%	75%	100%	CSM	👍				
	Manages risks identified by the Auditor General's assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	70%	Quarterly feedback / progress report.	Many risks identified re-controls.	20%	35%	50%	75%		👍				

CMC 2: People Management and Empowerment														
IDP No. / IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
				Baseline	4%	Q1	Q2	Q3	Q4					
13	To protect the municipality from litigation.	100%	Training Records, Attendance Records.	Training provision limited.	25%	50%	75%	100%	CFO	👍				
13	To capacitate staff	100%	Training Records and attendance Register	Applicable to s57 managers - limited training.	25%	50%	75%	100%	CFO	👍				

CMC 3: Client orientation and Customer Focus														
IDP No. / IDP Objective	Indicator of performance	Annual target	measurement source	KPA Weight		Targets				Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
				Baseline	4%	Q1	Q2	Q3	Q4					
13	Improved Customer Care	100%	Complaints register developed, Strategy and Implementation Plan for the Department.	No strategy or plan.	25%	50%	75%	100%	CFO	👍				
13	To improve staff customer care skills for best practice	30%	Training Records/register	No customer care training.	10%	20%	30%	30%	CFO	👍				



**SAKHISIZWE MUNICIPALITY**  
**SDBIP : 2010/2011**  
**IPED / COMMUNITY SERVICES**

Key: Snap assessment on likelihood of achieving annual target

	Work on hold
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	under achieving on target. More work is needed
	Assessment not possible to determine at this stage

To ensure efficient and effective services to the community by providing social services, in relation primary health service, community services (cleansing and refuse services) and facilitates to promote social development thus creating a better lifestyle for the community of Sakhisizwe

**OPERATIONAL BUDGET**

Budget name	total	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
Housing	R 262,896.00	IPED/CO				
Public Safety	R 2,118,947.00	MM				
Health	R 3,025,432.00	IPED/CO				
Community and Social Services	R 1,493,460.00	MM				
Sport and Recreation	R 1,401,900.00	IPED/CO				
Waste Management (Shared function between TS and CSSM)	R 7,455,856.00	MM				

**CAPITAL BUDGET**

Budget name	total	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
Traffic Signs	R 50,000.00	IPED/CO				
Traffic Terrain	R 200,000.00	MM				



KPA 1: Local Economic Development											KPA Weight	5%					
IDP No./IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Targets								Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.					
8	Promote Crime prevention strategies	100%	Safety and Security and Crime Awareness Campaigns implemented as scheduled/planned.	Social Needs Cluster	25%	50%	75%	100%					100%				
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated.	25%	Generation/creation of employment and possible income by facilitation of Greening Projects	Limited funds	25%	25%	25%	25%					25%				
5	To create an economic vibrant environment that is conducive to promoting SMME's development to halve unemployment by 2014.	25%	Facilitate Charcoal Project & Implementation of Project	Not fully functional	25%	25%	25%	25%					25%				
5	Ensure that the LED strategy Plan is developed by the end of 2010. To create an economically vibrant environment that is conducive to promote SMME's development to halve unemployment by 2014.	100%	Reviewed LED Strategy and Implementation Plan	In progress but not complete.	70%	100%	100%	100%					100%				
5	To increase the economic spin-offs from forestry and timber related activities	100%	SMME Grouping Database created by Service Provider appointed for this purpose. Community Skills Audit completed. (SP appointed)	No progress.	25%	50%	75%	100%					100%				
5	To increase the economic spin-offs from forestry and timber related activities	5%	Number of tourism establishments graded and registered with ECTB.	No progress.	25%	50%	75%	100%					100%				
5	To create an economic vibrant environment that is conducive to promote SMME's development to halve unemployment by 2014.	50%	Implementation of Tourism as per Tourism Sector Plan	Service provider lacked capacity - little progress - lack of infrastructure	5%	20%	40%	50%					50%				

KPA 2: Service Delivery		KPA Weight				25%		Targets		Indicator custodian		Reason for variance		Remedial Action		General Comment	
IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Q1	Q2	Q3	Q4			snapshot assessment (annual target)					
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Sportfields Maintenance Programme developed and implemented in terms of funding availability for sportfields and caravan parks	100%	Implementation plan results Quarterly reporting	Shortage of staff. Not maintained efficiently - vandalised	25%	50%	75%	100%	IPED/Comm Services		👍					
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Buildings and halls maintained as per maintenance plan.	100%	Expenditure Reports Monthly Progress reports.	Ongoing - ongoing Funding and capacity challenges	25%	50%	75%	100%	IPED/Comm Services		👍					
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Progress in respect of maintenance schedules for parks, sidewalks and open spaces. Progress as per Maintenance Plan for grass cutting	100%	Monthly reports to Standing Committee	Current Programme, staff shortages, insufficient funding	25%	50%	75%	100%	IPED/Comm Services		👍					
6		All cemeteries maintained as per plan	100%	Monthly reports to Standing Committees as per scheduled progress	Staff shortage insufficient funding Environmentally affected (frost, snow)	Monthly Reports 25%	Monthly Reports 50%	Monthly Reports 75%	Monthly Reports 100%	IPED/Comm Services		👍					
6	Establishment and Maintenance of Cemeteries	Cemeteries established in Elliot & Cala - all cemeteries maintained as per plan	100%	Monthly reports to Standing Committees as per scheduled	Funding to be obtained from MIG	Monthly Reports 25%	Monthly Reports 50%	Monthly Reports 75%	Monthly Reports 100%	IPED/Comm Services		👍					
6		Monthly updated burial registers	100%	Verified and updated burial register Monthly reports	Poor control. Illegal burials.	Monthly Reports 100%	Monthly Reports 100%	Monthly Reports 100%	Monthly Reports 100%	IPED/Comm Services		👍					
6	Maintenance of Public Open Spaces (commons and pounds)	Progress to be achieved as per maintenance plan (commons and pounds)	100%	Monthly reports to Standing Committees re: Progress	Huge challenges - staff shortages and funding issues	25%	50%	75%	100%	IPED/Comm Services		👍					
2	Reduce no. of households without sanitation services (backlogs) and to improve sanitation and refuse removal services	Refuse collection completed as per collection plan.	80%	Monthly statistics/ Reports on Refuse Removal to management and Standing Committee	Current Removal Plan improvements but not yet up to standard	80%	90%	90%	90%	IPED/Comm Services		👍					

KPA 2: Service Delivery (cont.)										KPA Weight		25%		
IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
3	To ensure that all Sakhisizwe communities have access to adequate housing by 2014.	Submit funding applications to DoH	100%	Develop Housing Sector Plan and Submit to DoH.	No Housing Sector Plan. No alignment	50% Develop	100% HSP + submit	100%	100%	IPED/Comm Services	👍			
		Appoint Service Provider	100%	Funded application, Service Provider contract.	No appointment.	60% Planning	100% Appointment	100%	100%	IPED/Comm Services	👍			
		Visit Ward and report to Council	100%	Attendance register of visits. Reports to Council.	Ongoing. Reports to Council.	25%	50%	75%	100%	IPED/Comm Services	👍			
3		Council approval and submit to DoH	100%	Council Resolution. Submission to DoH	Ongoing. Reports to Council.	50%	100%	100%	100%	IPED/Comm Services	👍			
3		Meeting with WSA (Bulk Services) to ensure adequate service provision.	100%	Minutes/ Attendance Register of meetings	Lack of Services and inadequate infrastructure.		100%	100%	100%	IPED/Comm Services	👍			

KPA 2: Service Delivery (cont.)		KPA Weight		25%															
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian				Reason for variance	Remedial Action	General Comment			
						Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.				Act.	Act.	
3	Housing: To ensure that all Sakhizwe communities have access to adequate housing by 2014	Housing backlogs reduced by 80% in total through implementation of Housing Plan	80%	Beneficiary allocations, and blocking of temporary allocation lists. Total no. of allocations per outstanding infrastructure challenges.	Backlogs/ Blocking of project by DHLGTA. No development	20%	40%	60%	80%										
		Construct RDP houses in Elliot as per project plan.	80%	Implementation/ Progress Report, Payments	Lack of Housing	20%	40%	60%	80%										
		Construct RDP Houses in Cala as per project plan.	80%	Implementation/ Monthly and Quarterly Progress Reports.	Lack of Housing.	20%	40%	60%	80%										
		Identified and approved new residential sites	Increase by 10%	Report to Council/Land transaction reports.	Current land shortages for residential sites	25%	50%	75%	100%										
3	Application for additional housing sites	Submit funding applications to DcH	100%	Funding application, Service Provider Appointment Proof of submission to SG	Ongoing Reports to Council.	100%	100%	100%	100%										
		Appoint Service Provider	100%	Appointed Service Provider Contract.	No capacity internally	0%	100%	100%	100%										
3	Housing: To ensure that all Sakhizwe communities have access to adequate housing by 2014	Housing Sector Plan	100%	Approved Housing Sector Plan	Not approved	100%	100%	100%	100%										

