



**SERVICE DELIVERY AND
BUDGET IMPLEMENTATION
PLAN (SDBIP)
2010/2011**

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DEFINITIONS OF CONCEPTS

CONCEPT	DEFINITION
Integrated Development Planning	<p>It is the Municipality's principal people-driven strategic development planning document.</p> <p>Importantly, it ensures close co-ordination and integration between projects, programmes and activities, both internally (between clusters and directorates) and externally (with other spheres of government).</p>
Performance Management	<p>A strategic approach through which performance objectives of the Municipality are identified, defined, translated into business plan and cascaded into individual scorecards allowing for regular planning, monitoring, evaluating and reviewing and reporting of performance at both organizational and individual levels, effectively responding to inadequate performance and recognizing outstanding performance.</p>
Performance Management System (PMS)	<p>A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle of processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different roleplayers.</p> <p>The method used by the Elundini Municipality is the balanced scorecard method that takes into account financial, internal business, customer and learning and growth perspectives.</p>
Key Performance Areas (KPAs)	<p>Critical function/domain that is crucial to achievement of organizational goals.</p>
Key Performance Indicators (KPIs)	<p>Measures (qualitative and quantitative) that tell a person whether he/she is making progress towards achieving his/her objectives.</p>
Input indicators	<p>An indicators that measures equipment, resources, economy and efficiency.</p> <ul style="list-style-type: none"> • Budget projection • % capital budget spent to provide water. • Unit costs for delivering water to a single household. • Amount of time/money/number of people it took the municipality to deliver water to a singly household.
Output indicators	<p>Indicators that measure results. They are usually expressed in quantitative terms (i.e. number / %)</p> <ul style="list-style-type: none"> • Number of households connected.
Outcome indicators	<p>Indicators that measure the impact of reaching the target.</p> <ul style="list-style-type: none"> • Percentage of households with access to water.
Impact indicators	<p>Indicators that measure the marked effect or influence of achieving specific outcomes.</p>
Key Performance Elements (KPEs)	<p>Focus areas linked to the identified Key Performance Areas.</p>
Baseline indicators	<p>It provides quantitative and/or qualitative levels of performance as at the beginning of the monitoring period that the institution aims to improve on.</p>
Performance targets	<p>Quantifiable levels of the indicators that the organization wants to achieve at a given point in time.</p>
Institutional performance review cycle	<p>12 continuous months period : 1 July to 30 June of the following year.</p>
Review	<p>A comprehensive assessment of the economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by the Municipality are concerned.</p>
Section 57 employees	<p>A person appointed as the municipal manager of a municipality, and a person appointed as a manager directly accountable to the municipal manager, subject to a performance agreement concluded annually.</p>
Non Section 57	<p>All other employees who do not fall within the definition of the Section 57 employees.</p>
Monitoring	<p>A continuous function which involves collecting and analyzing data on implementation processes, strategies and results.</p>
Evaluation	<p>An assessment of a planned, ongoing or completed intervention to determine its relevance, efficiency, effectiveness, impact and sustainability. It includes the assessment of progress to determine the extent to which objectives have been met, what outputs, outcomes and inputs have been produced at what cost.</p>

1. INTRODUCTION AND OVERVIEW

The Service Delivery and Budget Implementation Plan (SDBIP) is a mechanism that ensures proper alignment between the Municipality's Integrated Development Plan (IDP) and the Budget. It is central to the monitoring and evaluation of the performance of the Municipality in implementing its IDP and Budget.

The IDP is the Municipality's five-year principle strategic planning document. Importantly, it ensures close co-ordination and integration between programmes and activities, both internally and externally, with other spheres of government. The IDP therefore ultimately enhances integrated service delivery and development. The IDP priorities informs all planning and budgeting processes. The SDBIP consists of a one-year detailed performance plan, a three-year capital works plan, as well as financial projections of income and expenditure. It outlines Key Performance Indicators and Targets that are linked to Key Performance Areas derived from the IDP. Quarterly targets are identified in the SDBIP, and these are monitored and reported upon accordingly.

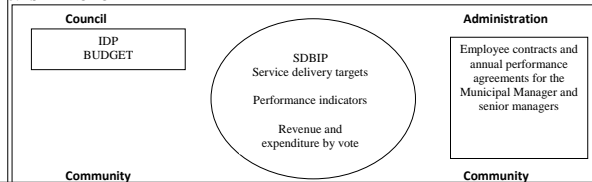
The SDBIP comprises two layers. The upper layer is the one that must be presented to the Executive Mayor for approval to Council. The lower layer consists of additional indicators that support the indicators in the upper layer. The lower layer is the responsibility of Executive Directors and Directors, who develop it in consultation with their staff. The upper layer template and quarterly targets are reflected in the ELUNDINI Scorecard.

