



Lukhanji Municipality  
**SERVICE DELIVERY AND  
BUDGET  
IMPLEMENTATION  
PLAN**

**2012/13**

**High Level  
Summary**

March 28, 2012

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**SDBIP FOREWORD FROM THE EXECUTIVE MAYOR (2012/13 Budget)**

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## **Introduction**

The Lukhanji Municipality in terms of the Municipal Finance Management Act (MFMA), Lukhanji must produce a Service Delivery and Budget Implementation Plan (SDBIP) for the 2012/13 financial year.

The SDBIP is defined in chapter one of the MFMA as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

The SDBIP works similar to a business plan and becomes an integral part of the financial planning process. Lukhanji's SDBIP was prepared in parallel with its budget process. It is the connection between the budget and management performance agreements. The SDBIP contains detailed information concerning how the budget will be implemented through cash flow forecasts and numerous service delivery targets and performance indicators.

The Lukhanji SDBIP consists of two documents. A high level summary of the detailed plan is contained in this summary document and detailed monthly budget projections and quarterly performance indicators are contained in the estimates annexure document.

## **What does the SDBIP do?**

MFMA circular 13 from National Treasury outlines the concept of an SDBIP. In essence the SDBIP is to be viewed as a contract between the administration, the council and the community expressing the goals and objectives set by the council and expressed as quantifiable outcomes that can be implemented by the administration over the financial year.

It should be a management, implementation and monitoring tool that will assist the Executive Mayor, councilors, Municipal Manager, senior managers and community. It also allows the Municipal Manager a performance monitoring tool that he can use to monitor the performance of the senior managers. The MFMA requires that the performance objectives within the SDBIP linked directly to the performance agreements of each senior manager.

The SDBIP should be seen as a 'layered' plan. Only the top layer is included in this document and made public at council, however, the budget and performance targets should be broken down into smaller targets that are set for middle-level and junior managers. Each directorate should produce their own SDBIP that in turn will roll up into the high level municipality's SDBIP.

## **The SDBIP Components**

As outlined in MFMA circular 13, the SDBIP is made up of five necessary components. These components are:

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
5. Capital works plans.

The SDBIP is the link between organizational performance and the budget. It provides a means of to measure cost 'effectiveness' by linking the inputs (budget Rand) to the service outputs and outcomes. Budgetary control and performance monitoring combine to measure the cost effectiveness of delivering service to the community.

## **Approval of the SDBIP is a MFMA requirement**

Per chapter 8 of the MFMA, the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved by council. In addition, drafts of annual performance agreements required by the Municipal Systems Act must also be delivered to the Executive Mayor.

Per chapter 7 of the MFMA the Executive Mayor must "take all reasonable steps" to ensure that he approves the SDBIP within 28 days and then makes it public no later than 14 days after that.

## **Implementing and Monitoring of SDBIP is required**

Chapter 7 of the MFMA sets out the duties and responsibilities of the Executive Mayor. Section 54 specifically sets out responsibilities in regard to budgetary controls and early identification of financial problems.

The Executive Mayor receives budget monitoring reports from the Accounting Officer under sections 71 and 72 of the MFMA. Once received the Executive Mayor must check whether the budget is being implemented in accordance with the approved SDBIP.

If it is decided to amend the SDBIP, then any revisions to the service delivery targets or performance indicators must be made with the approval of council following approval of an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

Once approved, the revised SDBIP must be promptly made available to the public.

## **The SDBIP process in Lukhanji**

The revision and development of the 2012/13 SDBIP in Lukhanji started in March of 2012 with a workshop with all directors. The production of the SDBIP was coordinated from the Finance Directorate; however, all directorates were involved in its development.

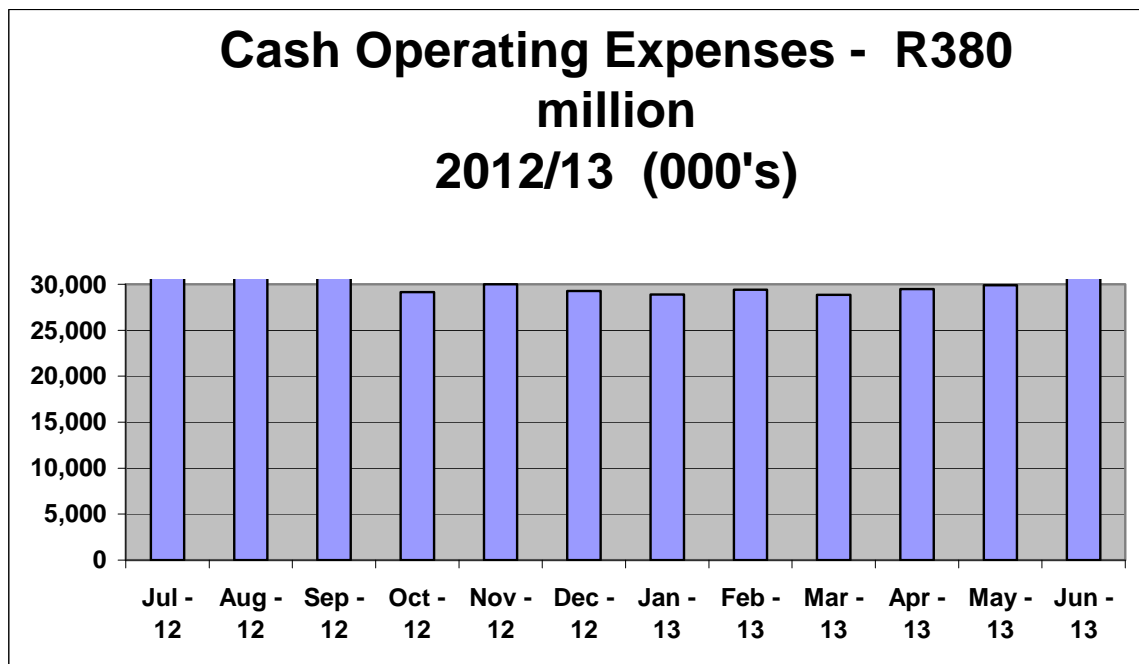
This is the second SDBIP produced within the Lukhanji Municipality and as such it must still be viewed as the beginning of a learning process. Each year should see improvements to this process and the usefulness of the document.