KPA 2: Service Delivery (cont.)		KPA Weight		25%		25%		25%		25%					
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
			Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.				
8	Promote, implement and maintain security and safety in all communities of Sakhisizwe.	Compliance with OHS at Traffic Station as per OHS Implementation Plan	100%	Compliance with OHS Policy+ Plan, attendance at safety meetings, safety inspection, accident reports	In progress, little compliance.	20%	50%	75%	100%	IPED/Comm Services / Traffic Services	👍				
8	Promote, implement and maintain security and safety in all communities of Sakhisizwe	Control of eNatis at Test Station. Turn around strategy developed and applied for Traffic filing system compliance.	100%	Administrative financial/statistical reporting. Compliance with traffic filing system interventions & turnaround strategies to improve compliance. Monthly & quarterly performance reporting.	Lack of control and management	25%	50%	75%	100%	IPED/Comm Services/ Traffic Services	👍				Filed SED Manager, and 3 Snn EHP posts. Skill to fill posts of PMS and SED clerk (interviews set for 2 week January) but shortages of office space and capital budget affecting ability to accommodate staff. Job descriptions developed for all positions in the dept
13	Coordinate the functioning and Governance of the Traffic Department.	Reviews and updates traffic manuals. Manuals purchased through SCM. Monthly updates completed re-personnel files and reports.	100%	Reviewed manuals, purchase through SCM. Updated personnel files and reports and updates monthly. SCM documents. Expense Reports.	Poor management. Lack of control. Manuals require review.	25%	50%	75%	100%	IPED/Comm Services	👍				
13	Coordinate the functioning and Governance of the Traffic Department.	Control and management of learners licenses, drivers' licenses and roadway's n full compliance with Road Traffic Act. Records, statistics and records of cost implications updated monthly	100%	Quotations / purchases / payments to suppliers / report on upgrade	Poor management and lack of controls	25%	50%	75%	100%	IPED/Comm Services/ Traffic Services	👍				

KPA 2: Service Delivery (cont.)		KPA Weight		25%		25%		25%		25%		25%		25%						
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
13		Testing terrain upgraded as per project plan. Traffic signs replaced and erected as per project plan	100%	Terrain upgraded as per project plan. Quotations / purchases / payments to suppliers / maintenance schedules and reporting	Poor testing terrain Insufficient funds / lack of traffic signage	25%	25%	50%	50%	75%	100%	75%	100%	100%	IPED/Comm Services/ Traffic Services	👍				
	Traffic		100%												IPED/Comm Services/ Traffic Services	👍				
9,13,6		Development of Policy and Procedures for utilization of pre-schools and community halls.	100%	Pre-schools Policy and Procedures. Community Halls Policy and Procedures.	Control and Policy required	50%	50%	100%	Approved Policies	100%	100%	100%	100%	100%	IPED/Comm Services	👍				
	Facilitate problem of quality education. Ensure establishment of sufficient social and recreational facilities for our communities by 2014.		100%												IPED/Comm Services	👍				
6		Addressing the social needs of the community through attendance of social cluster meetings and implementation plans- improving public access to social services.	80%	Progress Reports/Reports from social needs cluster	Social Needs Cluster	25%	25%	50%	50%	65%	80%	65%	80%	80%	IPED/Comm Services/ Health CHDM	👍				
	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.		80%												IPED/Comm Services/ Health CHDM	👍				
7		Management of PHC & promotion of Health Care	100%	Manage PHC and attend HIV/AIDS meetings. Minutes and quarterly reporting.	Functioning to a degree	25%	25%	50%	50%	75%	100%	75%	100%	100%	IPED/Comm Services/ Health CHDM	👍				
	To provide comprehensive integrated health services through PHC.		100%												IPED/Comm Services/ Health CHDM	👍				
		Lobby stakeholders through establishment of community forums.	80%	Establish Community Forums. Reports to Council.	Ongoing.	20%	20%	40%	40%	60%	80%	60%	80%	80%	IPED/Comm Services	👍				
		Policy on Hawker Control	100%	Develop a policy on Hawker Control	No policy	80%	80%	100%	Approved	100%	100%	100%	100%	100%	IPED/Comm Services	👍				
		Business Licenses	100%	Submission of Business Licenses. Monthly reports.	No proper control of business licenses issued.	25%	25%	50%	50%	75%	100%	75%	100%	100%	IPED/Comm Services	👍				
6		Library Service Level Agreement	100%	Library Service Level Agreement	No SLA in place.	25%	25%	50%	50%	75%	100%	75%	100%	100%	IPED/Comm Services	👍				
		Library forum meetings occur as scheduled (quarterly)	100%	Minutes of Forum Meetings (1 per quarter)	Not fully functional.	25%	25%	50%	50%	75%	100%	75%	100%	100%	IPED/Comm Services	👍				
		Database of Library users is verified, updated monthly, to ensure accuracy of information and statistics	100%	Completed database questionnaire. Updated and verified database. Monthly statistics and updates. Quarterly report to management	Unreliable database	25%	25%	50%	50%	75%	100%	75%	100%	100%	IPED/Comm Services	👍				
	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.		100%												IPED/Comm Services	👍				

KPA 3: Municipal Transformation and institutional development										KPA Weight		15%						
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Strengthening Good Governance and effective Administration -Staff	Staff meetings with departments held quarterly.Management meetings held monthly.	100%	Minutes/ attendance register of departmental staff meetings and monthly management meetings/ Reports/ progress reports	Not taking place as scheduled due to operational requirements. To be documented formally.	100% - September	100%	100%	100%	100%	100%	100%	100%	IPED/Comm Services	👍			
13	IPED/Community Services Standing Committees	Corrective actions on processes taken as per Action Plan	100%	Reports/ progress reports	Reporting on resolutions actioned.	100% December 10								IPED/Comm Services	👍			
13	IPED/Community Services Standing Committees	Standing Committee meetings attended as scheduled.	100%	Attendance Register of meetings attended	Schedule of meetings.	25%	50%	75%	100%					IPED/Comm Services	👍			
13	Capacity Building and Training	Training needs factored into WSP for IPED and Community Services	70%	Training implementation reports; Training Needs Analysis	Absence / lack of required skill	25%	40%	50%	70%					IPED/Comm Services	👍			
13	Reporting	Training provided to staff as per Training Plan. 80% of budget spent on training of staff.	80%	Training Expenditure Reports; Training Implementation Reports	More coordinated training required	20%	40%	60%	80%					IPED/Comm Services	👍			
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere were not contaminated.	Monthly SDBIP Reporting; Monthly Departmental Reports	100%	Monthly reports on SDBIP & Departmental Reports	Legislated reporting	25%	50%	75%	100%					IPED/Comm Services	👍			
7	To provide comprehensive integrated health services through PHC.	Refuse plant and equipment serviced as per service schedule	80% of schedule	Monthly report to management and quarterly performance report to Council	Servicing not adequate	30%	60%	90%	90%					IPED/Comm Services	👍			
7	To provide comprehensive integrated health services through PHC.	Manage PHC by attending and managing HIV/AIDS meetings	100%	Attendance register Minutes of HIV/AIDS meetings Monthly management meeting and Quarterly Council meetings	Ongoing. Inadequate service provision.	25%	50%	75%	100%					IPED/Comm Services	👍			

KPA 4: Financial Management and viability										KPA Weight		15%			
IDP No.	IDP Objective (*)	Indicator of performance	Annual target	measurement source	Baseline	Targets	Q1	Q2	Q3	Q4	Indicator custodian	snapshot assessment	Reason for variance	Remedial Action	General Comment
13	Community Services Department Audit Report - Local government to obtain clean audit reports for 2011	70% attainment of a clean audit by applying the provisions of the Audit Plan	70%	AG report/ progress reports / Strategy to address queries	Qualified report	25%		50%	70%	70%	IPED	👍			
13	Improvement in the Financial Viability and Financial Management of local government	Compliance with the SCM policy by correct drafting of Tender Specifications; Bid Reports; Awards; Appointments; Payments	100%	Bid reports/ awards/ contractors appointments/ payments/ compliance report.	Unknown	100%		100%	100%	100%	IPED	👍			
		95% expenditure on operational votes	95%	Expenditure report: monitoring votes/monthly reports	MFMA requirements	25%		50%	75%	95%	IPED	👍			
		95% expenditure on Capital votes	95%	Expenditure report: monitoring votes/monthly reports	MFMA requirements	100%		100%	100%	100%	IPED	👍			
		Provide updated reports on the collection of monthly rental for the lease of sportsfields	100%	Monthly reports to Finance on rental collections	MFMA requirements	100%		100%	100%	100%	IPED	👍			
		Submission of quarterly reports on PHC to Province regarding expenditure	100%	Quarterly expenditure reports to Province. Monthly expenditure reports	Reports provided	25%		50%	75%	100%	IPED	👍			



