

2011-  
2012

# SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



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## Introduction

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA).

In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan.

The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget in achieving the desired outcomes.

Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.”

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality.

In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the municipal manager and senior managers.

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## Legislation

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is:

'service delivery and budget implementation plan' means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (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;

Section 53 of the MFMA stipulates that the Executive Mayor should approve the SDBIP within 28 days after the approval of the budget. The Executive Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions as minimum requirements that must form part of the SDBIP are applicable to the Waterberg District Municipality :

- (1) Monthly projections of revenue to be collected by source
- (2) Monthly projections of expenditure (operating and capital) and revenue for each vote \*
- (3) Quarterly projections of service delivery targets and performance indicators for each vote

\* Section 1 of the MFMA defines a "vote" as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and

## Methodology and Content

National Treasury directives are clear on the contents and methodology to derive at the SDBIP.

As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and activities to enable the SDBIP to serve as monitoring tool for service delivery.

The SDBIP is describes as a layered plan. The top layer deals with consolidated service delivery targets and time frames. Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators. From the consolidated information, senior management is expected to develop the next level of detail by breaking up outputs into smaller outputs and then linking and assigning responsibility to middle-level and junior managers and will be contained in the Lower SDBIP, which is not required to be approved by Council neither to be published.

Circular 13 highlights the following components applicable to a District Municipality, to be presented in the SDBIP:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery. (This is not applicable to the District Municipality)
5. Detailed capital works plan broken down by ward over three years.

The Waterberg District Municipality has incorporated these components into their Draft SDBIP as follows:

1. Monthly projections of Revenue and Expenditure by Vote.
2. Monthly projections of Revenue and Expenditure (standard classification)
3. Monthly projections of Revenue by Source.
4. Quarterly projections of service delivery targets and performance indicators for each vote.
5. Projects works plan - projected monthly expenditure.
6. Projects works plan - projected quarterly progress.

**Methodology and Content - continues**

The SDBIP of the Waterberg District Municipality consists of Strategic Objectives or Goals derived from the IDP that are aligned with the strategic intent of the organisation. Strategic indicators with targets are set to measure the objectives. The Municipal Manager takes responsibility for the Strategic Indicators and Objectives which will form part of his Performance Agreement and Plan.

The Strategic Indicators give rise to the Institutional Indicators for which the Senior Managers will take responsibility. These indicators will form part of the Performance Agreements and Plans of Senior Managers. Indicators are assigned quarterly targets and responsibilities to monitor performance.

Derived from this, the next layer is developed, whereby the details with responsibilities for the next level of management is outlined and forms part of the Lower SDBIP. This lower SDBIP is a management tool for the S56 Managers and need not be made public and is a separate document for each internal department.

The SDBIP serves as a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community

## Vision and Mission

The strategic **Vision** of the organisation sets the long term goal the Municipality wants to achieve. Waterberg District Municipality's vision is one that "wishes" for access of basic services to all, where a strong economy exists. The proposed new vision is:

"To be the energy hub and eco-tourism destination in Southern Africa"

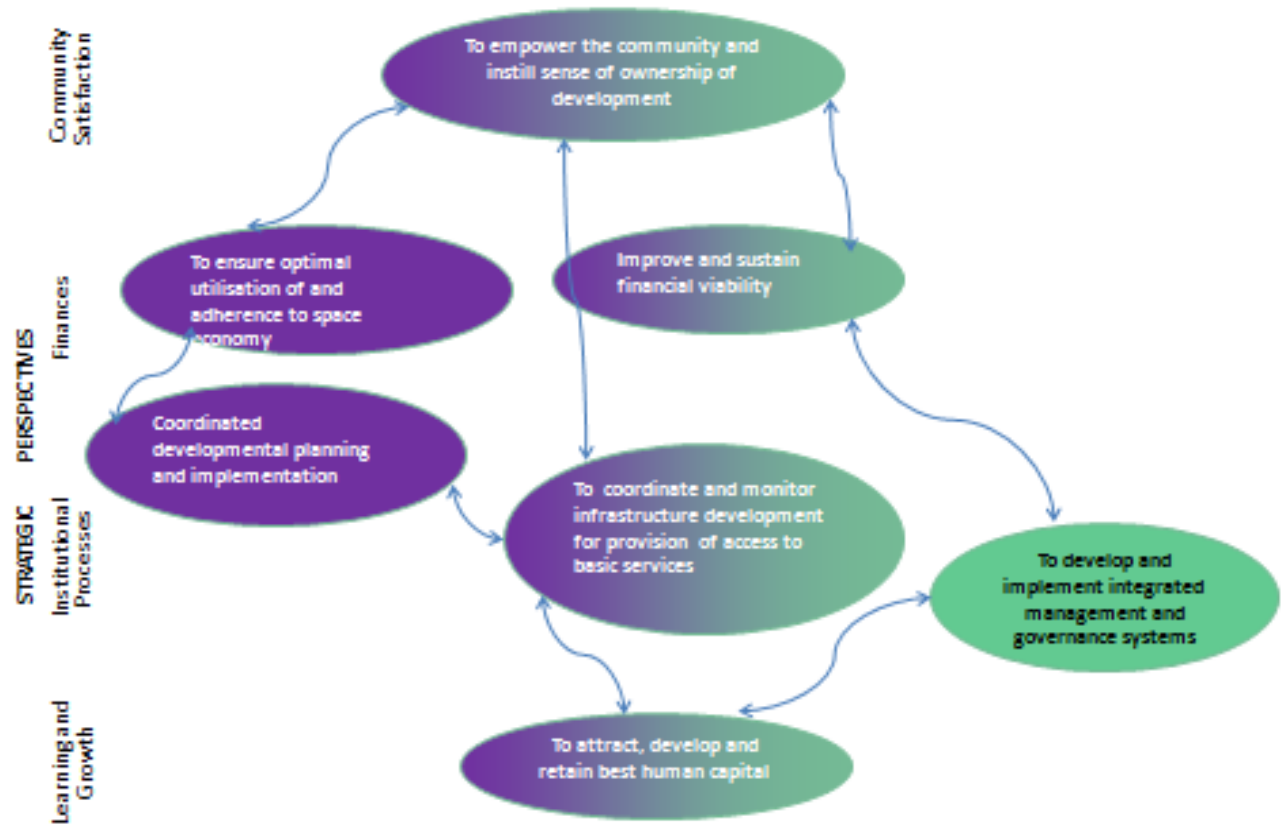


The strategic **Mission** Speaks about what the purpose of the Waterberg District Municipality is. The proposed new Mission is:

"To provide strategic direction and sustainable services through good governance and partnerships"

## Strategy map

The Strategy Map depicts the Strategic Objectives on how the Waterberg District Municipality will be able to become the energy hub and eco-tourism destination in Southern Africa . These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All operational outputs as contained within the SDBIP are aligned to the attainment of one or more of these objectives.