This summary contains high level summaries of revenue and expenditure forecasts. The detail estimates are contained in the estimates annexure.

## Operating Expenditure

The annual operating budget has been broken down into monthly projections using the trends from previous years and applying them to each line item within the budget. The projections in the estimates annexure are shown by department.

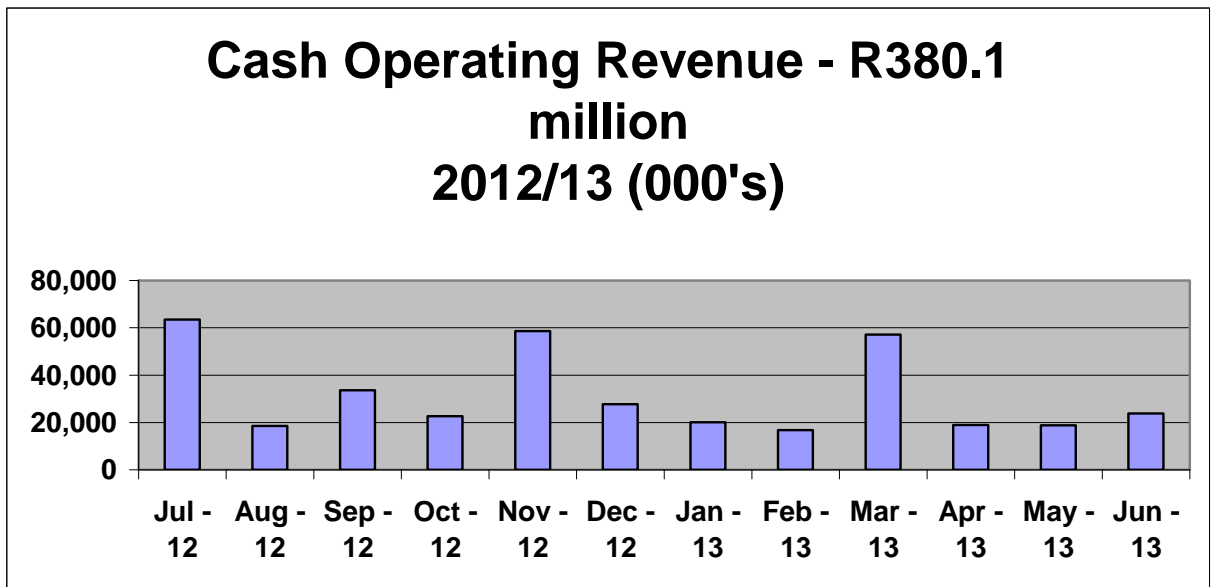
The use of previous year's trends for the operating budget was thought to be the most reliable and practical method of projecting future cash flows. This method does however have risks including: 1) building undesirable trends into the plan; 2) any extraordinary events in the past may skew the past trends in ways that may not be repeated; and 3) estimates are based on percentage per month and do not take into account any over or under spending on any particular account.



## Operating Income

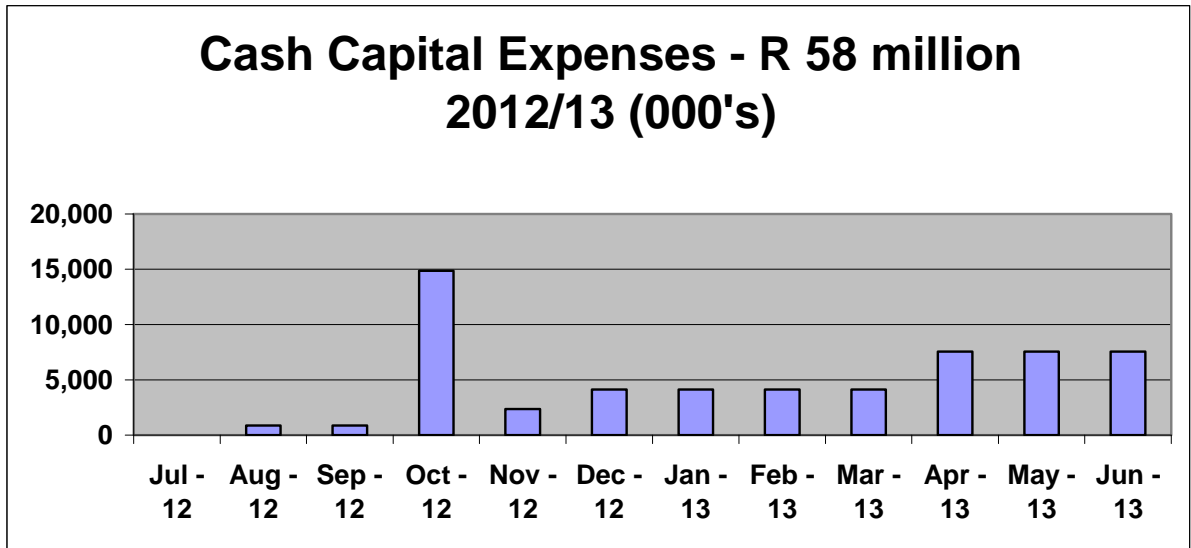
Previous year's trends have again been used to provide the estimates for the 2012/13 projections and the previous comments concerning the shortcomings of this method should be considered here as well. In the estimates annexure the information is shown by the national standard for showing revenue by source.