KPA 5: Good governance and Public participation										KPA Weight		20%	
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets		Reason for variance		Remedial Action	General Comment		
						Q1	Q2	Q3	Q4	Act.	Indicator custodian	snapshot assessment	
13	Accountable and transparent programmes that lead to good governance, effective administration and public participation	CSSM and IPED Department Annual Report prepared for 2008/2009	100%	Departmental Annual report submission 30 November 2010 & Council approval 30 January 2011	Legislated Annual requirement						IPED/Comm Services/ Snn Staff		
		Performance Management applied as per PMS approved policy and quarterly milestones by conducting assessments and evaluations.	100%	Assessment and evaluation reports.	In progress. Only applicable to s57 employees.	25%	50%	75%	100%		IPED/Comm Services/ Snn Staff		
		Populate and finalise PMS scorecard and Sign PMS Agreement for s57 manager and applicable staff as per roll out requirements.	100%	Structured PMS system Populated scorecard Signed Agreement Monitoring/ Evaluation of Performance Legislative compliance	In progress. Only applicable to s57 employees.	100%	100%	100%	100%		IPED/Comm Services/ Snn Staff		
	Performance Management	Performance Management and scorecards cascaded to middle management level	100%	Letters/ reports/ scorecard/progress reports.	In progress. Only applicable to s57 employees.	25%	50%	75%	100%		IPED/Comm Services/ Snn Staff		
		Corrective actions on processes / PDP – reflected in Action Plan	100%	Letters/ reports/ progress reports as per required action plans from evaluations.	In progress. Only applicable to s57 employees.		100%		100%	June 2011	IPED/Comm Services/ Snn Staff		
6	Ensure establishment of sufficient social and recreational facilities for our communities by 2014.	Updated lease agreements for sportsfields	100%	Lease agreements updated	Lease agreements require review	100%	100%	100%	100%		IPED/Corp Services/ Comm Services		
2		Pro-active Waste Management Plan	100%	Approved Pro-active Waste Management Plan	No Plan - poor management	30%	100%	100%	100%		IPED/Comm Services		
		Landfill Site Plan produced as per GRAP compliance	100%	Landfill Site Plan	No plan in terms of GRAP compliance	60%	100%	100%	100%		IPED/Comm Services		
	To ensure that communities have access to appropriate and adequate waste management.	Waste Management By-Laws developed and approved with Implementation Plan	100%	Waste Management By-Laws approved. Implementation Plan approved	By-law developed. No implementation Plan	30%	80%	100%	100%		IPED/Comm Services		

CMC 1: Financial Management														
IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
						4%								
						Targets Q1	Act. Q2	Act. Q3	Act. Q4					
13	Complies and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over or under expenditure occurs.	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%	50%	75%	100%	IPED/Comm	👍			
		Manages risks identified by the Auditor General's assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	70%	Quarterly feedback / progress report	Many risks identified re-controls.	20%	35%	50%	75%	IPED/Comm	👍			

  

CMC 2: People Management and Empowerment														
IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
						4%								
						Targets Q1	Act. Q2	Act. Q3	Act. Q4					
13	To protect the municipality from litigation.	Ensures training provision for all line managers as per training plan re-management and application of discipline.	100%	Training Records, Attendance Records.	Training provision limited.	25%	50%	75%	100%	IPED/Comm	👍			
13	To capacitate staff.	Provision of PMS Training & Training to all relevant departmental staff in order to facilitate roll out to lower levels.	100%	Training Records and attendance Register	Applicable to s57 managers - limited training.	25%	50%	75%	100%	IPED/Comm	👍			

  

CMC 3: Client orientation and Customer Focus														
IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	Snapshot assessment	Reason for variance	Remedial Action	General Comment
						4%								
						Targets Q1	Act. Q2	Act. Q3	Act. Q4					
13	Improved Customer Care	Develop Customer Care Strategy and Implementation Plan for the Department.	100%	Complaints register developed, Strategy and Implementation Plan approved, Quarterly Implementation Report.	No strategy or plan.	25%	50%	75%	100%	IPED/Comm	👍			
13	To improve staff customer care skills for best practice	Provision of Customer Care workshops to all staff.	30%	Training Records/register	No customer care training.	10%	20%	30%	30%	IPED/Comm	👍			



KPA 1: Local Economic Development											KPA Weight		5%	
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets		Act.		Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
13	Sustainable development.	Capital MTEF: Draw up Capital plan for next MTEF period. Align with Council's priorities for sustainable development.	100%	Quarterly Report	Annual requirement	0%	0%	0%	100%	T/S	👍			
5	To create an economically vibrant environment that is conducive to promote SMME's development to halve unemployment by 2014.	Address sustainable development by engaging in outreach programmes to identify communities needs as per project plan.	100%	Meeting with Outreach meetings /Mayor and list of identified community needs. Meeting minutes. Quarterly reports to Council.	Ongoing. Community needs to be prioritized.	25%	50%	100%-January 2010	100%	T/S & MM/ IPED	👍			
5		Prioritized projects identified and implementation plans developed to achieve targets.	100%	Identified projects approved for implementation.	Prioritization of needs in progress but limited funding	30%	60%	100% March 2010	100%	T/S & MM/ IPED	👍			
5		Ensure Service Providers for projects implemented are appointed before start of new financial year	100%	Tender Tor, Tender advertisements/ quotes/ Bid documents. Service Providers appointment, quarterly reports	Availability of suitable SP and financial limitations.	0%	0%	20%	100% June 2011	T/S	👍			

IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						5%								
						Targets		Act.						
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
5	To create an economic vibrant environment that is conducive to promote SMME's development to have unemployment by 2014	Generation/ Creation of employment and possible income as per NDGP (2016) vision.	100% June 2010	Employment contracts	Limited funding	25%	50%	75%	100%	TS & MM IPED	👍			
13		Expediate report from service provider and Council presentation	100%	SP report/attendance register/ letters re: invitation of presentation	Ongoing	25%	50%	75%	100%	TS & MM/ IPED	👍			
13		Design & tender for minor infrastructure	100%	Tender documents/ appointments/ SLAs / Progress reports/ letters	Ongoing	25%	50%	75%	100%	TS & MM/ IPED	👍			
13		Movement of funds from Capital Grant to Technical Assistance.	100%	Monthly Finance Reports	Annually	25%	50%	75%	100%	CFO, TS	👍			
10	To create a nice and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated.	Detailed planning and implementation plan to address land constraints issue.	100%	Implementation Report	Ongoing	25%	50%	75%	100%	TS	👍			
	EPWP	Ensure ongoing participation in EPWP	100%	Report on participation (monthly progress and quarterly reporting).	Ongoing	25%	50%	75%	100%	TS	👍			

IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weightt 25%						Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets		Q1	Q2	Q3	Q4					
						Act.	Act.									
4	To ensure that all public amenities and communities have access to electricity by 2011	Replace meters and service connections as per Project Plans to upgrade networks	100%	Monthly and quarterly statistical reports on electricity losses/ Implementation strategy/ Programme to reduce losses/ Progress reports	Limited funding/ poor electrical infrastructure	25%	50%	75%	100%	100%	TS & ELEC	👍				
4	To ensure that all public amenities and communities have access to electricity by 2011	Establish database records of statistics and baseline information of electricity sold; losses (faults recorded); New connections and serviced and replaced meters.	100%	Electricity Database information verified and updated monthly	Inaccurate or no information	25%	50%	75%	100%	100%	TS & ELEC	👍				
4	To ensure that all public amenities and communities have access to electricity by 2011	Installation of Bulk Meters to determine electricity losses, and reduce theft. Losses to reduce by 20%.	100%	Statistical reports on electricity losses/ Implementation strategy/ Programme to reduce losses/ Monthly and quarterly progress reports.	Limited funding	25%	50%	75%	100%	100%	TS & ELEC	👍				
4	To ensure that all public amenities and communities have access to electricity by 2011	Maintains streetlights as per Maintenance Plan	100%	Progress Report	Poor streetlight infrastructure	25%	50%	75%	100%	100%	TS & ELEC	👍				
4	To ensure that all public amenities and communities have access to electricity by 2011	Services transformers according to maintenance plan	100%	Monthly maintenance Progress Report	Ageing Infrastructure	25%	50%	75%	100%	100%	TS & ELEC	👍				
4	To ensure that all public amenities and communities have access to electricity by 2011	Free Basic Services Provision as per roll out plan	100%	Monthly Progress Report on Free Basic Service Roll out Plan	Roll out targets to be met.	25%	50%	75%	100%	100%	TS & ELEC	👍				

KPA 2: Service Delivery (cont.) IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets								
						Q1	Q2	Q3	Q4					
	To ensure that all public amenities and communities have access to electricity by 2011	Ensures that electricity complaints are recorded and processed effectively.	100%	Monthly progress reports and statistics	Ongoing attempts to improve service delivery / customer satisfaction.	25%	50%	75%	100%	TS & ELEC	👍			
1	To provide sustainable functional internal and access and proclaimed road network by 2011	Provide adequate stormwater control and safe walkways in rural areas as per Project Plan	100%	Project Progress Reports	inadequate/poor roads	10%	30%	50%	100%	TS & PMU	👍			
		Appointment of consulting engineers	100%	Appointment contracts	Lack of capacity	100%	100%	100%	100%	TS & PMU	?			
		Design & documentation approved for roads, access roads, pavements, bridges & stormwater	100%	Approved documentation and Plans	Planning required	100%	100%	100%	100%	TS & PMU	?			
		Appointment of contractors	100%	Contracts of appointment	Lack of capacity	100%	100%	100%	100%	TS & PMU	?			
		Stormwater Master Plan approved and functional	100%	Approved Stormwater Master Plan	Not available	100%	100%	100%	100%	TS & PMU	👍			
		Construction to occur as per project planning	100%	Project progress reporting - monthly	Poor infrastructure	25%	50%	75%	100%	TS & PMU	👍			
1	Ongoing Construction and Maintenance of Roads	Construction and maintenance of roads in wards as per approved project plans	100%	Quotations / purchases/ payments to suppliers/ maintenance schedules, Project Progress Reporting	Poor road infrastructure	25%	50%	75%	100%	TS & ROADS SUP	👍			
		Purchase Stormwater pipes and material (ongoing - on a need basis - within prescribed budget limit for Financial Year)	Ongoing (Need Basis)	Monthly expenditure reports, Monthly operational reports	Lack/ poor stormwater infrastructure	25%	50%	75%	100%	TS & ROADS SUP	?			