<b>Outcomes</b>	An outcome can be described as an ultimate result, a conclusion reached through a process of logical thinking . In order to ensure alignment with national and provincial outcomes and priorities, the outcomes to be achieved through the strategic objectives were reviewed and the following outcomes per strategic objective were proposed:	
	<b>Objectives</b>	<b>Outcomes</b>
	To empower the community and instil sense of ownership of development	Community satisfaction and well-being
	To ensure optimal utilisation of and adherence to space economy	Decreased unemployment and rational development
	Improve and sustain financial viability	Investor confidence and sustained service delivery
	To coordinate and monitor infrastructure development for the provision and access to basic services	Improved quality of life and sustainability of natural resources
	Coordinated developmental planning and implementation	Integrated and aligned development
	To develop and implement integrated management and governance systems	Good governance - clean audits
	To attract, develop and retain best human capital	Productive workforce

<b>Votes and Operational objectives</b>	Municipal Manager Office (Vote 002 and 008)	To ensure adequate skills and capacity towards the implementation of the IDP. To prevent loss of lives and infrastructure through fires and disasters. Implement internal audit plan and focus on acquiring clean audits.
	Budget & Treasury (Vote 001)	To manage the financial affairs of the municipality to ensure financial viability. To increase revenue to become financially sustainable. To manage supply chain in terms of MFMA.
	Corporate Support & Shared Services (Vote 003)	To develop and improve systems, procedures and policies. To develop and build skilled and productive workforce.
	Planning and Development (Vote 004 and 020)	To ensure optimum utilisation of available space economy by 2014. To provide community orientated Abattoir services whereby small businesses can benefit To promote the creation of decent and sustainable jobs. To promote the District in South Africa and Internationally to ensure economic growth through promotion of WDM icons
	Infrastructure Development (Vote 005)	To co-ordinate the provision of basic services within the district. To manage and implement all infrastructure projects of WDM in an efficient and cost effective manner.
	Office of the Executive Mayor(Vote 006)	To develop and implement institutional service standard and Batho Pele principles and be responsive to the needs of the community. To empower vulnerable groups and involve them in decision making and improve their quality of life. To promote cooperative governance.
	Social development and community services (Vote 007 and 009)	To promote environmentally sound practices and social development

### Monthly revenue and expenditure by vote

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>Revenue by Vote</b>															
Vote1 - Budget & Treasury Office	30,663	1,513	663	663	30,663	663	663	663	28,543	663	663	663	96,681	100,933	103,992
Vote2 - Municipal Manager	-	1,190	-	-	-	-	-	-	-	-	-	-	1,190	1,400	1,400
Vote3 - Corporate Support & Shared Services	-	24	-	-	-	84	-	-	-	-	-	-	108	90	96
Vote5 - Infrastructure Development	-	-	-	483	-	-	483	-	-	-	483	-	1,449	-	-
Vote9 - Municipal Health Services	2,089	-	-	2,089	-	-	2,089	-	-	2,089	-	-	8,354	8,772	9,211
Vote10 - Abattoir	96	96	96	96	96	96	96	96	96	96	96	96	1,156	1,651	1,651
<b>Total Revenue by Vote</b>	<b>32,847</b>	<b>2,823</b>	<b>759</b>	<b>3,330</b>	<b>30,759</b>	<b>843</b>	<b>3,330</b>	<b>759</b>	<b>28,639</b>	<b>2,847</b>	<b>1,242</b>	<b>759</b>	<b>108,938</b>	<b>112,847</b>	<b>116,350</b>
<b>Expenditure by Vote to be appropriated</b>															
Vote1 - Budget & Treasury Office	643	643	643	643	1,143	1,143	1,043	643	643	643	643	1,490	9,960	10,599	11,366
Vote2 - Municipal Manager	901	591	591	591	591	591	591	591	591	591	591	649	7,457	7,329	7,689
Vote3 - Corporate Support & Shared Services	1,128	1,808	1,128	1,128	1,153	1,128	1,128	1,128	1,128	1,128	1,128	1,248	14,358	13,503	14,468
Vote4 - Planning & Economic Development	672	672	672	672	672	672	672	672	672	672	672	729	8,119	6,844	6,677
Vote5 - Infrastructure Development	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,376	15,990	2,978	3,207
Vote6 - Executive Mayor's Office	1,304	1,304	1,304	1,304	1,454	1,304	1,304	1,304	1,515	1,304	1,304	1,379	16,085	15,358	16,279
Vote7 - Social Development & Community	379	379	379	379	379	379	379	379	379	379	379	407	4,574	2,368	2,543
Vote8 - Fire Fighting Services	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	19,896	21,043	22,380
Vote9 - Municipal Health Services	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,349	13,081	13,970	15,050
Vote10 - Abattoir	292	292	292	292	292	292	292	292	292	292	292	478	3,688	3,932	4,225
<b>Total Expenditure by Vote</b>	<b>9,371</b>	<b>9,741</b>	<b>9,061</b>	<b>9,061</b>	<b>9,736</b>	<b>9,561</b>	<b>9,461</b>	<b>9,061</b>	<b>9,272</b>	<b>9,061</b>	<b>9,061</b>	<b>10,762</b>	<b>113,209</b>	<b>97,924</b>	<b>103,884</b>
<b>Surplus/(Deficit)</b>	<b>23,477</b>	<b>(6,918)</b>	<b>(8,302)</b>	<b>(5,730)</b>	<b>21,023</b>	<b>(8,718)</b>	<b>(6,130)</b>	<b>(8,302)</b>	<b>19,367</b>	<b>(6,213)</b>	<b>(7,819)</b>	<b>(10,003)</b>	<b>(4,271)</b>	<b>14,922</b>	<b>12,466</b>

### Monthly revenue and expenditure (standard classification)

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>Revenue - Standard</b>															
<b>Governance and administration</b>	<b>30,663</b>	<b>2,727</b>	<b>663</b>	<b>663</b>	<b>30,663</b>	<b>747</b>	<b>663</b>	<b>663</b>	<b>28,543</b>	<b>663</b>	<b>663</b>	<b>663</b>	<b>97,979</b>	<b>102,423</b>	<b>105,489</b>
Executive and council	-	1,190	-	-	-	-	-	-	-	-	-	-	1,190	1,400	1,400
Budget and treasury office	30,663	1,513	663	663	30,663	663	663	663	28,543	663	663	663	96,681	100,933	103,992
Corporate services	-	24	-	-	-	84	-	-	-	-	-	-	108	90	96
<b>Community and public safety</b>	<b>2,089</b>	<b>-</b>	<b>-</b>	<b>2,089</b>	<b>-</b>	<b>-</b>	<b>2,089</b>	<b>-</b>	<b>-</b>	<b>2,089</b>	<b>-</b>	<b>-</b>	<b>8,354</b>	<b>8,772</b>	<b>9,211</b>
Health	2,089	-	-	2,089	-	-	2,089	-	-	2,089	-	-	8,354	8,772	9,211
<b>Economic and environmental services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>483</b>	<b>-</b>	<b>-</b>	<b>483</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>483</b>	<b>-</b>	<b>1,449</b>	<b>-</b>	<b>-</b>
Road transport	-	-	-	483	-	-	483	-	-	-	483	-	1,449	-	-
<b>Other</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>1,156</b>	<b>1,651</b>	<b>1,651</b>
<b>Total Revenue - Standard</b>	<b>32,847</b>	<b>2,823</b>	<b>759</b>	<b>3,330</b>	<b>30,759</b>	<b>843</b>	<b>3,330</b>	<b>759</b>	<b>28,639</b>	<b>2,847</b>	<b>1,242</b>	<b>759</b>	<b>108,938</b>	<b>112,847</b>	<b>116,350</b>
<b>Expenditure - Standard</b>															
<b>Governance and administration</b>	<b>3,975</b>	<b>4,346</b>	<b>3,665</b>	<b>3,665</b>	<b>4,340</b>	<b>4,165</b>	<b>4,065</b>	<b>3,665</b>	<b>3,876</b>	<b>3,665</b>	<b>3,665</b>	<b>4,766</b>	<b>47,860</b>	<b>46,789</b>	<b>49,802</b>
Executive and council	2,205	1,895	1,895	1,895	2,045	1,895	1,895	1,895	2,106	1,895	1,895	2,028	23,542	22,687	23,968
Budget and treasury office	643	643	643	643	1,143	1,143	1,043	643	643	643	643	1,490	9,960	10,599	11,366
Corporate services	1,128	1,808	1,128	1,128	1,153	1,128	1,128	1,128	1,128	1,128	1,128	1,248	14,358	13,503	14,468
<b>Community and public safety</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,103</b>	<b>3,414</b>	<b>37,551</b>	<b>37,381</b>	<b>39,974</b>
Community and social services	379	379	379	379	379	379	379	379	379	379	379	407	4,574	2,368	2,543
Public safety	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	19,896	21,043	22,380
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,067	1,349	13,081	13,970	15,050
<b>Economic and environmental services</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,105</b>	<b>24,109</b>	<b>9,822</b>	<b>9,884</b>
Planning and development	672	672	672	672	672	672	672	672	672	672	672	729	8,119	6,844	6,677
Road transport	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,329	1,376	15,990	2,978	3,207
<b>Other</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>292</b>	<b>478</b>	<b>3,688</b>	<b>3,932</b>	<b>4,225</b>
<b>Total Expenditure - Standard</b>	<b>9,371</b>	<b>9,741</b>	<b>9,061</b>	<b>9,061</b>	<b>9,736</b>	<b>9,561</b>	<b>9,461</b>	<b>9,061</b>	<b>9,272</b>	<b>9,061</b>	<b>9,061</b>	<b>10,762</b>	<b>113,209</b>	<b>97,924</b>	<b>103,884</b>
<b>Surplus/(Deficit)</b>	<b>23,477</b>	<b>(6,918)</b>	<b>(8,302)</b>	<b>(5,730)</b>	<b>21,023</b>	<b>(8,718)</b>	<b>(6,130)</b>	<b>(8,302)</b>	<b>19,367</b>	<b>(6,213)</b>	<b>(7,819)</b>	<b>(10,003)</b>	<b>(4,271)</b>	<b>14,922</b>	<b>12,466</b>