These projections are based on the estimates in the budget for the actual cash payments expected to be received in total. The National Treasury circular advises that revenue projections should show the actual cash collected rather than the amount billed (the amount billed is what the budget figure represents), however, this is a much more complex procedure as separating cash payments between current year and previous year's collections is not possible. This is an important area for which further work needs to be done. We have shown estimates based on the total cash receipts expected for that month without regard for the year in which it was billed. In practice almost all cash payments are received within 90 days of billing so the affect of prior years should be minimal.



## Capital Expenditure

As part of the 2012/13 budget process directors were required to prepare cash flow forecasts of capital expenditure and these are reported as part of the budget documentation. Directors have also been asked to provide estimated start and completion dates for the capital projects.



## Service Delivery Targets and Performance Indicators

These have been developed in conjunction with all the senior management of the municipality. A number of meetings have been held with directorates and the performance indicators and targets developed.

The targets and indicators attempt to measure a range of activities and outputs in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis.

The quarterly targets are shown in appendix 2 and the detailed targets and performance indicators are set out in the estimates annexure.



## **Definition of a Vote**

The MFMA requires that operational and capital expenditure by vote be shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget. A circular from National Treasury clarifies this further by providing details of the “Government Finance Statistics” classifications which aim to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by directorate and GFS service classification. The SDBIP estimates annexure also includes a table for each directorate showing how each cost centre fits into the GFS service classification.

## **Monitoring and the adjustments budget process**

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the municipality’s financial position, including year end projections.

These reports have been produced in Lukhanji over the past year but the adoption of the SDBIP makes their full and regular production an absolute necessity. As detailed earlier, the Executive Mayor must consider these reports under section 54 of the MFMA and then make a decision as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability into the municipality’s finances.

In simple terms, funds can be transferred within a ‘vote’ but any movements between votes can only be agreed by an adjustments budget.

To give effect to this and other legislation requirements in the MFMA, the council was asked to approve a formal policy on budget adjustments that sets out the parameters for the transfer of funds within service delivery units.

Appendix 1 sets out a protocol for the decision making process required under section 54 of the MFMA. This protocol obliges directors to produce required information within certain deadlines.



Lukhanji Municipality

**APPENDIX 1**

**Protocol for revising SDBIP**

**2012/13**

## **Appendix 1 – Protocol for revising SDBIP**

The Executive Mayor upon receipt of a section 71 or section 72 budget monitoring report from the accounting officer must decide whether it is appropriate to amend the SDBIP in light of the information received.

This protocol sets out the various steps that should be followed in order for the Executive Mayor to fulfill his obligations under section 54 of the MFMA.

### **Protocol**

The Financial Directorate (Budget Office) will provide the Municipal Manager with information as required under sections 71 and 72 of the MFMA and this information will be submitted to the Executive Mayor by the 10<sup>th</sup> working day of each month.

This information will show a comparison of actual performance against the planned income and expenditure that was included in the SDBIP.

### **Capital Projects**

For capital projects, each variance of plus or minus 10% or R10,000 whichever is greater will be highlighted in the report. The Executive Mayor will then ask the Director responsible for that project for a written report covering:

- The reason for the variance
- If necessary, what corrective measures have been put into place,
- Whether the start and finish dates of the capital project need amending,
- Whether the project specification will need to be amended,
- To provide revised monthly estimates of expenditure for the project.

The director must provide the information to the Executive Mayor within one week of the request being made.

Following the receipt of these reports from the relevant directors the Executive Mayor will make one of the following decisions;

1. Note the report of the Director
2. Note the report of the Director and keep the project under review
3. Request the Director to attend a Performance Review meeting with the Executive Mayor, Municipal Manager and CFO to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery. Following this meeting the Executive Mayor will then decide whether the SDBIP should be amended.

If it is decided to amend the capital program and SDBIP, so as maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital program that can be implemented sooner. The financial implications of these suggestions will be assessed by the CFO and a recommendation will be made to the Executive Mayor as to which ones would be possible to proceed with. Then an adjustments budget will be prepared.

## **Operating Expenditures and Revenue**

For operating expenditures and revenues all variances of plus or minus 10% of the monthly budget forecast will be highlighted in the report.

The Executive Mayor will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all noted variances. Directors will be asked to explain whether the service delivery targets include in the SDBIP can still be achieved. The Executive Mayor will then decide whether the SDBIP should be amended in light of these explanations.

At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Executive Mayor by the 10<sup>th</sup> working day after each quarter along with the budget monitoring information for that quarter as provided by the Finance Directorate (Budget Office).

If the actual performance on any indicator varies from the planned performance the Executive Mayor can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put into place to ensure that the projected level of performance can be met in the future.

The Executive Mayor will then review these reports and decide whether the SDBIP should be amended.