KPA 2: Service Delivery (cont.)

IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Targets		25%						
						Q1	Q2	Q3	Q4					
1	Surfacing of roads/ Pothole maintenance	Resurfacing of roads and pothole maintenance as per Project Plans	100%	Quotations/ Purchases / Payments to suppliers/ maintenance schedules, Monthly progress reports.	Poor/ deteriorated surfacing of roads	25%	50%	75%	100%	TS & PMU	👍			
			100%	Quotations/ Purchases / Payments to suppliers/ maintenance schedules	Limited access roads to villages for communities to reach services	25%	50%	75%	100%	TS & PMU	👍			
1	Roads Master Plan	Roads Master Plan approved and functional	100%	Approved Roads Master Plan	No plan	25%	50%	75%	100%	TS & PMU	👍			
		Appointing consulting engineers	100%	Tender specs/ Advert/ Bid award/ Bid Minutes/ Council approval	Lack of capacity						TS & PMU	?		
1	Roads Projects apply the following processes	Design & documentation approved for each project	100%	Design documents approved/ Project plans approved	Planning required	50%	100%	100%	100%	TS & PMU	?			
		Appointment of contractors	100%	Appointment contractors	Lack of capacity	100%	100%	100%	100%	TS & PMU	?			
1	Roads Projects	Construction of roads as per Project Plans	100%	Quotations/ Purchases / Payments to suppliers/ maintenance schedules Monthly progress schedules	Poor infrastructure	25%	50%	75%	100%	TS & PMU	?			



IDP No.	KPA 2: Service Delivery (cont.)	Indicator of performance	Annual target	measurement source	Baseline	KPA Weight				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
						Targets									
						Q1	Q2	Q3	Q4						
1	Purchase of tools/ Equipment Enhance Service Delivery	Purchase Tools/Equipment (by implementing supply chain processes) to enable transporting officials to working site and the maintenance and construction functions to take place as per capital project specifications.	100%	Tender specs/ Advert/ Bid award/ Bid Minutes/ Council approval/ proof of purchase (tools/ equipment/payments)	Shortage of tools/ Equipment	100% July 2010	100%	100%	100%	100%	TS	👍			
10	Building plan & TP approvals	Building plan applications approved within 2 months Subdivisions of informal sites : formalization of Housing	100%	Building Plan approvals/ Payments / Reports to Standing Committee Subdivisions to accommodate Housing: Service Provider to obtain SC approval	Absence of Building Control Officer Informal sites	100%	100%	50%	100%	100%	TS	👍			
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated	Audit land: Service Provider to survey & submit report to define way forward in respect of land audit of land encroachments	100%	Land Audit Report	No land audit	30%	75%	100%	100%	100%	TSP/EPED & HOUSING OFFICER	👍			
2	To ensure that all Sakhisize communities have access to clean water by 2014	Establish Database on Water Management and Operations	80%	Water database on Water Management and Operations Customer Survey Questionnaire responses	No database	40%	75%	80%	80%	80%	TSM	👍			
		Complaints Register and increase in response time	100%	Updated Complaints Register	No register customer unhappiness		25%	50%	75%	100%	100%	TSM	👍		
		Service Level Agreement approved between CHDM and Sakhisizwe	100%	Service Level Agreement signed	No Service Level Agreement		75%	100%	100%	100%	100%	TSM	👍		
		All faulty water meters to be replaced	100%	Monthly Progress Reports	Ageing Infrastructure	25%	50%	75%	100%	100%	TSM	👍			

IDP No.	IDP Objective	KPA 2: Service Delivery (cont.)		KPA Weight		25%												General Comment
		Indicator of performance		Targets		Q1		Q2		Q3		Q4		Indicator custodian	Reason for variance	Remedial Action		
		Annual target	measurement source	Baseline	Q1 Act.	Q1	Q2 Act.	Q2	Q3 Act.	Q3	Q4 Act.	Q4	snapshot assessment (annual target)					
2	To ensure that all Sakhisize communities have access to appropriate and adequate sanitation by 2014	Establish database on Sewerage Management	100%	Sewerage Management Database Quarterly Progress Reports on development of database	No measurement	25%	50%	75%	100%	TSM								
		Complaints Register monitoring and control re-faults, sewerage blockages, VIP blockages and new sewerage connections	100%	Complaints Register Statistical Reports Monthly activity reports	No measurement	25%	50%	75%	100%	TSM								
		Manage health hazards by purchasing and applying bacteriological inoculants to improve breakdown	90%	Monthly Progress Reports	Inadequate/ inefficient treatment of sewerage	80%	90%	90%	90%	TSM								

KPA 3: Municipal Institutional Development Transformation										KPA Weight		20%		
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4	Act.				
13	Improved human resource capacity of local government by Electrical Assistants and Superintendents	80% of critical vacant posts filled within department	80%	No. of actual critical vacant posts filled vs those unfilled. Departmental motivations to fill posts.	Structure finalised	15%	35%	60%	80%		CSM	👍		
		Drive to recruit trade tested Electrical Assistants and Superintendents	100%	Progress reports/Appointments	Staff shortages / scarcity of skills	25%	50%	75%	100%		TSM	👍		
		Staff capacitated through planned expenditure on training/skills budget	70%	Quarterly training/skills, monitoring reports 70% expenditure of Training Budget	Workplace Skills Plan approved and training required to be implemented	15%	30%	60%	70%		TSM	👍		
13	Strengthening Good Governance and effective Administration	Council/Committee Reports for Technical Related meetings held (Council and Standing Committee for Technical Services) as per schedule, submitted timely as per format.	100%	Reports to Council-Minutes / Attendance Registers for related Council and Standing Committee Meetings	Not taking place as schedules due to operational requirements. To be documented formally	100%	100%	100%	100%		TS & SNR STAFF	👍		
13		Attending of Technical Services Standing Committee by Technical Services representative	100%	Attendance Register and minutes	Attendance occurs	100%	100%	100%	100%		TS & SNR STAFF	👍		
13		Hold monthly senior management meetings and quarterly Technical Services staff meetings	100%	Attendance Register and Minutes and agenda of meetings.	Minutes issued but resolutions not always actioned.	50%	65%	80%	100%		TS	👍		
13	Reporting	Provision of monthly performance reports to management and quarterly to Council re: SDBIP	100%	Quarterly reports on SDBIP & Departmental reports monthly.	Legislated reporting	25%	50%	75%	100%		TS & SNR STAFF	👍		
13	Capacity Building & Training	90% of staff provided with training/capacitated as per annual Training Plan	90%	Training Implementation Reports	Absence / Lack of required Skill	25%	50%	75%	100%		TS & PMU	👍		

KPA 3: Municipal Institutional Development Transformation (cont.)

		KPA Weight		20%											
IDP No.	IDP Objective (*)	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
						Q1	Q2	Q3	Q4						
						Act.	Act.	Act.	Act.						
5	Spatial Development	Facilitate implementation of Spatial Development Framework as per implementation plan	90%	Monthly, Quarterly Progress Reporting	Effective Implementation of framework required	25%	50%	75%	100%	TS & IPED	👍				
		Develop Land Use Management Plan and Land Settlement Plan	70%	Land Use Management Plan Land Settlement Plan	Not yet in place Assistance with IPED	80% developed	100% approved	100%	100%	TS & IPED	👍				
11	Disaster Management - Developed of land integrated and sustainable disaster management plan	Develop Disaster Management Plan with CHDM and Provincial Government	70%	Approved Disaster Management Plan	Lack of an integrated approach to disaster management. Funding challenges.	20% plan-ning	35% Plan-ning	50% Planning	70% Complete Plan - to be approved	TS & IPED	👍				

KPA 4: Financial Management and Viability														
IDP No. (*)	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						KPA Weight								
						Q1	Q2	Q3	Q4					
13	Community Services Department - Local government to obtain clean audit reports for 2011	70% attainment of a clean audit by applying the provisions of the Audit Plan.	70%	AG report/ progress reports / Strategy to address queries as per audit plan.	Qualified report	25%	50%	70%	70%	TSM	👍			
13	Improvement in the Financial Viability and Management of local government	Compliance with the SCM policy by correct drafting of Tender Specifications; Bid Reports, Awards, Appointments, Payments	100%	Bid reports/ awards/ contractors appointments/ payments/ reports	Unknown	100%	100%	100%	100%	TSM	👍			
13	Viability and Financial Management of local government	95% expenditure on operational votes	95%	Expenditure report; monitoring votes/monthly reports	MFMA requirements	25%	50%	75%	95%	TSM	👍			
13	Viability and Financial Management of local government	95% expenditure on Capital votes	95%	Expenditure report; monitoring votes/monthly reports	MFMA requirements	100%	100%	100%	100%	TSM	👍			