2. LEGISLATIVE FRAMEWORK

The Local Government: Municipal Finance Management Act 56 of 2003 (MFMA) require municipalities to develop SDBIPs annually. According to Section 53(1)(c)(ii), the SDBIP is defined as a detailed plan approved by the Mayor of the municipality for implementing the municipality's delivery of municipal services and its annual budget and which must indicate the following:

- (a) Projections for each month of:
 - (i) Revenue to be collected by source; and
 - (ii) Operational and capital expenditure by vote
- (b) Service delivery targets and performance indicators for each quarter, and
- (c) Other matters prescribed.

3. SDBIP CYCLE



The SDBIP therefore constitutes a contract between the administration, Council and the community. It ensures that everyone is moving in the same direction, as mapped in the IDP. It provides a focus on outputs, outcomes and inputs. It enables senior managers to monitor the performance of their sub-ordinates; the Municipal Manager to monitor the performance of senior managers; the Executive Mayor to monitor the performance of the Municipal Manager; the Council to monitor the performance of the administration; and the community to monitor the performance of the Council. Therefore, it is a management and implementation plan (not a policy proposal).

4. PERFORMANCE REPORTING

To enhance performance assessment, accountability monitoring and evaluation, reporting requirements are outlined below:

Frequency and nature of report	Mandate	Recipients
Monthly report on actual revenue targets and spending against budget no later than 10 working days after the end of each month.	Section 71 of the MFMA	National Treasury
Quarterly progress report	Section 41 (1)(e) of the Systems Act, section 166 (2)(a)(v) and (vii) of the Municipal Management Finance Act (MFMA) and Regulation 7 of Municipal Planning and Performance Management Regulations.	1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Audit Committee 5. National Treasury
Mid-year performance assessment (assessment and report due by 25 January each year)	Section 72 of the MFMA Section 13 (2) (a) of Municipal Planning and Performance Management Regulations 2001	1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Council 5. Audit Committee 6. National Treasury 7. Provincial Government
Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)	Section 121 and 127 of the MFMA, as read with Section 48 of the Systems Act and Section 6 of the Systems Amendment Act.	1. Executive Mayor 2. Mayoral Committee 3. Council 4. Audit Committee 5. Auditor General 6. National Treasury 7. Provincial 8. Local Community

5. ELUNDINI SCORECARD

The Elundini LM Scorecard reflects the performance targets and indicators in line with the following key performance areas:

- Basic Service Delivery and Infrastructure Development

Kategori	Indikator		Kategori	Indikator		Kategori	Indikator		Kategori	Indikator	
	Sub-Indikator	Indikator		Sub-Indikator	Indikator		Sub-Indikator	Indikator		Sub-Indikator	Indikator
Kelembagaan	1.1	1.1.1	Kelembagaan	1.1	1.1.1	Kelembagaan	1.1	1.1.1	Kelembagaan	1.1	1.1.1
	1.2	1.2.1		1.2	1.2.1		1.2	1.2.1		1.2	1.2.1
	1.3	1.3.1		1.3	1.3.1		1.3	1.3.1		1.3	1.3.1
Pengelolaan Keuangan	2.1	2.1.1	Pengelolaan Keuangan	2.1	2.1.1	Pengelolaan Keuangan	2.1	2.1.1	Pengelolaan Keuangan	2.1	2.1.1
	2.2	2.2.1		2.2	2.2.1		2.2	2.2.1		2.2	2.2.1
	2.3	2.3.1		2.3	2.3.1		2.3	2.3.1		2.3	2.3.1
Pelayanan Masyarakat	3.1	3.1.1	Pelayanan Masyarakat	3.1	3.1.1	Pelayanan Masyarakat	3.1	3.1.1	Pelayanan Masyarakat	3.1	3.1.1
	3.2	3.2.1		3.2	3.2.1		3.2	3.2.1		3.2	3.2.1
	3.3	3.3.1		3.3	3.3.1		3.3	3.3.1		3.3	3.3.1
Peningkatan Kualitas	4.1	4.1.1	Peningkatan Kualitas	4.1	4.1.1	Peningkatan Kualitas	4.1	4.1.1	Peningkatan Kualitas	4.1	4.1.1
	4.2	4.2.1		4.2	4.2.1		4.2	4.2.1		4.2	4.2.1
	4.3	4.3.1		4.3	4.3.1		4.3	4.3.1		4.3	4.3.1
Efisiensi	5.1	5.1.1	Efisiensi	5.1	5.1.1	Efisiensi	5.1	5.1.1	Efisiensi	5.1	5.1.1
	5.2	5.2.1		5.2	5.2.1		5.2	5.2.1		5.2	5.2.1
	5.3	5.3.1		5.3	5.3.1		5.3	5.3.1		5.3	5.3.1
Kelembagaan	1.1	1.1.1	Kelembagaan	1.1	1.1.1	Kelembagaan	1.1	1.1.1	Kelembagaan	1.1	1.1.1
	1.2	1.2.1		1.2	1.2.1		1.2	1.2.1		1.2	1.2.1
	1.3	1.3.1		1.3	1.3.1		1.3	1.3.1		1.3	1.3.1
Pengelolaan Keuangan	2.1	2.1.1	Pengelolaan Keuangan	2.1	2.1.1	Pengelolaan Keuangan	2.1	2.1.1	Pengelolaan Keuangan	2.1	2.1.1
	2.2	2.2.1		2.2	2.2.1		2.2	2.2.1		2.2	2.2.1
	2.3	2.3.1		2.3	2.3.1		2.3	2.3.1		2.3	2.3.1
Pelayanan Masyarakat	3.1	3.1.1	Pelayanan Masyarakat	3.1	3.1.1	Pelayanan Masyarakat	3.1	3.1.1	Pelayanan Masyarakat	3.1	3.1.1
	3.2	3.2.1		3.2	3.2.1		3.2	3.2.1		3.2	3.2.1
	3.3	3.3.1		3.3	3.3.1		3.3	3.3.1		3.3	3.3.1
Peningkatan Kualitas	4.1	4.1.1	Peningkatan Kualitas	4.1	4.1.1	Peningkatan Kualitas	4.1	4.1.1	Peningkatan Kualitas	4.1	4.1.1
	4.2	4.2.1		4.2	4.2.1		4.2	4.2.1		4.2	4.2.1
	4.3	4.3.1		4.3	4.3.1		4.3	4.3.1		4.3	4.3.1
Efisiensi	5.1	5.1.1	Efisiensi	5.1	5.1.1	Efisiensi	5.1	5.1.1	Efisiensi	5.1	5.1.1
	5.2	5.2.1		5.2	5.2.1		5.2	5.2.1		5.2	5.2.1
	5.3	5.3.1		5.3	5.3.1		5.3	5.3.1		5.3	5.3.1