Lukhanji Municipality

**APPENDIX 2**  
**Service Delivery Targets and**  
**Performance Indicators**

**2012/13**



**LUKHANJI MUNICIPALITY**  
**2012/13 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**



KPA	Key Priorities		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager
	No.	Weight						No.	Weight			Sep	Dec	Mar	Jun		
Intergovernmental Relations	1	5%	N/A	Monitor sector plan implementation using IGR for reporting	OPEX		% of scheduled meetings attended	1.1	5%	Nil	100%	100%	100%	100%	100%	attendance register	Municipal Manager
Public Participation	2	10%	N/A	Implement public participation	OPEX		% of wards that held mayoral outreach event in 2010/11	2.1	7%	Nil	100%	100%	100%	100%	100%	attendance register	SEO
				review develop and adopt communication strategy	OPEX		adoption of the communication strategy	2.2	3%	Nil	Adopted communication strategy	draft strategy in place	25% completed	75% completed	Adopted communication strategy	council resolution	SEO
Support to Council political leadership	3	15%	N/A	Provide continuous administrative support to council, committees and political office bearers	OPEX		turnaround time for preparation and circulation of documents before a scheduled meeting	3.1	8%	Nil	7 days for council	7 days for council	7 days for council	7 days for council	7 days for council	Signed circulation register	SEO
								3.2	7%	Nil	2 days for committees	2 days for committees	2 days for committees	2 days for committees	2 days for committees	Signed circulation register	SEO
Local Economic Development	4	40%	N/A	Lobby resources to implement existing LED Strategy – Submit BPs	OPEX		Number of BPs developed and lodged with potential funders	4.1	6%	Nil	2	0	1	1	2	Letter to funder	IDP/LED Strategic Manager
			13, 26,	Isolentsha resource group project, LTO conditional grant, Liberation heritage route programme	MIG	R 484,788	progress status on implementation based on approved BPs	4.2	7%	Nil	All commitments implemented	Appoint LED officer	Launch Zulenkama & LED corridor. Business plan for LTO operations 2010/11	-	Initial stock for Zulenkama procured	Monthly reports	IDP/LED Strategic Manager
			N/A	Develop SMME Support Strategy	Thina Sinako	R 258,489	strategy in place by June 2011	4.3	4%	Nil	strategy in place by June 2011	-	-	-	strategy in place by June 2011	council resolution	IDP/LED Strategic Manager
				Facilitate establishment of partnerships for Economic Development & Implementation of flagship initiatives Zulukama livestock improvement programme, LED Corridor programme.	ECDC / CHDM / Asgisa EC	R700 000	% of scheduled meetings attended	4.4	5%	Nil	100%	100%	100%	100%	100%	attendance register	IDP/LED Strategic Manager
			N/A	Develop and implement comprehensive Rural Development framework	OPEX		Rural development framework in place	4.5	7%	Nil	Rural development framework in place	-	-	-	Rural development framework in place	council resolution	IDP/LED Strategic Manager
			N/A	Support informal traders	MIG	R 950,000	Provision of land for informal trading in the SDF Number of Stalls Constructed	4.6	6%	Nil	SDF (LUM) provision for street trading guidelines	-	-	-	-	SDF (LUM) provision for street trading guidelines	IDP/LED Strategic Manager
			Qtn + Whittlesea CBD	Establishment of Street Trading Zones	OPEX		Flea Market area identified	4.7	5%	Nil	Flea Market area identified	-	-	-	-	New Market Place identified	IDP/LED Strategic Manager

KPA	Key Priorities		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager		
	No.	Weight						No.	Weight			Sep	Dec	Mar	Jun				
Pounds	5	5%	N/A	Develop a pound and commonage management policy to guide LLM	OPEX		Policy in place	5.1	2%	Nil	Policy in place	-	-	-	Policy in place	Council resolution	IDP/LED Strategic Manager		
			N/A	Ensure compliance with pound management policy and relevant legislation	OPEX		Satisfaction as determined by SPCA certification	5.2	1%	Nil	Satisfaction as determined by SPCA certification	-	-	-	Satisfaction as determined by SPCA certification	Certificate by SPCA	IDP/LED Strategic Manager		
			N/A	Develop a transfer strategy for transfer of the function from Community Services to LED	OPEX		Function transferred	5.3	2%	Nil	-	-	-	-	-	Progress Reports to Standing Committee	IDP/LED Strategic Manager		
Local Tourism	6	10%	N/A	Implement local Tourism sector Plan	OPEX		A clear BP for 2010/11 operations in place	6.1	5%	Nil	A clear BP for 2010/11 operations in place	A clear BP for 2010/11 operations in place	-	-	-	Copy of Business Plan submitted	IDP/LED Strategic Manager		
			N/A	Development and marketing of Liberation Heritage Route in Lukhanji	OPEX			6.2	5%	Nil	Liberation Route programme in place	Launch pilot at Bulhoek. Submission of BPs	Launch pilot at Sada	-	-	Liberation Route programme in place	-	IDP/LED Strategic Manager	
Municipal Planning	7	40%	N/A	Prepare, review, adopt & implement IDP	MSIG	R120 000	2011/12 IDP adopted	7.1	40%	Nil	2011/12 IDP adopted	-	-	-	-	2011/12 IDP adopted	IDP/LED Strategic Manager		
			N/A	Review, Adopt and implement PMS	OPEX		2011/12 PMS scorecards & SDBIP adopted	7.2	10%	Nil	2011/12 PMS scorecards & SDBIP adopted	0%	0%	Draft PMS review to Mayoral Comm	PMS review adopted by Council	2011/12 PMS scorecards & SDBIP approved by Executive Mayor	SEO		
Special Programmes	8	30%	N/A	Establish a SPU forum	OPEX		Forum in place	8.1	5%	Nil	Program of action	TOR for forum developed and adopted by Committee	Forum established and inducted	1st meeting of Forum to develop POA	Draft POA approved by Committee	Program of action	Special Programmes Manager		
				Implement SPU programme of action	OPEX	R 156,000	Disability festival lunched	8.2	10%	Nil	Report	Establish Steering Comm.	Arrange run-up event	Festival held	-	-	Report	Special Programmes Manager	
							Youth centre launched	8.3	3%	Nil	Steering Committee signatures	Organise main event	-	Youth centre inducted	-	-	Steering Committee signatures	Special Programmes Manager	
					NDGP	R 900,000	Upgrade Mlungisi Youth Centre	8.4	3%	Nil	100%		0	30%	65%	100%	handover	Special Programmes Manager	
					OPEX		Municipal LAC launched and HIV/AIDS Coordinator appointed	8.5	4%	Nil	all wards structures in place		all wards structures in place	Municipal LAC launched	-	-	-	-	Special Programmes Manager
					OPEX		Relaunching and coordination of SPU structures (Women, Youth, Elderly, Children)	8.6	5%	Nil	All structures relaunched		All structures relaunched	-	-	-	-	Steering Committee signatures	Special Programmes Manager