KPA 5: Good Governance and Public Participation										KPA Weight		15%		
IDP No. (*)	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
13	Accountable and transparent programmes that lead to good governance, effective administration and public participation	Ts Department Annual Reports and Oversight report submitted timeously and within correct format	100%	Departmental Annual Report submission by 30 November 2009 & Council approval by 31 March 2010	Legislated Annual requirement	50%	100%			TSM & SNR STAFF	👍			
13		Corrective actions on processes (PDP) are reflected in Action Plans and resolved as per plan	100%	Letters / Reprints/ Progress Reports			100% Dec 2010		100% June 2011	TSM and all S57 Managers	👍			
	Performance Management	The Performance Management Agreement of the S57 Manager to be signed	100%	Status of S57 Performance Agreement (signed/ unsigned)	Performance Agreements up to date but required to be signed annually	100%	100%		100%	TSM and all S57 Managers	👍			
		Implementation of Institutional PMS	90%	Performance Reporting as per Policy, Council reports.Scorecards.	Only applicable to S57 Managers	20%	40%		70%	TSM and all S57 Managers	👍			
		Performance Management Policy applied to next level of Management (middle)	90%	Middle Management scorecards Middle Management assessments Monthly and quarterly PMS reports.	Only applicable to S57 Managers	20%	40%		70%	TSM and all S57 Managers	👍			

CMC 1: Financial Management										KPA Weight		4%		Targets		Indicator custodian		Reason for variance		Remedial Action		General Comment	
IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment						
13	Complies and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%		50%		75%		100%		TSM	👍									
	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over- or under-expenditure occurs.																						
	Manages risks identified by the Auditor Generals assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	70%	Quarterly feedback / progress report.	Many risks identified re-controls.	20%		35%		50%		75%		TSM	👍									

CMC 2: People Management and Empowerment										KPA Weight		4%		Targets		Indicator custodian		Reason for variance		Remedial Action		General Comment	
IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Q1	Act.	Q2	Act.	Q3	Act.	Q4	Act.	Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment						
13	To protect the municipality from litigation.	100%	Training Records, Attendance Records.	Training provision limited.	25%		50%		75%		100%		TSM	👍									
	Ensures training provision for all line managers as per training plan re-management and application of discipline.																						
13	To capacitate staff	100%	Training Records and attendance Register	Applicable to s57 managers – limited training.	25%		50%		75%		100%		TSM	👍									
	Provision of PMS Training to all relevant staff in order to facilitate roll out to lower levels.																						

CMC 3: Client orientation and Customer Focus												
IDP No.	IDP Objective indicator of performance	Annual target	measurement source	KPA Weight	Targets				Indicator custodian	Reason for variance	Remedial Action	General Comment
					Baseline	Q1	Q2	Q3				
13	Improved Customer Relations	Develop Customer Care Strategy and Implementation Plan for the Department.	Complaints register developed, Strategy and Implementation Plan approved, Quarterly Implementation Report.	4%	25%	50%	75%	100%	TSM			
13	To improve Staff Customer Care Skills for best practice	Provision of Customer Care workshops to all staff.	Training Records/register		10%	20%	30%	30%	TSM			





**SAKHISIZWE MUNICIPALITY**  
**SDBIP : 2010/2011**  
**Municipal Manager's Office**

<b>Key:</b>	<b>Snap assessment on likelihood of achieving annual target</b>
	Work on hold
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	under achieving on target. More work is needed
	Assessment not possible to determine at this stage

To strategically manage the municipality and provide support services in respect of strategic functions including the IDP, PMS, Mainstreaming, Intergovernmental Relations, Public Participation and Communication.

**OPERATIONAL BUDGET**

Budget name	total	Indicator custodian	Reason for v Remedial Action	General Comment
Executive and Council	R 2,114,498	MM		

**CAPITAL BUDGET**

Budget name	total	Indicator custodian	Reason for v Remedial Action	General Comment
Office Furniture and Equipment	R 250,000.00	MM		

KPA 1: Local Economic Development										10%		10%		10%	
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment	
						Q1	Q2	Q3	Q4						
12, 13	To combat and reduce the spread of HIV/Aids by 2014	Strategically manage the establishment of PAC and prepare ToR. Appoint Service Provider. Preparation & implementation of HIV/Aids Strategy.	50%	Completed HIV/AIDS Strategy. Quarterly Reports. Reports from Dept of Health/CHDM.	HIV prevalence % unknown/PAC not established, literature reviews and ToR. Consultation with stakeholders	20%	30%	40%	50%	MM/Comm Services/SPU/CHDM	👍				
12, 13	To promote and monitor the effective and efficient functioning of the SPU	Policy on mainstreaming of special programmes (women, youth and disabled) includes HIV/AIDS Programmes	90%	Policy on mainstreaming developed, includes HIV/AIDS programmes	No Policy	20%	40%	60%	90%	MM/SPU UNIT/IPED/LED	👍				
13, 5	To alleviate poverty and promote massive food production	Strategically manage the implementation of LED Strategy and set ToR	80%	Implementation of LED strategy. Alleviation programmes - ToR	Weak LED strategy. Capacity issues.	20%	40%	60%	80%	MM/SPU UNIT/LED	👍				
5	To ensure that the LED Strategy Plan is developed by 2010	Strategically manage the improvement in LED, and LED Sector Plans. Strategic Planning Workshop held. ToR developed & strategy for fundraising for LED. Implementation & review/monitoring of LED related projects & programmes (Greening and Charcoal projects) as per plan.	80%	Improved LED Strategy. Sector Plans, fundraising strategy. Workshop attendance/ implementation reports	Weak LED strategy	20%	40%	60%	80%	MM/SM/LED	👍				
5	To ensure that the Tourism Sector Plan is in place	Strategically manage the establishment of Tourism through development of Tourism implementation Plan, implementation report and reviews.	80%	Tourism plan and implementation report	Tourism established. Limited funding outsourced.	20%	40%	60%	80%	MM/IPED/LED	👍				
5	To create an economic vibrant environment that is conducive to promote SMME's development to halve unemployment by 2014	Strategically manage the coordination of different programmes from all spheres of government to promote EPWP	100%	Report on participation	In progress	25%	50%	75%	100%	MM/TS	👍				
5	NDGP (2016)	Strategically manage the generation of the creation of employment opportunities and potential income as per strategy.	100%	Participation Report	Limited funding	25%	50%	75%	100%	TS/MM/ IPED	👍				

KPA 2: Service Delivery IDP Objective No.	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	Reason for variance	Remedial Action	General Comment
					15%							
					Q1	Q2	Q3	Q4				
13	Strategically manage and monitor KPAs of service delivery units within the Municipality (IPED, Technical, Budget & Treasury and Community Services functions) in order to ensure that their service delivery targets are met.	100%	Monthly departmental progress reports aligned to targets set per IDP/SDBIP. SDBIP reporting quarterly to Council	Available SDBIP Monthly reporting	25%	50%	75%	100%	MM			
					Act.	Act.	Act.	Act.				
4	Ensures the review and implementation of a fully functional Indigent Policy and Register	90%	Indigent Policy reviewed Indigent Register updated	Reviewed Indigent Policy and register / Effective Indigent Policy and access to BSD	25%	50%	75%	90%	CFO			
					Act.	Act.	Act.	Act.				
1	Strategically manage and monitor to ensure Technical Services puts a Roads Master Plan in place	100%	Roads Master Plan approved	Absence of Roads Master Plan	25%	50%	75%	100%	MM/TS/PMU Manager			
					Act.	Act.	Act.	Act.				
2	Strategically manage and monitor and ensure IPED/COMM develop and implement a Waste Management Plan	100%	Implementation of Waste Management Plan/ Council approved/ Quarterly report	Non implementation of Waste Management Plan	25%	50%	75%	100%	MM/IPED			
					Act.	Act.	Act.	Act.				
3	Strategically monitors ongoing maintenance and repair work and continuous treatment in respect of Bulk Water Supply, Water treatment, Sewerage maintenance and reticulation, in order to ensure acceptable standards are met and a continuous supply of potable water is available.	100%	Performance as per Maintenance Programme Targets, Water and Sewerage Report, Treatment Reports, Faults and Repair Statistics Report, quarterly reports.	Poor, ageing infrastructure, Lack of qualified operators	20%	40%	60%	100%	TS/CHDM WSA Officer			
					Act.	Act.	Act.	Act.				
3	Strategically monitors the development of Housing Sector Plan and submissions of funding applications to Dept of Housing. Ensures that funding opportunities are sourced and public private partnerships promoted	100%	Housing Sector Plans. Funding applications to DoH or top up funding. Monthly/quarterly reports, letters, funding applications. Reports from DoH and PPP reports	No Housing Sector Plan No alignment of future housing projects to community needs	70%	100%	100%	100%	IPED/Comm Services			
					Act.	Act.	Act.	Act.				