### Monthly revenue by source and expenditure by type

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>Revenue By Source</b>															
Service charges - other	78	78	78	78	78	78	78	78	78	78	78	78	940	1,407	1,407
Rental of facilities and equipment	8	8	8	8	8	8	8	8	8	8	8	8	96	226	226
Interest earned - external investments	658	658	658	658	658	658	658	658	658	658	658	658	7,900	8,950	9,000
Interest earned - outstanding debtors	10	10	10	10	10	10	10	10	10	10	10	10	120	19	19
Transfers recognised - operational	32,089	2,040	-	2,572	30,000	84	2,572	-	27,880	2,089	483	-	99,807	102,199	105,658
Other revenue	4	28	4	4	4	4	4	4	4	4	4	4	75	46	41
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>32,847</b>	<b>2,823</b>	<b>759</b>	<b>3,330</b>	<b>30,759</b>	<b>843</b>	<b>3,330</b>	<b>759</b>	<b>28,639</b>	<b>2,847</b>	<b>1,242</b>	<b>759</b>	<b>108,938</b>	<b>112,847</b>	<b>116,350</b>
<b>Expenditure By Type</b>															
Employee related costs	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	4,160	49,914	53,383	57,618
Remuneration of councillors	409	409	409	409	409	409	409	409	409	409	409	409	4,910	5,180	5,490
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	25	25	26	28
Depreciation & asset impairment	415	415	415	415	415	415	415	415	415	415	415	415	4,985	5,259	5,575
Other materials	82	82	82	82	82	82	82	82	82	82	82	82	978	1,032	1,094
Contracted services	984	984	984	984	984	984	984	984	984	984	984	984	11,811	12,461	13,208
Transfers and grants	2,148	2,148	2,148	2,148	2,148	2,148	2,148	2,148	2,148	2,148	2,148	2,148	25,777	4,960	4,310
Other expenditure	1,173	1,544	863	863	1,363	1,363	1,263	863	1,074	863	863	2,539	14,634	15,439	16,365
Loss on disposal of PPE	-	-	-	-	175	-	-	-	-	-	-	-	175	185	196
<b>Total Expenditure</b>	<b>9,371</b>	<b>9,741</b>	<b>9,061</b>	<b>9,061</b>	<b>9,736</b>	<b>9,561</b>	<b>9,461</b>	<b>9,061</b>	<b>9,272</b>	<b>9,061</b>	<b>9,061</b>	<b>10,762</b>	<b>113,209</b>	<b>97,924</b>	<b>103,884</b>
<b>Surplus/(Deficit)</b>	<b>23,477</b>	<b>(6,918)</b>	<b>(8,302)</b>	<b>(5,730)</b>	<b>21,023</b>	<b>(8,718)</b>	<b>(6,130)</b>	<b>(8,302)</b>	<b>19,367</b>	<b>(6,213)</b>	<b>(7,819)</b>	<b>(10,003)</b>	<b>(4,271)</b>	<b>14,922</b>	<b>12,466</b>

**Strategic Performance Indicators and Targets - Responsibility of the Municipal Manager**

Function: Office of the Municipal Manager  
 Sub-functions: Internal Audit  
 Performance Management  
 Integrated Development Planning  
 Disaster Management

Vote: 002  
 002  
 002  
 002  
 008

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Expenditure Management	<b>Percentage Cost coverage (based upon cash to commitments)</b>	100%	100%	100%	100%	100%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage MSIG utilization	25%	50%	75%	100%	100%
Financial Viability	Improve and sustain financial viability	Expenditure Management	(Total) Operational expenditure as a percentage of planned expenditure	20%	35%	70%	100%	
Financial Viability	Improve and sustain financial viability	Expenditure Management	Capital expenditure as a Percentage of planned capital expenditure	20%	35%	70%	100%	

**Strategic Performance Indicators and Targets - Responsibility of the Municipal Manager**

Function: Office of the Municipal Manager  
 Sub-functions: Internal Audit  
 Performance Management  
 Integrated Development Planning  
 Disaster Management

Vote: 002  
 002  
 002  
 002  
 008

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Timeous adoption of Budget	25% (The drafting and adoption of the IDP /Budget / PMS Process plan by Council by end August)	25% (The drafting and adoption of the IDP /Budget / PMS Process plan by Council by end August)	75% (The drafting and adoption of the adjustment budget by end of January and the tabling of the draft budget to Council by the end of March)	100% (The drafting and adoption of the final budget by Council by 31 May)	100%
Financial Viability	Improve and sustain financial viability	Revenue	Percentage investor funding (R-value of Investments Funding Received / R-value of Total Revenue as Percentage)	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	2%	2%
Financial Viability	Improve and sustain financial viability	Revenue	Percentage of debt over 90 days	30%	25%	20%	20%	

**Strategic Performance Indicators and Targets - Responsibility of the Municipal Manager**

Function: Office of the Municipal Manager  
 Sub-functions: Internal Audit  
 Performance Management  
 Integrated Development Planning  
 Disaster Management

Vote: 002  
 002  
 002  
 002  
 008

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Unqualified audit opinion	Not applicable this quarter	100% (Unqualified Report)	Not applicable this quarter	Not applicable this quarter	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Average Percentage of AG audit queries resolved	Not applicable this quarter	20%	60%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions implemented within timeframes	90%	90%	90%	90%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Anti-corruption and fraud	Anti-fraud and corruption strategy implemented	100%	100%	100%	100%	100%



**Strategic Performance Indicators and Targets - Responsibility of the Municipal Manager**

Function: Office of the Municipal Manager  
 Sub-functions: Internal Audit  
 Performance Management  
 Integrated Development Planning  
 Disaster Management

Vote: 002  
 002  
 002  
 002  
 008

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Monitoring and Evaluation	Timeous submission of annual report	25% (submission of Financial statements and APR to AG)	50% (tabling draft AR to Council)	100% (Adoption of oversight report and final AR by end March by Council)	Not applicable this quarter	
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Monitoring and Evaluation	Timeous adoption of SDBIP (within 28 days of adoption of final budget)	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	
Local Economic Development	To ensure optimal utilisation of and adherence to space economy	Employment Creation	<b>Number jobs created through municipality's LED initiatives including capital projects</b>	20	40	60	80	80
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic	Project Management	<b>Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP</b>	20%	40%	60%	80%	80%