KATEGORI		KOD		NAMA		SALDO AWAL		SALDO AKHIR		PERUBAHAN	
1	2	3	4	5	6	7	8	9	10	11	12
KETERANGAN: ...											
... (Detailed financial data rows) ...											
... (Summary rows) ...											

KPA	FOCUS AREA	OBJECTIVE/ DELIVERABLE	BASELINE INFORMATION	PERFORMANCE INDICATOR/TARGET	Weighting	PERFORMANCE	PERFORMANCE	PERFORMANCE	PERFORMANCE	TARGET DATE	RESPONSIBLE MANAGER
						QUARTER ENDING 30/09/2010	QUARTER ENDING 31/12/2009	QUARTER ENDING 31/03/2011	QUARTER ENDING 30/06/2011		
MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	Sustainable Service Delivery Provisioning	To ensure that Price Cost of Services are cost reflective and modelled to achieve a marginal net profit on trading	Tariffs are not scheme based or cost reflective	Tariff model developed	5%	0	1	0	0	12/31/2010	CHIEF FINANCIAL OFFICER
				Draft 2011/2012 tariff book	3%	0	0	1	0	31/31/2011	
				Council resolution approving draft tariffs	2%	0	0	1	0	3/31/2011	
	To ensure that Elundini LM remains financially viable	To ensure 100% receipt of all Gazetted DORA allocations in 2010/2011	National Treasury Withholding Equitable Share allocations	100% receipt of Gazetted allocations to Elundini LM Vs Actual	5%	25%	50%	75%	100%	6/30/2011	
	To maintain a positive working capital ratio	To maintain a positive working capital ratio	Current Ratio 1.99:1	Current Ratio 2:1	3%	2.0:1	2.0:1	2.0:1	2.0:1	2:4	
	To ensure that the LM is able to adequately service loan obligations	To ensure that the LM is able to adequately service loan obligations	Debt Cover Ratio: 138 times	Debt Cover Ratio: 140 times	2%	138 times	139 times	140 times	140 times	6/30/2011	
	Improved financial positioning- liquidity of assets	Improved financial positioning- liquidity of assets	Outstanding debtors to Revenue: 3.82:1	Outstanding debtors to Revenue: 3.5:1	5%	3.80:1	3.70:1	3.60:1	3.50:1	6/30/2011	
	Improved ability of ELM to cover fixed monthly operating expenditure	Improved ability of ELM to cover fixed monthly operating expenditure	Cost Coverage 5.81:1	Cost Coverage 5.9:1	5%	5.81:1	5.84:1	5.87:1	5.90:1	6/30/2011	
	To ensure that the IDP is supported by a Financial Plan	To ensure that the IDP is supported by a Financial Plan	No financial plan included in IDP	Financial Plan included under the financial viability component of the IDP	3%	0	0	1	0	2/28/2011	
	Formulation and implementation of a Revenue Enhancement Strategy	Improved collection rate on all service	27.13% average collection rate on all billable services	40% average collection rate on all billable services	20%	28%	33%	35%		6/30/2011	
	Improve the revenue base of the organisation	0%	2% growth in net billable revenue for 2010/2011 over budget	3%	0.50%	1%	1.5%	2%	6/30/2011		
To provide Free Basic Services to all Communities	To provide adequate financial relief to those marginalised households	238 Indigent Households receiving monthly subsidies	1000 Indigent Households to receive monthly subsidy allocations	10%	250	500	750	1000	6/30/2011		
GOVERNANCE	Legislative Compliance	Improved accountability and financial governance	Non compliance with Legislative Requirements	Sec 71 reports incorporate Statement of Financial Position, Performance and Cashflows; including ratio analysis	5%	1	1	1	1	6/30/2011	
	Improved financial Management	Production of Monthly financial reconciliations and accounts	Yearly reconciliations	Monthly financial reconciliations	7%	1	1	1	1	Quarterly	
GOVERNANCE	Increased confidence within Municipal Financial Administration	To achieve an unqualified audit Opinion for June 2011	Qualified Opinion	Resolving all matters identified within Audit Report	7%	33%	67%	100%	0	3/31/2011	
				Compilation and submission of GRAP compliant Annual Financial Statements to Auditor General	5%	0	0	0	1	8/31/2011	
				No qualification items	5%	0	0	0	0	11/30/2011	
	Implementation of an Entreprise Risk Management System	Implement a Risk Management Strategy	Yearly reconciliations	All identified risks successfully mitigated	5%	25%	50%	75%	100%	Quarterly	