KPA 2: Service Delivery (cont)		15%		KPA Weight		Targets		Indicator of performance		Annual target		measurement source		Baseline		Targets				Indicator custodian		Reason for variance		Remedial Action		General Comment							
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.	Act.	Act.	Q1	Q2	Q3	Q4	Act.	Act.	Act.	Act.	Act.	Act.	Act.	Act.						
4	To ensure that all public amenities and communities have access to electricity by 2011	Strategically monitors electrical reliability and sustainability in order to ensure that a quality service is provided.	100%	Quarterly reports. Maintenance and operational reports.	Ageing infrastructure Limited funding Reliant on ESKOM	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	MM, TS & Electricity	👍			
6	Ensure the establishment of sufficient social and recreational facilities for our community by 2014	Strategically manage all planned social and recreational projects as planned.	100%	Implementation Reports. Quarterly reports.	Ongoing. Financial limitations	25%	50%	75%	100%	50%	50%	50%	50%	50%	50%	25%	50%	75%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	MM/IPED/Comm Services	👍			
7	To provide comprehensive and integrated health services	To strategically manage the provision of an integrated PHC as per Project Plan	100%	Quarterly reporting	In progress	25%	50%	75%	100%	50%	50%	50%	50%	50%	25%	50%	75%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	MM/IPED/Comm Services	👍				
8	Promote, implement and maintain safety and security in all communities at Sakhiszwe	Strategically manage the Crime Prevention Campaigns and Street Lighting initiative to support this process.	100%	Quarterly Reporting	In progress	25%	50%	75%	100%	50%	50%	50%	50%	50%	25%	50%	75%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	MM/IPED/Comm Services	👍				
9	Facilitate quality education provision.	Strategically manage and support all efforts to improve education provision as per project.	100%	Quarterly Reporting	In progress	25%	50%	75%	100%	50%	50%	50%	50%	50%	25%	50%	75%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	MM/IPED/Comm Services	👍				
10	To create a safe and healthy environment by ensuring that land, natural resources and atmosphere are not contaminated	Strategically manage all efforts re: land environmental management such as: Environmental Waste Management Plan, Greening projects and Business/Hawkers Forums	100%	Quarterly Reporting	Ongoing	25%	50%	75%	100%	50%	50%	50%	50%	50%	25%	50%	75%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	MM/TS	👍				
11	To ensure the implementation of functional and efficient structures and mechanisms to deal with disasters effectively.	Strategically manage the Disaster Management Planning Process	100%	Quarterly Reporting	In progress Ongoing	25%	50%	75%	100%	50%	50%	50%	50%	50%	25%	50%	75%	100%	50%	50%	50%	50%	50%	50%	50%	50%	50%	MM/IPED/Comm Services	👍				

IDP No.	KPA 3: Municipal Transformation and institutional development IDP Objective (*)	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
					Q1	Q2	Q3	Q4					
					Act.	Act.	Act.	Act.					
13	Good governance and effective administration, Improved human resource of local government by 2011	100%	Institutional scorecard approved by Council. PMS Framework approved Quarterly Performance Reporting	PMS only applicable to SS7 staff. No Framework approved	25%	50%	75%	100%	CSM/MM	👍			
50%		PMS reports/evaluations/ PMS Policy/ quarterly reports to SC on PMS target progress as per SDBIP (each department) PDP & 25% progress to M&E Policy	functional at SS7 level - roll out to middle managers in 2010.	15%	25%	35%	50%	MM/HODs	👍				
70%		M & E Policy to be developed and put in place.	Policy developed and implemented	None	15%	25%	50%	70%	MM	👍			
70%		HR Development: Implementation of WSP with 70% expenditure of the training/skills budget spent on training interventions.	Quarterly Reports; Training Implementation Reports.	70%	20%	40%	60%	70%	MM/CSM	👍			
90%		EE: % compliance with the Employment Equity Plan in the 2 highest levels of management	Quarterly Reports	90% compliant in 2 highest categories	25%	50%	75%	90%	MM/CSM	👍			
100%		Ensures Compliance with EE reporting in legislated format to EE Registry by October each year.	EE Report submitted timeously in legislated format.	EE Reporting underway!	25%	50%	75%	100%	CSM/MM	👍			
100%		LLF Meeting attendance and reporting occurs as per schedule (one per quarter).	Ensures LLF meetings one per quarter & LLF Quarterly reports	Functional LLF	25%	50%	75%	100%	MM/CSM	👍			

KPA 4: Financial management and viability														
IDP No.	IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
						20%								
13	Ensure sound financial management and governance linked with coordination of all departments within the institution	% of allocated operating budget spent year to date, excluding staff costs.	100%	Quarterly report	Regular reporting	100%	100%	100%	100%	CFO/MM	👍			
		% of allocated capital budget spent year to date	100%	Quarterly report	100%	100%	100%	100%	100%	CFO/MM	👍			
		The percentage of households earning less than R1600 per month with access to free basic services	100%	Report to Council	Effective Indigent Management. Access to BSD.	100%	100%	100%	100%	CFO/MM	👍			
		Ensures that the budget is developed in a compliant and consistent manner	100%	Council approved Budget	Full compliance					CFO/MM	👉			
		Implementation of the SCM Policy	100%	Compliance report submitted to Council (quarterly).	SCM Policy in place	100%	100%	100%	100%	CFO/MM	👍			
		GRAP/GAMAP compliance & implementation of the asset management policy	100%	Compliance report submitted to Council (quarterly).	Unknown	25%	50%	75%	100%	CFO/MM	👍			
		Manages the submission of AFS.	100%	Timeous submission of AFS	Timeous submission	50%	100%			CFO/MM	👉			
		Compliance with MFMA No. 56 of 2003	100%	Compliance with statutory requirements	Progress to full compliance	25%	50%	75%	100%	CFO/MM	👉			
		Ensures that revenue is managed according to sound financial principles	100%	Strategically manages operational efficiency and fiscal control.	Debt Collection & Credit Control Policy in place and implemented.	25%	50%	75%	100%	CFO/MM	👉			
		Ensures that the M & E of Budget and Treasury is applied through formal reporting	100%	Quarterly report/ Budget reports/ SDBIP/ Reports on Expenditure	M & E through formal reporting and financial reporting	25%	50%	75%	100%	CFO/MM	👍			

IDP No.	IDP Objective	KPA 5: Good governance and Public Participation		KPA Weight		20%								Indicator custodian	Reason for variance	Remedial Action	General Comment	
		Annual target	measurement source	Baseline	Targets				Q3	Q4	Act.	Act.	snap-shot assessment (annual target)					
					Q1	Q2	Q3	Q4										
13		IDP reviewed annually and adoption of Process Plan	Council approval	100%	Approved on an annual basis	20%	40%	80%	100%					SM/IDP Officer/MM				
		Ensures finalisation of Annual Report by having S57's submit inputs by 30 November	Departmental submissions received timeously, Annual Report approved by Council.	100%		25%	90%	100%	100%					SM/IDP Officer/MM				
		Oversight Committee established, Oversight ToR, Oversight meetings (deliberate on AG finding) Oversight reports compiled.	Oversight Report / Council Approval	100%				100%	100%					SM/IDP Officer/MM				
		Delegation Framework established / updated and applied	Delegation Framework implemented/ workshoped	100%		25%	50%	75%	100%					MM				
		Community participation plan and strategy developed and allocation of budget to public participation	Development of Community Participation Plan and Strategy and implementation of strategy Report on Implementation Quarterly report	90%		25%	30%	60%	90%					MM				
		Communication Strategy approved. Implementation Strategy approved.	Council approval/ Implementation of Communication Strategy. Report on Implementation/ quarterly report.	100%		20%	50%	75%	100%					MM				
		Improved ward participation 75% expenditure of funding set aside for ward committee development	Ward Committee meetings	75%		10%	20%	50%	75%					MM				





CMC 1: Financial Management													
											KPA Weight	4%	
IDP Objective	Indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual)	Reason for variance	Remedial Action	General Comment
					Q1	Q2	Q3	Q4					
13	Strategically manages the compilation and management of budgets, cash flow control, the institution of risk management and supply chain processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives.	Aligns expenditure to cash flow projections to enable effective budgeting and to ensure that no over or under-expenditure occurs.	100%	Monthly expenditure reports.	Expenditure reporting occurs.	25%	50%	75%	100%	MM	👍		
	Manages risks identified by the Auditor Generals assessment of the Annual Report and meets 70% of remedial issues identified in the Audit Action Plan.	70%	Quarterly feedback / progress report.	Many risks identified re-controls.	20%	35%	50%	75%	MM		👍		

CMC 2: People Management and Empowerment														
											KPA Weight	4%		
IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
13	To protect the municipality from litigation.	Ensures training provision for all staff in a line management position regarding the management and application of discipline (internally) and for HR staff re- CCMA matters.	100%	Training Records, Attendance Records.	Training provision limited.	25%	50%	75%	100%	MM	👍			
13	To improve the application of performance management.	PMS training approved for all relevant staff in order to facilitate the roll out of Performance Management to staff at lower levels.	100%	Training Records and attendance Register	Applicable to s57 managers – limited training.	25%	50%	75%	100%	MM	👍			

CMC 3: Client orientation and Customer Focus														
											KPA Weight	4%		
IDP No.	IDP Objective	indicator of performance	Annual target	measurement source	Baseline	Targets				Indicator custodian	snapshot assessment (annual target)	Reason for variance	Remedial Action	General Comment
						Q1	Q2	Q3	Q4					
13	Public participation initiatives as part of the IDP process.	Ensure the development and approval of a Public Participation Strategy and Provision of Customer Care workshops to all staff as per project plan.	100%	Public Participation Strategy and Implementation Plan	Inadequate Public participation	50%	100%			MM	👍			
13	To improve HR Skills for best practice	Provision of Customer Care workshops to all staff as per project plan.	30%	Training Records/register	Minimal customer care training.	10%	20%	30%	30%	MM	👍			