**Strategic Performance Indicators and Targets - Responsibility of the Municipal Manager**

Function: Office of the Municipal Manager  
 Sub-functions: Internal Audit  
 Performance Management  
 Integrated Development Planning  
 Disaster Management

Vote: 002  
 002  
 002  
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 008

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Service Delivery	To empower the community and instil sense of ownership of development	Client Relations management	Percentage Presidential hotline queries addressed and responded to within 2 weeks of receipt	100%	100%	100%	100%	100%
Service Delivery	To empower the community and instil sense of ownership of development	Client Relations management	Percentage Premier hotline queries addressed and responded to within 2 weeks of receipt	100%	100%	100%	100%	100%
Spatial Rationale	Coordinated developmental planning and implementation	Integrated planning	Timeous adoption of IDP (Final IDP adopted by Council by end May)	25% (Drafting and adoption of the IDP /Budget / PMS Process plan by Council by end August)	50% (Strategic planning session concluded including the draft Analysis phase and Strategies phase of the draft IDP)	75% (The identification of projects for the next financial year, and the tabling of the draft IDP to Council by the end of March)	100% (Public participation concluded. Adoption of the final IDP by Council by 31 May. Final IDP submitted to MEC by end June)	100%

**Strategic Performance Indicators and Targets - Responsibility of the Municipal Manager**

Function:	Office of the Municipal Manager	Vote:	002
Sub-functions:	Internal Audit		002
	Performance Management		002
	Integrated Development Planning		002
	Disaster Management		008

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Spatial Rationale	Coordinated developmental planning and implementation	Integrated planning	Reliable and credible IDP (rating)	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	85% (Rated Medium)	
Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	Percentage Senior Manager's Personal Development Plans implemented fully per annum	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	100%
Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	<b>Percentage municipality's operating budget (salary budget) actually spent on implementing its workplace skills plan</b>	0.5%	1%	1.5%	2%	2%
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Percentage of budgeted positions filled	70%	75%	80%	85%	85%
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Number of critical posts filled	10	10	10	10	10

**Strategic Performance Indicators and Targets - Responsibility of the Municipal Manager**

Function: Office of the Municipal Manager  
 Sub-functions: Internal Audit  
 Performance Management  
 Integrated Development Planning  
 Disaster Management

Vote: 002  
 002  
 002  
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 008

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Number of critical posts with signed performance agreements	4	4	4	4	4
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	<b>Percentage of people from employment equity target groups (i.t.o. Employment Equity Act) employed in the three highest levels of management in compliance with the municipality's approved employment equity plan</b>	95%	95%	95%	95%	95%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Budget and Treasury	Vote:	001
Sub-functions:	Expenditure		001
	Revenue		001
	Supply Chain		001
	Budget and Reporting		001

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage operating budget variance per department YTD	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage capital budget variance in terms of SDBIP projections	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage of operational budget spent on repairs and maintenance (R-value spent on repairs and maintenance / R-value operational expenditure as Percentage)	1%	1%	1%	1%	1%
Financial Viability	Improve and sustain financial viability	Expenditure Management	R-value repairs and maintenance expenditure y.t.d.	100,000	280,000	450,000	600,000	600,000
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Percentage progress with the annual budget process	25%	Not applicable this quarter	75%	100%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Budget and Treasury	Vote:	001
Sub-functions:	Expenditure		001
	Revenue		001
	Supply Chain		001
	Budget and Reporting		001

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Timeous submission of annual financial statements	100%	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of accurate bank reconciliation reports submitted by the 10th of each month	3	6	9	12	12
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of MFMA S52 reports submitted on time v.t.d.	1	2	3	4	4
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of MFMA S71 reports submitted on time v.t.d.	3	6	9	12	12
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of MFMA S66 reports submitted on time v.t.d.	1	2	3	4	4
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of Monthly Finance Management Grant reports submitted within 10 working days of each month	3	6	9	12	12

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Budget and Treasury	Vote:	001
Sub-functions:	Expenditure		001
	Revenue		001
	Supply Chain		001
	Budget and Reporting		001

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of Monthly Municipal Systems Improvement Grant reports submitted	3	6	9	12	12
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of NT monthly SCM Reports submitted v.t.d.	3	6	9	12	12
Financial Viability	Improve and sustain financial viability	Budget and Reporting	Number of SCM quarterly reports submitted y.t.d.	1	2	3	4	4
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage orders issued within 10 working days of receipt of requisition	90%	90%	90%	90%	90%
Financial Viability	Improve and sustain financial viability	Revenue	<b>R-value debtors outstanding as a Percentage of own revenue (Percentage outstanding service debtors to revenue - under 90 days)</b>	30%	30%	30%	30%	30%
Financial Viability	Improve and sustain financial viability	Revenue	Debt collected as a percentage of money owed to the municipality	90%	90%	90%	90%	90%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Budget and Treasury	Vote:	001
Sub-functions:	Expenditure		001
	Revenue		001
	Supply Chain		001
	Budget and Reporting		001

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Revenue	Grants as a Percentage of revenue received	98.90%	98.90%	98.90%	98.90%	98.90%
Financial Viability	Improve and sustain financial viability	Revenue	Percentage revenue collected by the municipality as a Percentage of projected revenue target	90%	90%	90%	90%	90%
Financial Viability	Improve and sustain financial viability	Revenue	Collection rate on billings	90%	90%	90%	90%	90%
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage Tenders adjudicated within 90 days of closure of tender report per department	100%	100%	100%	100%	100%
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage empowerment goals achieved as identified in the SCM report	100%	100%	100%	100%	100%
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage procurement from companies located in district area	15%	15%	15%	15%	15%



**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Budget and Treasury	Vote:	001
Sub-functions:	Expenditure		001
	Revenue		001
	Supply Chain		001
	Budget and Reporting		001

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Asset Management	Percentage GRAP compliance (asset register)	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Asset Management	Percentage redundant assets are auctioned annually	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of AG audit queries related to department resolved	Not applicable this quarter	20%	60%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Number of risk meetings held	1	2	3	4	4

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Budget and Treasury	Vote:	001
Sub-functions:	Expenditure		001
	Revenue		001
	Supply Chain		001
	Budget and Reporting		001

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions related to department implemented within timeframe	90%	90%	90%	90%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of related Portfolio Committee meetings held	3	5	7	10	10
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of Departmental Staff Meetings convened	1	2	3	4	4
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Inter-governmental relations	Number CFO Forum meetings held	1	2	3	4	4

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Budget and Treasury	Vote:	001
Sub-functions:	Expenditure		001
	Revenue		001
	Supply Chain		001
	Budget and Reporting		001

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Policies and by-laws	Number of financial policies reviewed	Not applicable this quarter	Not applicable this quarter	7	7	7
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Number of contract management reports submitted	1	2	3	4	4

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Corporate Support & Shared Services	Vote:	003
Sub-functions:	Human Resources		003
	Legal and Administration		003
	Fleet Management		003
	Information and communication technology		003

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage MSIG utilization - Skills Development & LG implementation	25%	50%	75%	100%	100%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage operating budget variance per department YTD	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage capital budget variance in terms of SDBIP projections	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage Tenders adjudicated within 90 days of closure of tender report per department	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Administration	Percentage mail received processed daily	90%	90%	90%	90%	90%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Corporate Support & Shared Services	Vote:	003
Sub-functions:	Human Resources		003
	Legal and Administration		003
	Fleet Management		003
	Information and communication technology		003

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Fleet Management	Compliance to service intervals of fleet vehicles	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Anti-corruption and fraud	Percentage reported corruption and fraud issues responded to within 5 working days	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Anti-corruption and fraud	Percentage corruption cases resolved within 90 days of report received	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of AG audit queries related to department resolved	Not applicable this quarter	20%	60%	100%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Corporate Support & Shared Services	Vote:	003
Sub-functions:	Human Resources		003
	Legal and Administration		003
	Fleet Management		003
	Information and communication technology		003