KPA	FOCUS AREA	OBJECTIVE/ DELIVERABLE	BASELINE INFORMATION	PERFORMANCE INDICATOR/TARG ET	Weighting	PERFORMANCE	PERFORMANCE	PERFORMANCE	PERFORMANCE	TARGET DATE	RESPONSIBLE MANAGER
						QUARTER ENDING 30/09/2010	QUARTER ENDING 31/12/2010	QUARTER ENDING 31/03/2011	QUARTER ENDING 30/06/2011		
BASIC SERVICE DELIVERY	Housing	Facilitated Housing Delivery	Land availed by PG Bison for Maclear and no bulk infrastructure in Maclear and Mt. Fletcher	Council approval for the housing development project by the Ukhahlamba Development Agency.	10%	1	0	0	0	Sep-10	COMMUNITY SERVICES MANAGER
				Submitted application to the Ukhahlamba Development Agency.		0	1	0	0	10-Nov	COMMUNITY SERVICES MANAGER
			Not all eligible beneficiaries received their title deeds in Ugie and Maclear	Completion of title deed handing over	6%	0	1	0	0	10-Nov	COMMUNITY SERVICES MANAGER
			Slow progress in rural housing development	Three Rural Housing Development Business business plans submitted to the Department of Housing	6%	1	0	0	0	10-Sep	COMMUNITY SERVICES MANAGER
	Spatial Development	Promote Social and Economic Development	Formalised Townships of Ntokozweni and Land Camp (Ugie)	At least 500 Title Deeds available	10%	0%	100%	0%	0%	10-Nov	COMMUNITY SERVICES MANAGER
			15 Middle Income sites available in Maclear	15 sites sold	10%	0%	100%	0%	0%	10-Nov	COMMUNITY SERVICES MANAGER
			Available virgin land in Mt. Fletcher	Geotechnical survey report completed	10%	0	1	0	0	10-Dec	COMMUNITY SERVICES MANAGER
			42 Business sites available in Ugie	Facilitated provision of basic services such as: Water, Sanitation and energy	10%	0	1	0	0	10-Nov	
		Implemented LED Strategy & Coordinated job creation initiatives	Existing database of jobs created for locals	At least 150 documented jobs created between July 2010 and June 2011 (Quarterly progress reports)	10%	37	75	112	150	Sep10-June11 ie Quaterly	COMMUNITY SERVICES MANAGER
				At least 3 projects launched	10%	0	0	0	3	11-Jun	COMMUNITY SERVICES MANAGER
		Promote SMME Development	Limited business support for SMMEs	At least 3 of each sectoral SMME given support	8%	0	0	3	0	11-Mar	COMMUNITY SERVICES MANAGER
		Make Elundini a preferred tourism destination	Existing tourism attraction	A comprehensive documentary on Elundini Tourism	10%	0	0	0	1	11-May	COMMUNITY SERVICES MANAGER