Expenditure	July		Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		June		Explanation of material variances	Corrective Action
	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act	Prog	Act		
<b>Operating</b>																										
Executive and Council	1,052,292	-	916,087	-	916,087	-	916,087	-	916,087	-	916,087	-	916,087	-	916,087	-	916,087	-	916,087	-	916,087	-	916,087	-	1,990,133	-
Finance and Admin	19,789,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,990,133	-
Planning and Development	19,789,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,951,800	-	1,990,133	-
Public Safety	293,296	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-
Health	293,296	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-	21,908	-
Community & Social Services	124,455	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-
Waste Management	124,455	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-	249,296	-
Public Transport	618,488	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-	124,455	-
Electricity	907,667	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-
Water	907,667	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-
Waste Water Management	907,667	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-	618,488	-
<b>SUB-TOTAL</b>	2,026,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-	2,245,500	-
<b>Capital</b>																										
Executive and Council	6,263,115	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,797,869	-	5,908,905	-
Finance and Admin	20,833	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	20,833	-
Public Safety	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-	54,167	-
Community & Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste Management	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-
Electricity	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-
Water	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-
Waste Water Management	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-	907,667	-
<b>SUB-TOTAL</b>	6,811,815	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-	6,544,669	-
<b>TOTAL</b>	8,838,315	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-	8,790,169	-
<b>Revenue</b>																										
Property rates - total	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-
Property rates - penalties & collection charges	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Service charges - electricity	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-
Service charges - refuse removal	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-
Service charges - sewerage and sanitation	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
RSC fees - turnover	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-
Rent - facilities	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-	83,625	-
Interest earned - external investment	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-	6,667	-
Interest earned - outstanding debtors	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-	2,104	-
Grants - received	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Licenses and permits	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-	485,000	-
Income for agency services	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-	117,162,650	-
Other income - grants and subsidies	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Public contributions - donated/contributed PPE	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Gain on disposal of PPE	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
<b>TOTAL</b>	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-	181,162,650	-





Vote	Name of Capital Project	Total Amount	Proj No	Ward No	Short Delivery Description	Start Date		Completion Date		Variance Report	Senior Manager	Was project	% of projects	Was project	% of projects	Was project	% of projects
						Proj	Act	Proj	Act								
<b>Housing</b>												yes	100	yes	100		#DIV/0!
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes		yes			
<b>Public Safety</b>												yes	80	no	20	no	
Project 1	Traffic Signs	R 50,000.00			To improve road safety	01-Jul-10	30-Jun-11					no		no			
Project 2	Traffic Terrain	R 200,000.00			To Upgrade testing terrain	01-Jul-10	30-Jun-11					no		no			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes		yes			
<b>Sport and Recreation</b>												yes	80	yes	80		0
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes		yes			
<b>Environmental Protection</b>												yes	100	yes	100		#DIV/0!
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes		yes			
<b>Waste Management</b>												yes	100	yes	100		#DIV/0!
Project 1												yes		yes			
Project 2												yes		yes			
Project 3												yes		yes			
Project 4												yes		yes			
Project 5												yes		yes			
Project 6												yes		yes			
Project 7												yes		yes			
Project 8												yes		yes			
Project 9												yes		yes			
Project 10												yes		yes			
Project 11												yes		yes			

Vote	Name of Capital Project	Total Amount	Proj No	Ward No	Short Delivery Description	Start Date		Completion Date		Variance Report	Senior Manager	Was project	% of projects	Was project	% of projects	Was project	% of projects	Was project	% of projects
						Proj	Act	Proj	Act										
<b>Waste Water Management</b>																			
Project 1	Tools & Equipment	R 0.00			To enable staff to do maintenance	01-Jul-10	30-Jun-11					no		no		no			
Project 2												yes		yes		yes			
Project 3												yes		yes		yes			
Project 4												yes		yes		yes			
Project 5												yes		yes		yes			
Project 6												yes		yes		yes			
Project 7												yes		yes		yes			
Project 8												yes		yes		yes			
Project 9												yes		yes		yes			
Project 10												yes		yes		yes			
Project 11												yes	90	yes	90	yes			0
<b>Roads</b>																			
Project 1		R 0.00			To improve infrastructure	01-Jul-10	30-Jun-11					no		no		no			
Project 2		R 0.00			To improve infrastructure	01-Jul-10	30-Jun-11					no		no		no			
Project 3		R 0.00			To improve infrastructure	01-Jul-10	30-Jun-11					no		no		no			
Project 4	Mig - Projects	R 10,681,000.00			To improve infrastructure	01-Jul-10	30-Jun-11					no		no		no			
Project 5	Expanded Public Works Programme	R 331,000.00			To improve infrastructure	01-Jul-10	30-Jun-11					no		no		no			
Project 6	Tools & Equipment	R 30,000.00			To purchase Equipment	01-Jul-10	30-Jun-11					no		no		no			
Project 7												yes		yes		yes			
Project 8												yes		yes		yes			
Project 9												yes		yes		yes			
Project 10												yes		yes		yes			
Project 11												yes	40	yes	40	yes			0
<b>Water</b>																			
Project 1												yes		yes		yes			
Project 2												yes		yes		yes			
Project 3												yes		yes		yes			
Project 4												yes		yes		yes			
Project 5												yes		yes		yes			
Project 6												yes		yes		yes			
Project 7												yes		yes		yes			
Project 8												yes		yes		yes			
Project 9												yes		yes		yes			
Project 10												yes		yes		yes			
Project 11												yes	100	yes	100	yes			#DIV/0!
<b>Electricity</b>																			
Project 1	Integrated Nat Elec Prog Grant (Eskom)	R 11,996,000.00			To improve infrastructure	01-Jul-10	30-Jun-11					no		no		no			
Project 2	Tools & Equipment	R 30,000.00			To purchase equipment	01-Jul-10	30-Jun-11					no		no		no			
Project 3												yes		yes		yes			
Project 4												yes		yes		yes			
Project 5												yes		yes		yes			
Project 6												yes		yes		yes			
Project 7												yes		yes		yes			
Project 8												yes		yes		yes			
Project 9												yes		yes		yes			
Project 10												yes		yes		yes			
Project 11												yes	80	yes	80	yes			0
<b>Other</b>																			
Project 1												yes		yes		yes			
Project 2												yes		yes		yes			
Project 3												yes		yes		yes			
Project 4												yes		yes		yes			
Project 5												yes		yes		yes			
Project 6												yes		yes		yes			
Project 7												yes		yes		yes			
Project 8												yes		yes		yes			
Project 9												yes		yes		yes			
Project 10												yes		yes		yes			
Project 11												yes	100	yes	100	yes			#DIV/0!

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Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245	-	388,245
Remuneration of Councillors	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658	-	237,658
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917	-	22,917
Interest paid	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750	-	4,750
Bulk Purchases	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760	-	2,760
Contracted Services	333	-	333	-	333	-	333	-	333	-	333	-	333	-	333	-	333	-	333	-	333	-	333	-	333
Grants and Subsidies paid	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	(298,046)	-	(482,946)	-	(483,446)	-	(483,446)	-	(483,446)	-	(483,446)	-	(483,446)	-	(510,113)	-	(510,113)	-	(510,113)	-	(510,113)	-	(510,113)	-	(510,113)
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	359,450	0	174,050	0	174,050	0	174,050	0	174,050	0	174,050	0	174,050	0	147,383	0	147,383	0	147,383	0	147,383	0	147,383	0	147,383
<b>Capital</b>																									
Project 1 - Office Furniture & Equipment	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833
Project 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833	-	20,833
<b>TOTAL</b>	380,283	0	194,883	0	194,883	0	194,883	0	194,883	0	194,883	0	194,883	0	168,216	0	168,216	0	168,216	0	168,216	0	168,216	0	168,216
<b>Revenue</b>																									
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667	-	240,667

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155	-	326,155
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833	-	30,833
Collection costs	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500	-	62,500
Depreciation	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667	-	36,667
Repairs and Maintenance	686	-	686	-	686	-	686	-	686	-	686	-	686	-	686	-	686	-	686	-	686	-	686	-	686
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500	-	22,500
Contracted Services	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500	-	312,500
Grants and Subsidies paid	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461	-	290,461
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>	<b>0</b>	<b>1,082,302</b>
<b>Capital</b>																									
Project 1 - Office Furniture & Equipment	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167
Project 2 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11 - Fencing Town Halls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>	<b>-</b>	<b>4,167</b>
<b>TOTAL</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>	<b>0</b>	<b>1,086,469</b>
<b>Revenue</b>																									
Property Rates - Penalties imposed and collection charges	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333	-	263,333
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	125	-	125	-	125	-	125	-	125	-	125	-	125	-	125	-	125	-	125	-	125	-	125	-	125
Interest earned - Investments	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333
Interest earned - Outstanding Debtors	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667	-	12,128,667
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458	-	6,458
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>	<b>-</b>	<b>12,484,417</b>



Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	58,373		58,373		58,373		58,373		58,373		58,373		58,373		58,373		58,373		58,373		58,373		58,373		58,373
Remuneration of Councilors	-		-		-		-		-		-		-		-		-		-		-		-		-
Bad Debts	-		-		-		-		-		-		-		-		-		-		-		-		-
Collection costs	-		-		-		-		-		-		-		-		-		-		-		-		-
Depreciation	-		-		-		-		-		-		-		-		-		-		-		-		-
Repairs and Maintenance	-		-		-		-		-		-		-		-		-		-		-		-		-
Interest paid	-		-		-		-		-		-		-		-		-		-		-		-		-
Bulk Purchases	-		-		-		-		-		-		-		-		-		-		-		-		-
Contracted Services	-		-		-		-		-		-		-		-		-		-		-		-		-
Grants and Subsidies paid	1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250		1,777,250
Contribution to and from Provisions	143,177		116,177		116,177		116,177		116,177		116,177		116,177		116,177		116,177		116,177		116,177		116,177		116,177
General Expenses	-		-		-		-		-		-		-		-		-		-		-		-		-
Loss on disposal of property, plant and equipment	-		-		-		-		-		-		-		-		-		-		-		-		-
<b>SUB-TOTAL</b>	1,978,000	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800
<b>Capital</b>																									
Project 1																									
Project 2																									
Project 3																									
Project 4																									
Project 5																									
Project 6																									
Project 7																									
Project 8																									
Project 9																									
Project 10																									
Project 11																									
<b>SUB-TOTAL</b>	1,978,000	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800	0	1,951,800
<b>TOTAL</b>	3,956,000	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600	0	3,903,600
<b>Revenue</b>																									
Property Rates	-		-		-		-		-		-		-		-		-		-		-		-		-
Penalties imposed and collection charges	-		-		-		-		-		-		-		-		-		-		-		-		-
Service Charges	-		-		-		-		-		-		-		-		-		-		-		-		-
Repairs and equipment	-		-		-		-		-		-		-		-		-		-		-		-		-
Interest on loans	-		-		-		-		-		-		-		-		-		-		-		-		-
Interest on investments	-		-		-		-		-		-		-		-		-		-		-		-		-
Interest earned - Outstanding Debtors	-		-		-		-		-		-		-		-		-		-		-		-		-
Dividends Received	-		-		-		-		-		-		-		-		-		-		-		-		-
Fines	-		-		-		-		-		-		-		-		-		-		-		-		-
Licenses and permits	-		-		-		-		-		-		-		-		-		-		-		-		-
Income for agency services	485,000		-		-		-		-		-		-		-		-		-		-		-		-
Government Grants and Subsidies - Operational	2,133,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583		1,770,583
Government Grants and Subsidies - Capital	2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667		2,392,667
Other Income	-		-		-		-		-		-		-		-		-		-		-		-		-
Change in Fair Values	-		-		-		-		-		-		-		-		-		-		-		-		-
Gain on Disposal of Assets	-		-		-		-		-		-		-		-		-		-		-		-		-
<b>TOTAL</b>	5,011,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250	-	4,163,250

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Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403	-	18,403
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505	-	3,505
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908
<b>Capital</b>																									
Project 1																									
Project 2																									
Project 3																									
Project 4																									
Project 5																									
Project 6																									
Project 7																									
Project 8																									
Project 9																									
Project 10																									
Project 11																									
<b>SUB-TOTAL</b>	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908
<b>TOTAL</b>	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908	0	21,908
<b>Revenue</b>																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500

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Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903	-	110,903
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250	-	31,250
Depreciation	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500	-	5,500
Repairs and Maintenance	3,617	-	3,555	-	3,523	-	3,491	-	3,426	-	3,469	-	3,359	-	3,325	-	3,291	-	3,250	-	3,217	-	3,183	-	3,150
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583	-	583
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	40,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486	-	23,486
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on Disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	192,339	0	175,308	0	175,277	0	175,245	0	175,214	0	175,181	0	175,148	0	175,115	0	175,082	0	175,047	0	175,013	0	174,978	0	174,945
<b>Capital</b>	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167	50,000	4,167
Project 1 Traffic Signs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 2 Traffic Terrain	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	54,167	248,506	54,167	229,444	54,167	229,444	54,167	229,412	54,167	229,380	54,167	229,348	54,167	229,315	54,167	229,282	54,167	229,248	54,167	229,214	54,167	229,180	54,167	229,145	
<b>TOTAL</b>	246,506	0	229,475	0	229,444	0	229,412	0	229,380	0	229,348	0	229,315	0	229,282	0	229,248	0	229,214	0	229,180	0	229,145	0	229,110
<b>Revenue</b>																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083	-	2,083
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000	-	141,000
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083	-	143,083

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931	-	105,931
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167	-	14,167
Depreciation	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917	-	2,917
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	417	-	417	-	417	-	417	-	417	-	417	-	417	-	417	-	417	-	417	-	417	-	417	-	417
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855	-	159,855
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286
<b>Capital</b>																									
Project 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286	0	283,286
<b>Revenue</b>																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000	-	480,000
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833	-	833
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833	-	480,833

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Expenditure	July		August		September		October		November		December		January		February		March		April		May		June			
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act		
<b>Operating</b>																										
Employee related costs	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	-	113,747	
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bad Debts	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	-	208	
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repairs and Maintenance	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	-	4,167	
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contribution to and from Provisions	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	-	6,333	
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>SUB-TOTAL</b>	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	
<b>Capital</b>																										
Project 1	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	
Project 2	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>SUB-TOTAL</b>	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	0	124,455	
<b>TOTAL</b>																										
<b>Revenue</b>																										
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Investment income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fines	21	-	21	-	21	-	21	-	21	-	21	-	21	-	21	-	21	-	21	-	21	-	21	-	21	
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Government Grants and Subsidies - Capital	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	-	244,536	
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Government Grants and Subsidies - Capital	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	-	8,483	
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>TOTAL</b>	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	-	8,504	

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Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298	-	14,298
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027	-	100,027
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825
<b>Capital</b>																									
Project 1																									
Project 2																									
Project 3																									
Project 4																									
Project 5																									
Project 6																									
Project 7																									
Project 8																									
Project 9																									
Project 10																									
Project 11																									
<b>SUB-TOTAL</b>	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825
<b>TOTAL</b>	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825	0	116,825
<b>Revenue</b>																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	42	-	883	-	883	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	42	-	904	-	904	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42	-	42

Expenditure	July		August		September		October		November		December		January		February		March		April		May		June		
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	
<b>Operating</b>																									
Employee related costs	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483	-	229,483
Remuneration of Councillors	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333	-	108,333
Bad Debts	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333	-	83,333
Collection costs	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583	-	12,583
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	218,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755	-	184,755
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	652,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488
<b>Capital</b>																									
Project 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	652,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488	0	618,488
<b>Revenue</b>																									
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges - Penalties imposed and collection charges	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833	-	167,833
Service Charges - Rates and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Investments	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500	-	2,500
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333	-	170,333

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Expenditure	July		August		September		October		November		December		January		February		March		April		May		June			
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act		
Operating																										
Employee related costs	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-	79,503	-
Remuneration of Councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-	166,667	-
Repairs and Maintenance	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-	66,667	-
Interest paid	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-	73,716	-
Bulk Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-	250	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-	189,072	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>	<b>575,875</b>	<b>0</b>
Capital																										
Project 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4 Mfg - Projects	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-	890,083	-
Project 5 Expanded Public Works Programme	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-	27,583	-
Project 6 Tools & Equipment	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>927,667</b>	<b>-</b>	<b>927,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>	<b>917,667</b>	<b>-</b>
<b>TOTAL</b>	<b>1,503,541</b>	<b>0</b>	<b>1,503,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>	<b>1,493,541</b>	<b>0</b>
Revenue																										
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rent of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - Investments	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-	83,500	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>	<b>83,500</b>	<b>-</b>



Expenditure	July		August		September		October		November		December		January		February		March		April		May		June	
	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act	Proj	Act
<b>Operating</b>																								
Employee related costs	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-	61,150	-
Remuneration of Councillors	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-	29,167	-
Bad Debts	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-	12,500	-
Collection costs	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-	34,167	-
Depreciated	660	-	660	-	660	-	660	-	660	-	660	-	660	-	660	-	660	-	660	-	660	-	660	-
Maintenance	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-
Interest paid	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-
Bulk Purchases	210,910	-	176,910	-	176,910	-	176,910	-	176,910	-	176,910	-	176,910	-	176,910	-	176,910	-	176,910	-	176,910	-	176,910	-
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Subsidies paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contribution to and from Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	907,386	0	873,386	0	873,386	0	873,386	0	873,386	0	873,386	0	873,386	0	873,386	0	873,386	0	873,386	0	873,386	0	873,386	0
<b>Capital</b>	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0
Project 1 Integrated Nat Elec Prog Grant (Eskom)	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0	999,667	0
Project 2 Tools & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 3 Cherry Picker Truck	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project 11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	1,907,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0	1,873,053	0
<b>Revenue</b>																								
Property Rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Rates - Penalties imposed and collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Charges	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-	558,333	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - External Investments	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-	1,667	-
Interest earned - Outstanding Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income for agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Operational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government Grants and Subsidies - Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-	3,333	-
Change in Fair Values	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-	563,333	-