KPA	Key Priorities		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager
	No.	Weight						No.	Weight			Sep	Dec	Mar	Jun		
Functional Administration	9	40%	N/A	Recruit & appoint for all budgeted posts in 2010/11	OPEX	% of budget positions actually filled in 2010/11	9.1	20%	Nil	100%	25%	50%	75%	100%	Appointment letters	Director Admin & HR	
			N/A	Establish a Strategic Executive Office linked to MM and Office of Executive Mayor	OPEX	SEO appointed	9.2	10%	Nil	Appoint SEO + Establish unit	-	-	SEO appointed	-	Appointment letters	Director Admin & HR	
			N/A	Develop and adopt an HR retention strategy	OPEX	Strategy in place	9.3	10%	Nil	Adopted strategy	Draft Strategy circulated for comment	Adoption of Strategy by Directors	Strategy submitted to Labour Forum	Strategy Adopted	Council resolution	Director Admin & HR	
Good Governance	10	30%	N/A	Implement Municipal framework for restorative justice - renaming of facilities Reburials of fallen heroes and Heroes Ark	OPEX	Inventory of places to be renamed developed	10.1	30%	Nil	Inventory adopted by council	Inaugural meeting of Street naming Committee and acceptance of TOR	Calling for proposals for the renaming of public places Determine number and identity of fallen heroes Meet with families of Fallen heroes Identify site for Heroes Ark	Commence with Heroes Ark construction Start with process of relocating remains of fallen heroes Adoption by Council for the renaming of Sports Centre	Council adopted inventory of public places and street naming proposals	Council resolution	Director Admin & HR	
Policies & By-laws	11	5%	N/A	Review and publicize existing by laws and publicize	OPEX	number of by-laws reviewed	11.1	5%	Nil	4	1	2	3	4	Council resolution	Director Admin & HR	
Work Place Skills Plan	12	15%	N/A	Implement the existing plan (WSP)	SETA/OP EX	R200 000	% of levies actually regained as a result of implementing WSP	12.1	15%	Nil	75%	-	-	-	75%	SETA certificate	Director Admin & HR
Equity Plan	13	10%	N/A	Implement and monitor compliance with EEP targets	OPEX	% women in the first 3 highest levels of administration	13.1	10%	Nil	25%	-	-	-	25%	HR report	Director Admin & HR	
Trade and Markets	14	5%	N/A	Facilitate market linkages for local produce via partnership arrangements	OPEX	Number of partnership initiatives signed	14.1	5%	Nil	1	-	-	-	1	MoU	IDP/LED Strategic Manager	
Environmental Management	15	5%	N/A	Develop and implement environmental sector strategy to guide our functions on environment with support from DEAT	OPEX	Sector plan in place	15.1	5%	Nil	Sector plan in place	Sector plan in place	-	-	-	Council resolution	Director Community Services	



KPA	Key Priorities		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager
	No.	Weight						No.	Weight			Sep	Dec	Mar	Jun		
Housing & Land Reform	16	50%	N/A	Implement existing Housing sector plan to guide our interventions	OPEX		Number of housing units actually delivered	16.1	5%	Nil	1500	25%	50%	75%	1500 units	handover certificates	Director Human Settlements
			17, 26, 6, 25	Facilitate delivery of mix housing working closely with private partners	DoH		Number of housing units actually delivered	16.2	10%	Nil	250	25%	50%	75%	250 units	handover certificates	Director Human Settlements
			6,26	Community Residential Programme	DoH		% budget actually spent on implementation of community residential programme	16.3	5%	Nil	100%	25%	50%	75%	100%	Report by Finance	Director Human Settlements
			N/A	Facilitate transfer of land to Lukhanji and implement RDP housing projects	OPEX		number of transfers actually signed by MEC	16.4	6%	Nil	2	0	0	1	1	Report	Director Human Settlements
			1, 8	Sabata Dalindyebo Project Linked Housing Project	DoH	R 12 515 136	Number of Units completed	16.5	3%	Nil	100%	25%	50%	75%	210 units	Completed Units handed over to beneficiaries	Director Human Settlements
			18,20	Nomzamo Project Linked Housing Project	DoH	R 19 827 904	Number of Units completed	16.6	3%	Nil	100%	25%	50%	75%	337 units	Completed Units handed over to beneficiaries	Director Human Settlements
			1,2	Ilinge Wooden/Zinc Structures	DoH	R23 360 400	Number of Units completed	16.7	3%	Nil	100%	25%	50%	75%	1012 units	Completed Units handed over to beneficiaries	Director Human Settlements
			17	Brakloof Project Linked Housing	DoH	R19 018 200	Number of Units completed	16.8	3%	Nil	100%	25%	50%	75%	348 units	Completed Units handed over to beneficiaries	Director Human Settlements
			27	Toisekraal Project Linked Housing	DoH	R22 242 550	Number of Units completed	16.9	3%	Nil	100%	25%	50%	75%	407 units	Completed Units handed over to beneficiaries	Director Human Settlements
			27	Zola Project Linked Housing	DoH	R20 001 900	Number of Units completed	16.10	3%	Nil	100%	25%	50%	75%	366 units	Completed Units handed over to beneficiaries	Director Human Settlements
			27	Xuma project Linked Housing	DoH	R8 197 500	Number of Units completed	16.11	3%	Nil	100%	25%	50%	75%	150 units	Completed Units handed over to beneficiaries	Director Human Settlements
			20	New Rathwick Phase1 Project Linked	DoH	R19 467 000	Number of Units completed	16.12	3%	Nil	100%	25%	50%	75%	1200 units	Completed Units handed over to beneficiaries	Director Human Settlements
Land Administration	17	30%	N/A	To ensure administration of land sales for the municipality	OPEX		Amount of land in hectares actually surveyed for residential expansion	17.1	15%	Nil	8ha	-	-	-	8ha	report	Director Human Settlements
							number of ervens prepared and sold per annum	17.2	10%	Nil	800	-	-	-	800	report	Director Human Settlements
			N/A	Creation of EPWP jobs across all sections of Directorate	Public Works & Opex		Number of FTE's	17.3	5%	Nil	150	0	50	50	50	EPWP Monthly Report	Director Human Settlements