100%

KPA	FOCUS AREA	OBJECTIVE/ DELIVERABLE	BASELINE INFORMATION	PERFORMANCE INDICATOR/TARGET	Weighting	PERFORMANCE	PERFORMANCE	PERFORMANCE	PERFORMANCE	TARGET DATE	RESPONSIBLE MANAGER
						QUARTER ENDING 30/09/2010	QUARTER ENDING 31/12/2009	QUARTER ENDING 31/03/2011	QUARTER ENDING 30/06/2011		
Municipal Transformation and Institutional Development	Human Resource Strategy	Developed and implemented Human Resources Strategy that supports the municipality's IDP	No strategic plan in place to drive human resources activities and contribute to the objectives set in the municipality's IDP	Developed and implemented recruitment Plan in line with the municipality's human resource's needs, vacancy rate and affordability	5	1	0	0	0	Aug 2010 and ongoing	CORPORATE SERVICES MANAGER
			Salary imbalances /disparities evident across salary levels	Maintained conditions of employment that contribute to attraction and retention of competent personnel and transformation of Elundini Municipality to an 'Employer of Choice'. (Positive ESI results)	4	0	1	0	0	Oct-10	CORPORATE SERVICES MANAGER
			Organisational structure not attached to Final Outcomes Report.	Developed and implemented organisational structure in line with legislation and supporting the municipality's IDP.	3	0	1	0	0	Oct-10	CORPORATE SERVICES MANAGER
		Developed and Implemented Human Resources Systems and Policies that promote efficiency and good governance within the Municipality	Policies and Systems in place but implementation still fragmented	Cross-referenced and process-mapped current policies	4	0	1	0	0	Dec-10	CORPORATE SERVICES MANAGER
			No Wellness Programme in place	Implemented such enabling Human Resources Systems as Job Evaluation, PMS, Wellness Programme	4	0	1	0	0	Oct-10	CORPORATE SERVICES MANAGER
		Complied with all relevant legislation	No documented evidence of compliance with applicable legislation.	Full compliance with Employment Equity Act	3	0	0	1	0	Mar-11	CORPORATE SERVICES MANAGER
				Full compliance with Skills Development Act	3	0	1	0	0	Dec-10	CORPORATE SERVICES MANAGER
				Full compliance with Occupational Health and Safety Act	3	0	1	1	1	Jun-11	CORPORATE SERVICES MANAGER
				Full compliance with Promotion of Access to Information Act	3	1	1	1	1	Jun-11	CORPORATE SERVICES MANAGER
				Full compliance with Archives Act	3	0	1	1	1	Jun-11	CORPORATE SERVICES MANAGER
				Full compliance with Labour Relations Act	3	1	1	1	1	Jun-11	CORPORATE SERVICES MANAGER
	Traffic and Law Enforcement	Developed and implemented an effective Traffic and Law Enforcement Strategy that meets the needs of the community	No visible Traffic Officers on the roads	Visible traffic officers conducting speed checks, holding roadblocks and confiscating unroadworthy vehicles (Implemented Annual Plan)	4	0	1	1	1	Dec-10	CORPORATE SERVICES MANAGER
			No data base of warrants of arrest	Developed and operational Credible database of warrants of arrest	3	0	1	1	1	Dec-10	CORPORATE SERVICES MANAGER
			Under graded: Mt Fletcher DLTC.	Letter of approval from MEC.	3	0	1	0	0	Oct-10	CORPORATE SERVICES MANAGER
			Road signs and markings not properly maintained.	Number of road signs and markings attended to.	3	0	1	1	1	Oct-10	CORPORATE SERVICES MANAGER
			No Master Systems Plan and Management Information Systems.	Council approved MSP and MIS	3	0	0	1	0	Mar-11	CORPORATE SERVICES MANAGER
			Unable to access network resoures outside the offices.	Remote access enabled.	3	1	1	1	1	Sept. 2011	CORPORATE SERVICES MANAGER
			Functional committee section in place	The effective implementation of the new reporting format and minute taking.	3	0	1	1	1	Oct-10	CORPORATE SERVICES MANAGER
	Records Management	Developed and implemented Records Management System	No approved Records Management System	Established Records Management Function in line with the Archives Legislation	4	0	0	1	0	Mar-11	CORPORATE SERVICES MANAGER
				Developed Access to information Manual in line with the Promotion of Access to Information Act	4	0	0	1	0	Mar-11	CORPORATE SERVICES MANAGER
				Designation of Chief Information Officer in line with the Promotion of Access to Information Act	3	0	1	0	0	Oct-10	CORPORATE SERVICES MANAGER
	Administrative and Council Support	Developed and Implemented Comprehensive Administrative Support System to the Municipality	Inefficient Legal Support Service	Legal support services that is efficient and effective.	4	0	1	0	0	Sep-10	CORPORATE SERVICES MANAGER
			No administrative systems in place.	Council approved policies and procedure manuals governing admin units.	3	0	0	1	0	Mar-11	CORPORATE SERVICES MANAGER
	Maintained functional Council Support System	Committee Section in place	Effective implementation of the new reporting format and minute taking.	3	0	1	0	0	Sept. 2010	CORPORATE SERVICES MANAGER	
Municipal 'Peace'	Maintained workplace discipline	Poor work ethic and general misconduct	Regular/periodical information sessions with all employees	4	1	1	1	1	QUARTERLY	CORPORATE SERVICES MANAGER	
			Implemented reward and recognition strategy.	3	0	0	0	1	Jun-11	CORPORATE SERVICES MANAGER	
			Prompt attendance to employee queries especially on their conditions of employment.	3	0	1	0	0	Sep-10	CORPORATE SERVICES MANAGER	
			Enforced Code of Conduct	3	0	1	0	0	Sep-10	CORPORATE SERVICES MANAGER	
			Cases of misconduct finalised within 3 months of being reported to the Corporate Services Manager	3	0	0	1	0	OCT. 2010	CORPORATE SERVICES MANAGER	