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions related to department implemented within timeframe	90%	90%	90%	90%	90%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of related Portfolio Committee meetings held	3	5	7	10	10
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of Departmental Staff Meetings convened	1	2	3	4	4
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Information and communication technology	Percentage implementation of ICT disaster recovery plan	100%	100%	100%	100%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Corporate Support & Shared Services	Vote:	003
Sub-functions:	Human Resources		003
	Legal and Administration		003
	Fleet Management		003
	Information and communication technology		003

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Policies and by-laws	Number of policies reviewed	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	4	4
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Legal	Percentage legal opinions drafted internally	50%	50%	50%	50%	50%
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed on time per department	90%	90%	90%	90%	100%
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed within budget per department	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Corporate Support & Shared Services	Vote:	003
Sub-functions:	Human Resources		003
	Legal and Administration		003
	Fleet Management		003
	Information and communication technology		003

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Number of contract management reports submitted	1	2	3	4	4
Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	Percentage Senior Managers with completed Personal Development Plans	100%	100%	100%	100%	100%
Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	Percentage training budget actually spent on training	25%	50%	75%	100%	100%
Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	Percentage Skills levy received spent on actual training	25%	50%	75%	100%	100%
Transformation and Organisational Development	To attract, develop and retain best human capital	Capacity building and Training (HRD)	Skills Development Plan developed and submitted to SETA by end March	Not applicable this quarter	Not applicable this quarter	100%	Not applicable this quarter	100%



**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Corporate Support & Shared Services	Vote:	003
Sub-functions:	Human Resources		003
	Legal and Administration		003
	Fleet Management		003
	Information and communication technology		003

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Percentage Disciplinary hearings resolved internally within 90 days of detection	100%	100%	100%	100%	100%
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Percentage Employees o suspension longer that 90 days	0%	0%	0%	0%	0%
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Total Number of woman employed by the municipality against total staff	50%	50%	50%	50%	50%
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Number training committee meetings held	1	2	3	4	4
Transformation and Organisational Development	To attract, develop and retain best human capital	Human Resource Management	Number SDF meetings held	1	2	3	4	4

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Planning and Economic Development  
 Sub-functions: Spatial Planning  
 Local Economic Development  
 Abattoir

Vote: 004  
 004  
 004  
 020

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage operating budget variance per department YTD	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage capital budget variance in terms of SDBIP projections	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage Tenders adjudicated within 90 days of closure of tender report per department	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of AG audit queries related to department resolved	Not applicable this quarter	20%	60%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions related to department implemented within timeframe	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Planning and Economic Development  
 Sub-functions: Spatial Planning  
 Local Economic Development  
 Abattoir

Vote: 004  
 004  
 004  
 020

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of related Portfolio Committee meetings held	3	5	7	10	10
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of Departmental Staff Meetings convened	1	2	3	4	4

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Planning and Economic Development  
 Sub-functions: Spatial Planning  
 Local Economic Development  
 Abattoir

Vote: 004  
 004  
 004  
 020

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Local Economic Development	To ensure optimal utilisation of and adherence to space economy	Abattoir	Percentage cost recovery from Abattoir	30%	30%	30%	30%	30%
Local Economic Development	To ensure optimal utilisation of and adherence to space economy	Employment Creation	Number of permanent jobs (longer than 3 months) created through LED initiatives	20	20	25	30	30
Local Economic Development	To ensure optimal utilisation of and adherence to space economy	Tourism and Marketing	Percentage CTA's that are functioning	100%	100%	100%	100%	100%
Local Economic Development	To ensure optimal utilisation of and adherence to space economy	Tourism and Marketing	Number publications published	1.00	2.00	3.00	4.00	4.00

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Planning and Economic Development  
 Sub-functions: Spatial Planning  
 Local Economic Development  
 Abattoir

Vote: 004  
 004  
 004  
 020

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed on time per department	90%	90%	90%	90%	100%
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed within budget per department	90%	90%	90%	90%	100%
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Number of contract management reports submitted	1	2	3	4	4
Spatial Rationale	Coordinated developmental planning and implementation	Spatial planning and land use management	Number of Spatial Planning projects identified by the SDF that are implemented	1	1	1	1	1

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Infrastructure Development Vote: 005  
 Sub-functions: Project Management of Infrastructure Projects 005  
 Co-ordination of Basic Services in Local Municipalities 005

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage operating budget variance per department YTD	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage capital budget variance in terms of SDBIP projections	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage Tenders adjudicated within 90 days of closure of tender report per department	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of AG audit queries related to department resolved	Not applicable this quarter	20%	60%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions related to department implemented within timeframe	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Infrastructure Development  
 Sub-functions: Project Management of Infrastructure Projects  
 Co-ordination of Basic Services in Local Municipalities

Vote: 005  
 005  
 005

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of related Portfolio Committee meetings held	3	5	7	10	10
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of Departmental Staff Meetings convened	1	2	3	4	4
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed on time per department	90%	90%	90%	90%	100%
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed within budget per department	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Infrastructure Development Vote: 005  
 Sub-functions: Project Management of Infrastructure Projects 005  
 Co-ordination of Basic Services in Local Municipalities 005

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Number of contract management reports submitted	1	2	3	4	4
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Number quarterly Water & Sanitation (FBS) forum meetings successfully held annually	1	2	3	4	4



**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Office of the Executive Mayor Vote: 006  
 Sub-functions: General Council 006  
 Office of the Speaker 006  
 Office of the Chief Whip 006  
 Communication 006  
 Disability, Youth and Gender Development 006

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage operating budget variance per department YTD	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage capital budget variance in terms of SDBIP projections	10%	10%	10%	10%	10%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of AG audit queries related to department resolved	Not applicable this quarter	20%	60%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions related to department implemented within timeframe	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Office of the Executive Mayor Vote: 006  
 Sub-functions: General Council 006  
 Office of the Speaker 006  
 Office of the Chief Whip 006  
 Communication 006  
 Disability, Youth and Gender Development 006

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of related Portfolio Committee meetings held y.t.d.	6	18	24	36	36
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of Departmental Staff Meetings convened	1	2	3	4	4
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of ordinary Council meetings successfully held	1	2	3	4	4
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Inter-governmental relations	Number of sharing & learning (Twinning) meetings held	0	0	1	2	1

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Office of the Executive Mayor Vote: 006  
 Sub-functions: General Council 006  
 Office of the Speaker 006  
 Office of the Chief Whip 006  
 Communication 006  
 Disability, Youth and Gender Development 006

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Public Participation	Number report back to local community done (Izimbizo)	1	2	3	4	4
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed on time per department	90%	90%	90%	90%	100%
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects completed within budget per department	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function:	Office of the Executive Mayor	Vote:	006
Sub-functions:	General Council		006
	Office of the Speaker		006
	Office of the Chief Whip		006
	Communication		006
	Disability, Youth and Gender Development		006

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Number of contract management reports submitted	1	2	3	4	4
Service Delivery	To empower the community and instil sense of ownership of development	Disability Development	Number of district disability desk meetings held	1	2	3	4	4
Service Delivery	To empower the community and instil sense of ownership of development	Gender Development	Number of district gender desk meetings held	1	2	3	4	4
Service Delivery	To empower the community and instil sense of ownership of development	Youth Development	Number of district youth desk meetings held	1	2	3	4	4

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Social Development and Community Services  
 Sub-functions: Environmental, Health and Waste Management

Vote: 007  
 009

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage operating budget variance per department YTD	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Expenditure Management	Percentage capital budget variance in terms of SDBIP projections	10%	10%	10%	10%	10%
Financial Viability	Improve and sustain financial viability	Supply Chain Management	Percentage Tenders adjudicated within 90 days of closure of tender report per department	100%	100%	100%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of AG audit queries related to department resolved	Not applicable this quarter	20%	60%	100%	100%
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions related to department implemented within timeframe	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Social Development and Community Services  
 Sub-functions: Environmental, Health and Waste Management