KPA	Key Priorities		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager
	No.	Weight						No.	Weight			Sep	Dec	Mar	Jun		
Indigent Register	18	10%	N/A	Update and verify Indigent register	MSIG	R 200,000	Updated register Trained Ward Committee members	18.1	10%	Nil	Updated register	Updated register	-	-	-	New register	Chief Financial Officer
Revenue	19	25%	N/A	Review and implement revenue raising and collection strategy	MSIG	R600 000	Strategy in place and implemented Pay Points identified and equipped	19.1	23%	Nil	adopted strategy	adopted strategy implemented	-	-	-	adopted strategy implemented	Chief Financial Officer
			4,6,7,8,15,18,19,20,21,22,23,24,25 &26	Conduct public awareness and education to curb electricity and cable theft	OPEX	R0 000	number of initiatives actually conducted	19.2	2%	Nil	4	1	2	3	4	report	Director Technical Services
Asset Management	20	10%	N/A	Update asset register in line with MFMA requirements	FMG	200 000	Updated register	20.1	10%	Nil	Updated register	-	Updated register	-	-	GRAP compliant certificate	Chief Financial Officer
Financial Reporting	21	35%	N/A	Monitor and produce regular monthly/ quarterly reports on expenditure trends	OPEX		Turnaround time for completion of MFMA REPORTS	21.1	10%	Nil	10th day of next month	10th day of next month	10th day of next month	10th day of next month	10th day of next month	Treasury acknowledgement	Chief Financial Officer
			N/A	Prepare and produce budget by 31 May each year	OPEX		Turnaround time for completion of budget	21.2	8%	Nil	Final budget adopted	process plan	-	Draft budget to council	Final budget	-	Chief Financial Officer
			N/A	Review risk management plan and implement via internal audit function	MSIG	R25 000	Risk Management plan by Internal Audit (Comments by CFO)	21.3	7%	Nil	Risk Management Plan in place	-	Risk Management Plan in place	-	-	Council resolution & Action plan	Chief Financial Officer
			N/A	Prepare compliant statements timeously and ensure auditing within six months of year end	FMG	R 300,000	Turnaround time for completion of GRAP compliant AFS	21.4	10%	Nil	AFS by 30 August	AFS by 30 August	-	-	-	-	Chief Financial Officer
Supply Chain Management	22	20%	N/A	implement and administer supply chain management	OPEX	R0 000	number of SCM reports to council	22.1	20%	Nil	4	1	2	3	4	Council resolution & Action plan	Chief Financial Officer
Disaster Management (Fire fighting)	23	10%	N/A	Review of the Disaster Management Plan (Adaptation of CHDM plan)	OPEX		Disaster management plan in place	23.1	2%	Nil	Disaster management plan adopted	0%	0%	0%	Disaster management plan adopted	Council resolution	Director Community Services
			N/A	Establish a Disaster management forum	OPEX		Forum in place	23.2	2%	Nil	Forum established	Identify Stakeholders	First stakeholders consultation	TOR Developed	Forum established	Report	Director Community Services
			N/A	Train fire fighters	OPEX		Number of fire fighters trained	23.3	4%	Nil	15	Phase 1	-	Phase 2 and 3	15 Firemen fully trained	Training report	Director Community Services

KPA	Key Priorities		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager
	No.	Weight						No.	Weight			Sep	Dec	Mar	Jun		
Cleansing Services	24	25%	6,15, 17,22, 25,26	Implement integrated waste management projects	OPEX		Cleanup projects	24.1	4%	Nil	4 Cleanup projects	1	1	1	1	Council resolution	Director Community Services
				Investigate recycling alternatives	OPEX /DEAT		Evaluation of best option and implementation	24.2	5%	Nil	Implementation of waste recycling project	20%	55%	75%	100%	report	Director Community Services
				Clean streets & public places	OPEX	R 64,000	Satisfaction level via survey	24.3	8%	Nil	3 of 5 score	-	-	Distribute Survey	3 of 5 score	survey findings	Director Community Services
				Komani River Cleanup and Waste Management Project	DEA	R 20,000,000	Completion of Waste Management Project	24.4	3%	% Progress made with implementation of project	0%	10%	50%	100%	-	Expenditure Report	Director Community Services
				Ilunge Transfer Station	MIG	R 2,070,000	Transfer Station established	24.5	2%	Nil	0%	0%	0%	100%	-	Hand Over	Director Community Services
Municipal Health	25	5%	ALL	Conduct awareness campaigns linked to cleansing services	OPEX		number of awareness campaigns done	25.1	3%	Nil	2	0	1	0	1	reports	Director Community Services
			ALL	Monitor compliance with SPCA service level agreement	OPEX		Satisfaction as determined by SPCA certification	25.2	2%	Nil	Positive Audit Opinion	-	-	-	Internal Audit	Positive Audit Opinion	Director Community Services
Primary Health Service	26	5%	N/A	Implement the Lukhanji SLA and monitor compliance with its conditions	OPEX		Satisfaction as determined by DoH	26.1	3%	Nil	3 of 5 score	3 of 5 score	3 of 5 score	3 of 5 score	3 of 5 score	DoH scoring	Director Community Services
			N/A	Participate and support activities of the local Aids council	OPEX		% of scheduled meeting attended	26.2	2%	Nil	100%	100%	100%	100%	100%	attendance register	Director Community Services
Cemeteries	27	15%	N/A	Provide support service and maintenance of cemeteries in all our areas (including EIAs + Admin)	OPEX		% of budgeted expenditure actually used for maintenance	27.1	4%	Nil	25%	50%	75%	100%	100%	Finance report	Director Community Services
				Develop clear policy to guide decisions on various forms of burial and use of facilities	OPEX		Alternative burial policy in place by June 2011	27.2	3%	Nil	policy adopted	0% completed	0% completed	50% completed	policy adopted	council resolution	Director Community Services
				Fencing of Cemeteries	OPEX		Cemeteries fenced in	27.3	2%	Nil	Cemeteries Fenced	0%	0%	50%	100%	Actual Fencing	Director Community Services
				Construction of Whittlesea cemetery	MIG	R 1,000,000	New Cemetery	27.4	6%	Nil	0	0	30%	100%	hand over	Usage of new cemetery	Director Community Services