KPA	FOCUS AREA	OBJECTIVE/ DELIVERABLE	BASELINE INFORMATION	PERFORMANCE INDICATOR/TARGET	Weighting	PERFORMANCE	PERFORMANCE	PERFORMANCE	PERFORMANCE	TARGET DATE	RESPONSIBLE MANAGER
						QUARTER ENDING 30/09/2010	QUARTER ENDING 31/12/2009	QUARTER ENDING 31/03/2011	QUARTER ENDING 30/06/2011		
Contracts Management	Improve management of contracts	Improved performance by contractors and consultants	Poor performance by consultants and contractors	Monitored system put in place for improved performance by contractors and consultants.		0	0	0	1	Jun-11	Technical Services Manager
Water	Provision of continuous and clean water supply in the towns of Elundini Municipality	24 hr access to water in the towns of Elundini	No continuous access to clean water in Mount Fletcher town. Insufficient water source	Continuous access to clean water in the towns of Elundini Municipality		0	0	0	1	Jun-11	Technical Services Manager
						0	0	0	1		
Electricity	Manage electrical resources effectively and efficiently ensuring that the maxium people benefit from available resources	Maintained street lighting to ensure community safety	Street lights and high masts not working properly	all highmast/ street lights working		0	0	0	1	Jun-11	Technical Services Manager
		Provide alternate and sustainable energy by 2014	Mt. Fletcher under Eskom Supply 1300 number of households have already been installed to solar system	250 households connected to solar system per month		62	125	187	250	Jun-11	Technical Services Manager
		Protected electrical resources	Implementation of bulk metering per area Reduce electrical losses to 10% and below	Minimised distribution losses by 10% and 15%		25%	22%	19%	15%	Jun-11	Technical Services Manager
Roads and Stormwater	Well maintained infrastructure equipment and machinery	A fully implemented infrastructure plan for 2010/2011	Approximately there is 90% of roads construction and maintenance backlog	All roads projects identified in the the infrastructural programme are completed		0	0	1	0	Mar-11	Technical Services Manager
		A well operated construction and maintenance Road Dept	The municipality has purchased its own plant and machinery.	100 kms of road network constructed and/ or maintained		20%	50%	70%	100%	Jun-11	Technical Services Manager
		Maximised plant usage through the implementation of a plant usage policy	there is no policy on utilisation of plant	Plant usage policy is developed and implemented for improved maintenance of roads and stormwater		0	1	0	0	Dec-10	Technical Services Manager

6. REVENUE AND EXPENDITURE PROJECTIONS

Revenue and expenditure projections make provision for monthly income and expenditure projections. The actual revenue targets and spending against the budget will be reported upon monthly in terms of Section 71 of the MFMA, as well as in terms of the quarterly targets, as reflected in the SDBIP scorecard. This also provides an opportunity for the regular monitoring of revenue and expenditure patterns to ensure the early detection of any deviations, so that interventions or corrective measures may be introduced.