Vote: 007  
 009

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of related Portfolio Committee meetings held	3	5	7	10	10
Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Number of Departmental Staff Meetings convened	1	2	3	4	4
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects competed on time per department	90%	90%	90%	90%	100%
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Percentage projects competed within budget per department	90%	90%	90%	90%	100%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Social Development and Community Services  
 Sub-functions: Environmental, Health and Waste Management

Vote: 007  
 009

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Service Delivery	To coordinate and monitor infrastructure development for provision of access to basic services	Project Management	Number of contract management reports submitted	1	2	3	4	4
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Percentage water samples complying to standards	80%	80%	80%	80%	80%
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Percentage food outlets complying to standards	80%	80%	80%	80%	80%
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Percentage of food samples complying to standards	80%	80%	80%	80%	80%
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Percentage landfill sites complying to legislative requirements	2 / 8 = 25%	2 / 8 = 25%	3 / 8 = 37.5%	3 / 8 = 37.5%	3 / 8 = 37.5%

**Performance Indicators and Targets for the following Functions, Sub-functions and Votes:**

Function: Social Development and Community Services  
 Sub-functions: Environmental, Health and Waste Management

Vote: 007  
 009

KPA	Strategic Objective / Goal	Programme / Focus Area	Performance Indicators	Target End Sept 2011	Target End Dec 2011	Target End Mar 2012	Target End June 2012	Annual Projected Target 2011-12
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Percentage of Municipal Health complaints resolved within 5 days	90%	90%	90%	90%	100%
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Number of Food control committee meetings held	3	5	8	11	11
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Number Health and hygiene awareness campaigns held	1	2	3	4	4
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Percentage initiation schools complying to standards	90%	n/a	n/a	90%	100%
Service Delivery	To empower the community and instil sense of ownership of development	Municipal Environmental Health & Environmental Management	Percentage funeral undertakers complying to standards	80%	80%	80%	80%	80%



**PROJECT WORKS PLAN - 11/12 IDP EXPENDITURE BY MONTH**

Dpt	PROJECT NAME	Total Capital	Total	PROJECTED EXPENDITURE - YEAR TO DATE											
				July	August	September	October	November	December	January	February	March	April	May	June
	<b>Municipal Environmental Health &amp; Environmental Management</b>														
07	Review Air Quality Management Plan	-	300,000	-	5,000	5,000	32,778	65,556	98,333	131,111	163,889	196,667	229,444	262,222	300,000
07	Dispersion modelling	-	250,000	-	5,000	5,000	32,222	59,444	86,666	113,888	141,111	168,333	195,555	222,778	250,000
07	Establishment of Modimolle landfill site	-	1,750,000	-	-	-	-	-	-	-	-	437,500	875,000	1,312,500	1,750,000
07	Training of Green Scorpions	-	50,000	-	-	-	-	-	-	-	-	-	-	50,000	50,000
07	Arbor Day Programme	-	10,000	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
07	Working for Water	-	50,000	-	-	-	-	-	-	-	25,000	50,000	50,000	50,000	50,000
		-	<b>2,410,000</b>												
	<b>Disaster Management</b>														
08	Purchase of Fire Engine for high rise buildings (5seater/double cab) - LDC	3,800,000	-	-	-	-	-	-	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	3,800,000
08	Purchase of structural/aircraft water	-	-												-
08	Purchase of Hazmat Trailer (Hazardous Materials Trailer) LDC	350,000	-	-	-	-	-	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
08	Villages/Witpoort Fire Station Equipment - mobile office	150,000	-	-	-	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
08	Fire Station Standby Generator Refurbishment -	100,000	-	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
08	Refurbishment of Toyota Dyna for training -	100,000	-	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
08	Refurbishment of Unimog Fire Engine - Mogalakwena	300,000	-	-	-	-	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
08	Mogalakwena Equipment	1,300,000	-	-	-	-	-	-	650,000	650,000	650,000	650,000	650,000	650,000	1,300,000
08	Thabazimbi Equipment	650,000	-	-	-	-	-	-	650,000	650,000	650,000	650,000	650,000	650,000	650,000
08	Thabazimbi Hazardous Materials Trailer	350,000	-	-	-	-	-	-	350,000	350,000	350,000	350,000	350,000	350,000	350,000
08	Thabazimbi Water Tank	800,000	-	-	-	-	-	-	800,000	800,000	800,000	800,000	800,000	800,000	800,000
08	Mookgophong - repair of Toyota Landcruiser plus new equipment	400,000	-	-	-	-	-	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000

**PROJECT WORKS PLAN - 11/12 IDP EXPENDITURE BY MONTH**

Dpt	PROJECT NAME	Total Capital	Total	PROJECTED EXPENDITURE - YEAR TO DATE											
				July	August	September	October	November	December	January	February	March	April	May	June
08	Bela Bela - Medium Pumper vehicle	1,600,000	-	-	-	-	-	-	800,000	800,000	800,000	800,000	800,000	800,000	1,600,000
08	Bela Bela Equipment	250,000	-	-	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
08	Modimolle - Medium Double Cab Rapid Intervention	1,200,000	-	-	-	-	-	-	600,000	600,000	600,000	600,000	600,000	600,000	1,200,000
08	Modimolle Equipment	250,000	-	-	-	-	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
		<b>11,600,000</b>	<b>-</b>												
	<b>Local Economic Development &amp; Tourism</b>														
04	Co-ordination of district wide LED	-	50,000	-	10,000	20,000	20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
04	Tourism	-	600,000	-	100,000	100,000	100,000	300,000	300,000	500,000	500,000	600,000	600,000	600,000	600,000
04	Waterberg Biosphere Meander Reserve	-	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
04	WEDA	-	1,500,000	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
04	Vaalwater Beautification (project Wildlife Study)	-	500,000	-	-	250,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
04	Bela Bela Flea Market	-	250,000	-	50,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
		<b>-</b>	<b>3,000,000</b>												
	<b>Municipal Roads &amp; Stormwater</b>														
05	Completion of Modimolle Ring Road	-	2,200,000	55,000	55,000	150,000	150,000	350,000	450,000	450,000	1,050,000	1,050,000	1,900,000	1,900,000	2,200,000
05	Completion of Bela Bela Street Paving	-	1,500,000	50,000	50,000	100,000	100,000	300,000	400,000	400,000	1,000,000	1,000,000	1,300,000	1,300,000	1,500,000
05	Completion of Khutsong Street in Mahwelereng	-	1,500,000	50,000	50,000	100,000	100,000	300,000	400,000	400,000	1,000,000	1,000,000	1,300,000	1,300,000	1,500,000
		<b>-</b>	<b>5,200,000</b>												
	<b>Municipal Support &amp; Institutional Development</b>														
02	PMS	-	1,662,000	68,620	236,760	351,572	552,612	743,612	823,984	1,007,324	1,085,864	1,283,656	1,365,996	1,530,336	1,662,000
03	IFMS	1,500,000	-	-	-	-	-	-	-	750,000	750,000	1,500,000	1,500,000	1,500,000	1,500,000
03	Procurement of movable	1,200,000	-	-	-	500,000	500,000	1,000,000	1,000,000	1,100,000	1,100,000	1,100,000	1,200,000	1,200,000	1,200,000
03	Procurement of IT equipment	1,103,000	-	-	300,000	300,000	300,000	300,000	600,000	600,000	600,000	1,103,000	1,103,000	1,103,000	1,103,000
02	Lephalale Municipal Turnaround Strategy Support	-	1,000,000	-	-	200,000	200,000	200,000	200,000	700,000	700,000	700,000	1,000,000	1,000,000	1,000,000
03	Fleet Management System	1,000,000	-	-	-	-	300,000	300,000	500,000	500,000	500,000	500,000	1,000,000	1,000,000	1,000,000