KPA	Key Priorities		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager
	No.	Weight						No.	Weight			Sep	Dec	Mar	Jun		
Protection Services	28	30%	N/A	Participate in local policing forums	OPEX		% of scheduled meeting attended	28.1	5%	Nil	100%	100%	100%	100%	100%	attendance register	Director Community Services
				Enforce compliance with traffic regulations on strategic roads and concentration points	OPEX		turn around time in days waited for issuing of drivers license	28.2	7%	90 days waiting	75 - 80 days waiting period	85	85	80	75 - 80 days waiting period	report	Director Community Services
				Formalise establishment of Protection Services Unit	OPEX		Unit Established	28.3	4%	Nil	Structured Protection Service Unit	Draft Organogram for new unit	-	Budget for new structure	-	Progress reports to Standing Committee	Director Community Services
				Divide annual expenditure on Municipal Security 60%/40%	R 4,357,367.00		60% of budget used internally	28.4	3%	Nil	60% Expenditure applied internally	-	-	-	-	SDBIP targets met	Director Community Services
				Reabsorption of Parking Metering System into municipal functions	OPEX		Parking Meter system unit established internally	28.5	3%	Nil	Parking meters controlled internally	-	-	-	-	Contract of DPSA terminated	Director Community Services
				Introduce Traffic Warden System	OPEX		Traffic Wardens trained and operational	28.6	4%	Nil	Traffic Wardens deployed and functional	-	-	-	-	Progress reports to Standing Committee	Director Community Services
				To enforce street trading by-laws	OPEX		number of random enforcement operations aimed at maintaining full compliance by all hawkker operators	28.7	4%	Nil	12	3	6	9	12	report	Director Community Services
Sports & Recreation facilities	29	15%	18	Payment of Retention on Dumpy Adams Project	MIG	R 155,000	Completion of Dumpy Adams Project	29.1	15%	Nil	100%	0%	0%	0%	100%	Finance report	Director Technical Services
Public transport	30	5%	22	Introduce a single management system for public transport management	OPEX		Public transport management system in place by June 2011	30.1	5%	Nil	System fully established	New taxi rank development started	-	pilot system launched	System fully established	report	Director Community Services
Expanded Public Works	31	5%	N/A	Creation of EPWP jobs across all sections of Directorate	Public Works & Opex		Number of FTE's	33.8	5%	Nil	288	93	72	80	43	EPWP Monthly Report	Director Community Services
Water & Sanitation	32	25%	ALL	Install bore-holes in and around villages prioritised for boreholes and reduce water carting services Revitalise Windmills	CHDM	R2,4m	Number of boreholes completed Number of Windmills fixed	32.1	4%	Nil	5	1	2	4	5	Inspection certificate by Water affairs	Director Technical Services & Manager Civil Engineering
			N/A	Facilitate implementation water & sanitation projects prioritized by CHDM	CHDM	R33,556320	% of projects completed within BP budget and timelines	32.2	4%	Nil	100%	0%	10%	50%	100%	Handover certificate	Director Technical Services
			5,11,12,13,14,17,19	completion of Hewu bulk scheme (Phase 4)	CHDM	R0 000	% of the project completed within BP budget and timelines	32.3	2%	Nil	100%	0%	10%	50%	100%	Handover certificate	Director Technical Services

KPA	No.	Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager	
							No.	Weight			Sep	Dec	Mar	Jun			
Water & Sanitation	32	8, 14	Provision of Municipal Services to Gwatyu, Thembani, Kamastone/ Bulhoek Settlements,	CHDM	R 3,000,000	% of the allocation successfully spent towards implementation of services	32.4	2%	Nil	100%	Business Plan Finalised and submitted	Commence ment of Projects	30%	100%	Residents enjoying water and sanitation services	Director Technical Services	
		6,7,8,15,25,26,23,24,1,2	Augment Queenstown water supply (Xonxa Dam)	CHDM	R6 000 000	% of projects completed within BP budget and timelines	32.5	3%	Nil	50%	0%	5%	20%	50%	Handover certificate	Director Technical Services	
		N/A	Implement water demand management & public education	CHDM	R 6,818,000	% of wards who received awareness education from LLM	32.6	5%	Nil	100%	25%	50%	75%	100%	attendance register	Director Technical Services	
			% reduction in water losses due to system errors and inappropriate usage	32.7	2%	Nil	5%	0%	0%	3%	5%	report	Director Technical Services				
	2, 8 & 21	Facilitate implementation of water and sanitation priorities by CHDM	CHDM / Do Housing	5,6m	% of projects completed within BP budget and timelines	32.8	3%	Nil	100%	0%	20%	50%	100%	Handover certificate	Director Technical Services		
Electricity	33	25%	1,5,12,14,17 &18	Facilitate implementation of rural electrification by Eskom	Eskom	4,8m	% of projects completed within BP budget and timelines	33.1	1%	Nil	100%	0%	0%	35%	100%	Handover certificate	Director Technical Services
			1,2,4,6,7,8,9,10,16,20,15,	Design and implement community lighting for all urban and peri-urban areas	MIG	R 3,632,000	Number of High Masts light installed	33.2	5%	Nil	8	5	8	8	8	Handover certificate	Director Technical Services
			15,08,07	Upgrade existing electrical infrastructure at Lukhanji	Loan / DME	R1,600000	% of budget actually used to upgrade electric infrastructure in Lukhanji	33.3	3%	Nil	100%	-	-	-	100%	report	Director Technical Services
			8	Zone 2 electric distribution system improvement	Loan	R 4,000,000	Zone 2 system improvements completed	33.4	2%	Nil	% of approved budget spent	10%	70%	100%	100%	report	Director Technical Services
			N/A	Purchase strategic spares for electric system	Loan	R1,155000	% of budget actually used to procure spares	33.5	3%	Nil	100%	0%	100%	100%	100%	report	Director Technical Services
			N/A	Finalise 5 Year Master Plan	Opex	R250 000	Implement of 5 Year Master Plan	33.6	3%	Nil	100%	0%	50%	100%	100%	Complete 5 Year Master Plan	Director Technical Services
			N/A	Investigate and implement alternative energy sources	Grant		Number of Solar Geysers installed	33.7	4%	Nil	1000	0	0	500	1000	Eskom Report	Director Technical Services
N/A	Creation of EPWP jobs	Public Works & Opex		Number of FTE's	33.8	4%	Nil	55	12	26	40	55	EPWP Monthly Report	Director Technical Services			