EC141 Elundini - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

R thousand	Description	Ref	Budget Year 2010/11												Medium Term Revenue and Expenditure		
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
Revenue - Standard																	
	<i>Governance and administration</i>		6,641	6,641	6,641	6,641	6,641	6,641	6,641	6,641	6,641	6,641	6,641	6,656	79,707	79,006	87,094
	Executive and council		604	604	604	604	604	604	604	604	604	604	604	606	7,250	2,266	2,281
	Budget and treasury office		6,030	6,030	6,030	6,030	6,030	6,030	6,030	6,030	6,030	6,030	6,030	6,040	72,370	76,648	84,715
	Corporate services		7	7	7	7	7	7	7	7	7	7	7	10	87	93	98
	<i>Community and public safety</i>		59	59	59	59	59	59	59	59	59	59	59	61	710	743	779
	Community and social services		59	59	59	59	59	59	59	59	59	59	59	60	709	741	777
	Sport and recreation													2	2	2	2
	Public safety													-	-	-	-
	Housing													-	-	-	-
	Health													-	-	-	-
	<i>Economic and environmental services</i>		1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,169	13,964	14,828	15,707
	Planning and development		139	139	139	139	139	139	139	139	139	139	139	139	1,667	1,770	1,878
	Road transport		1,006	1,006	1,006	1,006	1,006	1,006	1,006	1,006	1,006	1,006	1,006	1,006	12,076	12,823	13,580
	Environmental protection		18	18	18	18	18	18	18	18	18	18	18	23	221	235	249
	<i>Trading services</i>		2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	2,771	33,252	36,531	40,167
	Electricity		911	911	911	911	911	911	911	911	911	911	910	10,927	12,821	15,059	
	Water		997	997	997	997	997	997	997	997	997	997	997	11,969	12,711	13,461	
	Waste water management		398	398	398	398	398	398	398	398	398	398	399	4,777	5,073	5,372	
	Waste management		465	465	465	465	465	465	465	465	465	465	465	5,580	5,926	6,276	
	<i>Other</i>		10	10	10	10	10	10	10	10	10	10	10	10	100	127	135
	Total Revenue - Standard		10,644	10,644	10,644	10,644	10,644	10,644	10,644	10,644	10,644	10,644	10,644	10,668	127,754	131,236	143,882
Expenditure - Standard																	
	<i>Governance and administration</i>		4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	53,650	57,048	60,288
	Executive and council		1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	15,800	16,780	17,770
	Budget and treasury office		1,862	1,862	1,862	1,862	1,862	1,862	1,862	1,862	1,862	1,862	1,862	1,862	22,343	23,920	25,206
	Corporate services		1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	15,507	16,348	17,312
	<i>Community and public safety</i>		492	492	492	492	492	492	492	492	492	492	492	495	5,907	6,272	6,642
	Community and social services		163	163	163	163	163	163	163	163	163	163	163	163	1,953	2,073	2,196
	Sport and recreation		285	285	285	285	285	285	285	285	285	285	285	285	3,423	3,635	3,849
	Public safety													-	-	-	-
	Housing		44	44	44	44	44	44	44	44	44	44	44	47	531	564	597
	Health													-	-	-	-
	<i>Economic and environmental services</i>		1,646	1,646	1,646	1,646	1,646	1,646	1,646	1,646	1,646	1,646	1,646	1,646	19,749	20,973	22,204
	Planning and development		213	213	213	213	213	213	213	213	213	213	213	213	2,560	2,719	2,879
	Road transport		1,376	1,376	1,376	1,376	1,376	1,376	1,376	1,376	1,376	1,376	1,376	1,376	16,512	17,535	18,564
	Environmental protection		56	56	56	56	56	56	56	56	56	56	56	67	719	761	
	<i>Trading services</i>		3,102	3,102	3,102	3,102	3,102	3,102	3,102	3,102	3,102	3,102	3,101	37,225	41,307	46,026	
	Electricity		1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,122	13,474	16,082	19,312	
	Water		997	997	997	997	997	997	997	997	997	997	997	11,961	12,703	13,453	
	Waste water management		267	267	267	267	267	267	267	267	267	267	267	3,203	3,402	3,603	
	Waste management		716	716	716	716	716	716	716	716	716	716	715	8,588	9,121	9,659	
	<i>Other</i>													-	-	-	-
	Total Expenditure - Standard		9,711	9,711	9,711	9,711	9,711	9,711	9,711	9,711	9,711	9,711	9,711	9,712	116,531	125,600	135,160
	Surplus/(Deficit) before assoc.		934	934	934	934	934	934	934	934	934	934	934	955	11,224	5,636	8,722
	Share of surplus/ (deficit) of associate													-	-	-	-
	Surplus/(Deficit)	1	934	934	934	934	934	934	934	934	934	934	934	955	11,224	5,636	8,722