**PROJECT WORKS PLAN - 11/12 IDP EXPENDITURE BY MONTH**

Dpt	PROJECT NAME	Total Capital	Total	PROJECTED EXPENDITURE - YEAR TO DATE											
				July	August	September	October	November	December	January	February	March	April	May	June
03	District Wide VPN Network	1,700,000	-						500,000		700,000			500,000	1,700,000
03	Procurement of Diesel Generator	500,000	-	-	-	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
		7,003,000	2,662,000												
	<b>Community Participation &amp; Good Governance</b>														
06	Communication	-	450,000	-	-	120,000	120,000	120,000	240,000	240,000	240,000	360,000	360,000	450,000	450,000
06	District Public Participation - EMO	-	1,000,000	-	-	200,000	200,000	200,000	500,000	500,000	500,000	800,000	800,000	1,000,000	1,000,000
02	District Public Participation - IDP	-	400,000	-	140,000	140,000	180,000	180,000	350,000	350,000	370,000	370,000	370,000	400,000	400,000
06	Learning & sharing (twinning agreement)	-	100,000	-	-	-	50,000	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000
02	Anti-fraud helpline	-	150,000	6,000	12,000	18,000	24,000	69,000	75,000	81,000	126,000	132,000	138,000	144,000	150,000
06	Production of Diaries for Cllrs & Traditional Leaders	-	30,000	-	-	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
06	HIV/AIDS Awareness	-	150,000	-	-	-	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000
06	Gender & Elderly People Programs	-	250,000	-	150,000	150,000	150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
06	Youth Programs	-	200,000	-	-	-	-	-	100,000	100,000	100,000	100,000	100,000	200,000	200,000
06	Youth Conference	-													-
06	People with Disability Programs	-	200,000	-	-	-	-	140,000	140,000	140,000	140,000	140,000	200,000	200,000	200,000
02	IT Audit	-	500,000	-	150,000	300,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
06	Councillor Induction	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
06	Inauguration of Council	-	200,000	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
		-	3,780,000												
	<b>Land</b>														
04	CBD Development Plan & implementation (Mookgophong &	-	1,000,000	-	10,000	10,000	250,000	500,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
		-	1,000,000												
	<b>Transport</b>														
04	Coordination of Transport	-	100,000	-	-	-	-	-	10,000	30,000	50,000	70,000	90,000	100,000	100,000
		-	100,000												

**PROJECT WORKS PLAN - 11/12 IDP EXPENDITURE BY MONTH**

Dpt	PROJECT NAME	Total Capital	Total	PROJECTED EXPENDITURE - YEAR TO DATE											
				July	August	September	October	November	December	January	February	March	April	May	June
	<b>Safety &amp; Security</b>														
06	Establishment & Coordination of Safety &	-	75,000	-	-	-	30,000	30,000	30,000	30,000	55,000	55,000	55,000	75,000	75,000
		-	75,000												
	<b>Sports, Arts &amp; Culture</b>														
06	Sport Programs - EM marathon, farm dwellers sport, women in sports	-	300,000	-	100,000	100,000	100,000	100,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
06	OR Tambo Games	-	400,000	-	-	-	-	-	-	-	-	-	400,000	400,000	400,000
06	District Cultural Festival	-	100,000	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
06	Coordination of Moral Regeneration	-	100,000	-	-	-	-	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000
		-	900,000												
	<b>Electricity</b>														
05	Upgrade of electricity sub station Modimolle	-	1,000,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
05	Upgrade of electricity sub station Mogalakwena	-	2,000,000	-	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
		-	3,000,000												
	<b>Water, Sanitation and Drought Relief</b>														
05	Mookgophong Township Sewer Connection	-	3,000,000	-	150,000	150,000	300,000	500,000	600,000	600,000	1,200,000	1,200,000	2,100,000	2,100,000	3,000,000
			3,000,000												
	<b>Total</b>	18,603,000	22,127,000	379,620	4,373,760	8,329,572	9,801,612	16,097,612	22,893,983	24,463,323	27,236,864	29,156,156	32,571,995	34,239,836	40,730,000

**PROJECT WORKS PLAN - 11/12 IDP EXPENDITURE BY MONTH**

Dpt	PROJECT NAME	Total Capital	Total	PROJECTED EXPENDITURE - YEAR TO DATE											
				July	August	September	October	November	December	January	February	March	April	May	June
	CFO	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	MM	-	3,712,000	74,620	538,760	1,009,572	1,456,612	1,692,612	1,948,984	2,638,324	2,781,864	2,985,656	3,373,996	3,574,336	3,712,000
	MCSSS	7,003,000	-	-	300,000	800,000	1,100,000	2,100,000	3,100,000	3,450,000	4,150,000	4,703,000	5,303,000	5,803,000	7,003,000
	MPED	-	4,100,000	-	1,770,000	2,130,000	2,720,000	3,200,000	3,460,000	3,930,000	3,950,000	4,070,000	4,090,000	4,100,000	4,100,000
	MID	-	11,200,000	155,000	1,155,000	3,350,000	3,350,000	3,950,000	4,250,000	4,250,000	6,050,000	6,050,000	7,500,000	7,500,000	8,200,000
	MEMO	-	3,705,000	150,000	600,000	1,020,000	1,100,000	1,320,000	2,290,000	2,290,000	2,315,000	2,835,000	3,295,000	3,705,000	3,705,000
	MSDCS	-	2,410,000	-	10,000	20,000	75,000	135,000	194,999	254,999	340,000	862,500	1,359,999	1,907,500	2,410,000
	Disaster	11,600,000	-	-	-	-	-	3,700,000	7,650,000	7,650,000	7,650,000	7,650,000	7,650,000	7,650,000	11,600,000
	<b>Total per dpt</b>	<b>18,603,000</b>	<b>25,127,000</b>	<b>379,620</b>	<b>4,373,760</b>	<b>8,329,572</b>	<b>9,801,612</b>	<b>16,097,612</b>	<b>22,893,983</b>	<b>24,463,323</b>	<b>27,236,864</b>	<b>29,156,156</b>	<b>32,571,995</b>	<b>34,239,836</b>	<b>40,730,000</b>
	<b>Quarterly spending targets</b>					19%			52%			67%			93%

**PROJECT WORKS PLAN - 11/12 IDP PROJECTED PROGRESS**

Vote	Dept	Proj #	PROJECT NAME	TOTAL CAPITAL BUDGET 2011/2012	TOTAL OPERATIONAL BUDGET 2010/2011	Quarter 1 -	Quarter 2 -	Quarter 3 -	Quarter 4 -		
						Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.		
			<b>Municipal Environmental Health &amp; Environmental Management</b>								
07	SDCS	xxx	Review Air Quality Management Plan	-	300,000	20%	50%	80%	100%		
07	SDCS	xxx	Dispersion modelling	-	250,000	20%	45%	80%	100%		
07	SDCS	xxx	Establishment of Modimolle landfill site	-	1,750,000	0%	0%	25%	100%		
07	SDCS	SE011	Training of Green Scorpions	-	50,000	0%	0%	0%	100%		
07	SDCS	SE012	Arbor Day Programme	-	10,000	100%	100%	100%	100%		
07	SDCS	SE014	Working for Water Programme	-	50,000	0%	0%	100%	100%		
				-	<b>2,410,000</b>						
			<b>Disaster Management</b>								
08	MM	xxx	Purchase of Fire Engine for high rise buildings (5seater/double cab) - LDC	3,800,000	-	30%	50%	75%	100%		
08	MM	xxx	Purchase of Hazmat Trailer (Hazardous Materials Trailer) - LDC	350,000	-	30%	50%	100%	100%		
08	MM	DM029	Villages/Witpoort Fire Station Equipment - mobile office LLM	150,000	-	30%	50%	100%	100%		
08	MM	xxx	Fire Station Standby Generator Refurbishment - Mog	100,000	-	30%	50%	100%	100%		
08	MM	xxx	Refurbishment of Toyota Dyna for training - Mogalakwena	100,000	-	30%	50%	100%	100%		
08	MM	xxx	Refurbishment of Unimog Fire Engine - Mogalakwena	300,000	-	30%	50%	100%	100%		
08	MM	DM011	Mogalakwena Equipment	1,300,000	-	30%	50%	75%	100%		
08	MM	DM014	Thabazimbi Equipment	650,000	-	30%	50%	100%	100%		
08	MM	xxx	Thabazimbi Hazardous Materials Trailer	350,000	-	30%	50%	100%	100%		
08	MM	xxx	Thabazimbi litre Water Tank	800,000	-	30%	50%	75%	100%		
08	MM	DM016	Mookgophong - repair of Toyota Landcruiser plus new equipment	400,000	-	30%	50%	100%	100%		
08	MM	xxx	Bela Bela - Medium Pumper vehicle	1,600,000	-	30%	50%	75%	100%		
08	MM	DM017	Bela Bela Equipment	250,000	-	30%	50%	100%	100%		