EC141 Etundini - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Ref	Budget Year 2010/11												Medium Term Revenue and Expenditure		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Capital Expenditure - Standard	1															
<i>Governance and administration</i>		687	687	687	687	687	687	687	687	687	687	687	673	8,230	3,306	3,383
Executive and council		592	592	592	592	592	592	592	592	592	592	592	588	7,100	2,106	2,112
Budget and treasury office		7	7	7	7	7	7	7	7	7	7	7	3	80	85	90
Corporate services		88	88	88	88	88	88	88	88	88	88	88	82	1,050	1,115	1,181
<i>Community and public safety</i>		149	149	149	149	149	149	149	149	149	149	149	142	1,778	1,888	2,000
Community and social services		80	80	80	80	80	80	80	80	80	80	80	80	957	1,017	1,077
Sport and recreation		2	2	2	2	2	2	2	2	2	2	2	(1)	21	22	24
Public safety		67	67	67	67	67	67	67	67	67	67	67	63	800	850	900
Housing																
Health																
<i>Economic and environmental services</i>		1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	18,046	21,661	26,289
Planning and development																
Road transport		1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	18,046	21,661	26,289
Environmental protection																
<i>Trading services</i>																
Electricity																
Water																
Waste water management																
Waste management																
<i>Other</i>		142	142	142	142	142	142	142	142	142	142	142	138	1,700	1,805	1,912
Total Capital Expenditure - Standard	2	2,482	2,482	2,482	2,482	2,482	2,482	2,482	2,482	2,482	2,482	2,482	2,457	29,754	28,661	33,584

7. CAPITAL WORKS PLAN AND OTHER WARD-BASED PROJECTS (2010/11 -

Ward	Name	2010/2011	2011/2012	2012/2013
2	Construction and rehabilitation of Ugie Streets (Ntokozweni)	R 3,000,000.00	R 5,250,000.00	
12	Construction of Mahayaneng Access Road & Bridge	R 2,303,754.92		
9	Access Road & Bridge to Lenana High School	R 2,855,459.13		
3	Alterations and Renovations to Maclear Town Hall	R 900,000.00	R 900,000.00	
9	Upgrading of Mount Fletcher Access Road	R 1,827,250.12		
10	Mpharane Access Road	R 264,552.96		
13	Ntabelanga Access road	R 723,838.87		
4	Construction of T83 to Matugulo via Tsikarong	R 3,671,144.00		
9	Upgrading of Mount Fletcher sportsfield	R 2,200,000.00	R 1,000,000.00	
7	Construction of Maroqa to Sophania Access Road		R 2,500,000.00	R 9,495,374.20
15	Construction of Lehana to Upper Tokoana Access Road		R 3,192,700.00	R 10,526,261.00
11	Construction of access road from R56 to Dengwane Access Road		R 1,500,000.00	R 2,401,895.57
16	Construction of Nondzaba- Chevy Chase Access Road		R 1,500,000.00	
14	Construction of access road from T78 to Zanyeni		R 2,500,000.00	R 2,395,398.57
12	Construction of Mangoloaneng East Access Road		R 3,000,000.00	R 1,132,220.66

Total	R 17,746,000.00	R 21,342,700.00	R 25,951,150.00
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Projects on Operating Budget

Dpt	Description of Capital Items/ Projects			
0901	4 ton Truck	R 300,000.00	R 318,600.00	R 337,397.40
0901	Rehabilitation of Roads	R 200,000.00	R 212,400.00	R 224,931.60
0901	Projected Capital Expenditure for 2011/2012			
0901	Projected Capital Expenditure for 2012/2013			
1301	Furniture & Office Equipment	R 1,500,000.00	R 1,593,000.00	R 1,686,987.00
0303	ICT Equipment	R 200,000.00	R 212,400.00	R 224,931.60
0303	Disaster recovery	R 850,000.00	R 902,700.00	R 955,959.30
0430	Rehabilitation and Fencing	R 120,000.00	R 127,440.00	R 134,958.96
0440	9 x Grass Cutters	R 21,000.00	R 22,302.00	R 23,617.82
0420	European Union Funding	R 217,168.00	R 230,632.42	R 244,239.73
0420	Tourism funding	R 500,000.00	R 531,000.00	R 562,329.00
0403	Rehabilitation of Pound	R 100,000.00	R 106,200.00	R 112,465.80
0401	Furniture & Office Equipment	R 20,000.00	R 21,240.00	R 22,493.16
0001	Furniture & Office Equipment	R 100,000.00	R 106,200.00	R 112,465.80
0001	Municipal Buildings	R 7,000,000.00	R 2,000,000.00	R 2,000,000.00
0201	Furniture & Office Equipment	R 80,000.00	R 84,960.00	R 89,972.64
0304	Upgrading of Maclear Testing Station	R 500,000.00	R 531,000.00	R 562,329.00
0304	Rehabilitation & Fencing	R 300,000.00	R 318,600.00	R 337,397.40

Ward Councillor Discretionary Fund

Total Capital & Operating	R 29,754,168.00	R 28,661,374.42	R 33,583,626.21
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