**PROJECT WORKS PLAN - 11/12 IDP PROJECTED PROGRESS**

Vote	Dept	Proj #	PROJECT NAME	TOTAL CAPITAL BUDGET 2011/2012	TOTAL OPERATIONAL BUDGET 2010/2011	Quarter 1 -	Quarter 2 -	Quarter 3 -	Quarter 4 -
						Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.
08	MM	xxx	Modimolle - Medium Double Cab Rapid Intervention Vehicle	1,200,000	-	30%	50%	75%	100%
08	MM	DM006	Modimolle Equipment	250,000	-	30%	50%	100%	100%
				<b>11,600,000</b>	<b>-</b>				
			<b>Local Economic Development &amp; Tourism</b>						
04	PED	UE031	Co-ordination of district wide LED	-	50,000	40%	100%	100%	100%
04	PED	UE038	Tourism	-	600,000	17%	50%	100%	100%
04	PED	UE040	Waterberg Biosphere Meander Reserve	-	100,000	100%	100%	100%	100%
04	PED	UE041	WEDA	-	1,500,000	100%	100%	100%	100%
04	PED	UE034	Vaalwater Beautification (project Wildlife Study)	-	500,000	50%	100%	100%	100%
04	PED	xxx	Bela Bela Flea Market	-	250,000	60%	100%	100%	100%
				<b>-</b>	<b>3,000,000</b>				
			<b>Municipal Roads &amp; Stormwater</b>						
05	ID	RS021	Completion of Modimolle Ring Road	-	2,200,000	10%	30%	70%	100%
05	ID	RS040	Completion of Bela Bela Street Paving	-	1,500,000	10%	30%	70%	100%
05	ID	RS041	Completion of Khutsong Street in Mahwelereng (Phase 2)	-	1,500,000	10%	30%	70%	100%
				<b>-</b>	<b>5,200,000</b>				
			<b>Municipal Support &amp; Institutional Development</b>						
02	CSS	IN024	PMS	-	1,662,000	21%	50%	77%	100%
03	CSS	IN027	IFMS	1,500,000	-	0%	0%	100%	100%
03	CSS	IN017	Procurement of movable assets	1,200,000	-	0%	67%	92%	100%
03	CSS	IN021	Procurement of IT equipment	1,103,000	-	0%	50%	100%	100%
02	CSS	IN035	Lephalale Municipal Turnaround Strategy Support	-	1,000,000	20%	20%	70%	100%
03	CSS	xxx	Fleet Management System	1,000,000	-	0%	50%	50%	100%
03	CSS	xxx	District Wide VPN Network	1,700,000	-	0%	29%	0%	100%
03	CSS	xxx	Procurement of Diesel Generator	500,000	-	0%	100%	100%	100%

**PROJECT WORKS PLAN - 11/12 IDP PROJECTED PROGRESS**

Vote	Dept	Proj #	PROJECT NAME	TOTAL CAPITAL BUDGET 2011/2012	TOTAL OPERATIONAL BUDGET 2010/2011	Quarter 1 -	Quarter 2 -	Quarter 3 -	Quarter 4 -	
						Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	
				7,003,000	2,662,000					
			<b>Community Participation &amp; Good Governance</b>							
06	EOM	CO009	Communication	-	450,000	25%	50%	75%	100%	
06	EOM	CO011	District Public Participation - EMO	-	1,000,000	25%	50%	75%	100%	
02	MM	CO012	District Public Participation - IDP	-	400,000	35%	88%	93%	100%	
06	EOM	CO014	Learning & sharing (twinning agreement)	-	100,000	0%	0%	50%	100%	
02	MM	CO020	Anti-fraud helpline	-	150,000	12%	50%	88%	100%	
06	EOM	CO013	Production of Diaries for Cllrs & Traditional Leaders	-	30,000	0%	100%	100%	100%	
06	EOM	CO017	HIV/AIDS Awareness Programs	-	150,000	0%	100%	100%	100%	
06	EOM	CO016	Gender & Elderly People Programs	-	250,000	50%	100%	100%	100%	
06	EOM	CO019	Youth Programs	-	200,000	0%	0%	0%	100%	
06	EOM	CO018	People with Disability Programs	-	200,000	0%	100%	100%	100%	
02	MM	xxx	IT Audit	-	500,000	60%	100%	100%	100%	
06	EOM	xxx	Councillor Induction	-	150,000	100%	100%	100%	100%	
06	EOM	xxx	Inauguration of Council	-	200,000	100%	100%	100%	100%	
				-	3,780,000					
			<b>Land</b>							
04	PED	LA012	CBD Development Plan & implementation (Mookgophong & Thabazimbi)	-	1,000,000	1%	75%	100%	100%	
				-	1,000,000					
			<b>Transport</b>							
04	PED	xxx	Coordination of Transport	-	100,000	0%	10%	70%	100%	
				-	100,000					
			<b>Safety &amp; Security</b>							
06	EOM	CO023	Establishment & Coordination of Safety & Security Forum	-	75,000	25%	50%	75%	100%	
				-	75,000					



**PROJECT WORKS PLAN - 11/12 IDP PROJECTED PROGRESS**

Vote	Dept	Proj #	PROJECT NAME	TOTAL CAPITAL BUDGET 2011/2012	TOTAL OPERATIONAL BUDGET 2010/2011	Quarter 1 -	Quarter 2 -	Quarter 3 -	Quarter 4 -
						Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.	Projected % progress with project y.t.d.
			<b>Sports, Arts &amp; Culture</b>						
06	EOM	SC007	Sport Programs - EM marathon, farm dwellers sport, women in sports	-	300,000	33%	66%	100%	100%
06	EOM	SC009	OR Tambo Games	-	400,000	0%	0%	0%	100%
06	EOM	SC011	District Cultural Festival	-	100,000	100%	100%	100%	100%
06	EOM	CO015	Coordination of Moral Regeneration	-	100,000	0%	50%	50%	100%
				-	<b>900,000</b>				
			<b>Electricity</b>						
05	ID	EL006	Upgrade of electricity sub station Modimolle	-	1,000,000	100%	100%	100%	100%
05	ID	xxx	Upgrade of electricity sub station Mogalakwena	-	2,000,000	100%	100%	100%	100%
				-	<b>3,000,000</b>				
			<b>Water, Sanitation and Drought Relief</b>						
05	ID	xxx	Mookgophong Township Sewer Connection	-	3,000,000	10%	20%	60%	100%
			<b>Total</b>	<b>18,603,000</b>	<b>22,127,000</b>				

**Approval of  
Executive Mayor**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