KPA	No.		Locality / Ward No.	Project	VOTE/ SOURCE	Project Budget	KPI	Indicator		Baseline Measure	Annual Target	Promised milestone				Means of verification	Responsible Manager
								No.	Weight			Sep	Dec	Mar	Jun		
Roads & stormwater	34	60%	All except 26	Rehabilitate gravel roads in both rural and urban areas	MIG	R3,915000	length in km regravelled	34.1	15%	Nil	48km	12km	24km	36km	48km	report	Manager PMU
			14	Build bridge at Bullhoek	MIG	R2,181 000	% progress towards completion	34.2	10%	Nil	100% (bridge in place)	25% (Planning + Design)	40%	70%	100% (bridge in place)	handover	Manager PMU
			4,5,6,7& 16	Seal existing gravel roads in Ezibeleni and Ekuphumleni	MIG	R2,500000	length in km gravsealed	34.3	5%	Nil	1.0km	0	0	1km	1km	report	Manager PMU
			1&2	Upgrade & Maintain stormwater channels in llinge	MIG	R1,300000	% of budget actually spent	34.4	5%	Nil	100%	10%	20%	70%	100%	report	Manager PMU
			6& 26	Rehabilitate tar roads in Queenstown	MIG	R1,900000	% of budget actually spent	34.5	10%	Nil	100%	0%	0%	0%	100%	report	Manager PMU
				Upgrade Road to Kuzingqutu	Roads & Transport		Facilitate planning meetings with the Dept.	34.6	0%	Nil	50%	0%	5%	30%	50%	Minutes of meetings	Manager PMU
				Reconstruction of original access road to Zingqutu	Roads & Transport		Facilitate planning meetings with the Dept.	34.7	8%	Nil	100%	0%	-	-	-	Minutes of meetings	Manager PMU
Municipal Public Works	35	40%	12	Develop and implement creation, maintenance and rehabilitation programme for all municipal public works	MIG	1m	number of community halls constructed (Yonda)	35.1	10%	Nil	1	0	0	0	1	handover	Manager PMU
			13,14			R 180,000	number of crèches upgraded	35.2	4%	Nil	4	0	1	3	4	handover	Manager PMU
			9,10		NDGP	R 800,000	Upgraded and new ablution facilities in Whittlesea	35.3	4%	Nil	2	0	0	1	2	handover	Manager PMU
			17		NDGP	R 800,000	Whittlesea Walkways and Pavements	35.4	4%	Nil	5km	0	0	2,5km	5km	handover	Manager PMU
			15		NDGP	2,5m	Build Ezibeleni Conference Centre	35.5	10%	Nil	100%	0	0%	50%	100%	handover	Manager PMU
					DPW, Mun, Public Sector		% complete Preliminaries of Office Block	35.6	5%	Nil	100%	0	25%	50%	100%	Preliminaries completed	Manager PMU
					DLGTA		% Expenditure Beautification of Hexagon	35.7	2%	Nil	R 500,000	0	R100,000	R300,000	R500,000	Funding sourced from DLGTA	Manager PMU
Billboards and advertising	36	2%	N/A	Administer advertising policy (SAMOAC) and control contracts for Lukhanji Municipality	OPEX		Control illegal signage in Lukhanji Municipality	36.1	2%	Nil	% of illegal signs removed	25%	50%	75%	100%	Report	Director Technical Services
Building control & Regulations	37	8%	N/A	Administer a building inspection and control function for the entire municipality	OPEX		Number of Building Plans approved within 30 days of application	37.1	3%	Nil	200	50	100	150	200	Report	Director Technical Services
							Number of site inspections done per month	37.2	3%	Nil	100	25	50	75	100	Report	Director Technical Services
							% of illegal structures and encroachment cases successfully resolved	37.3	2%	Nil	100%	25	50	75	100	Report	Director Technical Services



Lukhanji Municipality  
**SERVICE DELIVERY AND  
TABLED BUDGET  
IMPLEMENTATION  
PLAN**

**2012/13**  
**Detailed Departmental Estimates**  
**Appendix 3**

**SDBIP VOTES - COMPONENT 2**  
**Monthly Projections of Revenue and Expenditure by Vote 2012/13**

Directorate	Function (Vote)	2012/13 Budget			Project 2013/14 Budget			Project 2014/15 Budget		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Administration Services	Finance and Administration	5,487,440	0	0	5,713,164	0	0	5,950,247	0	0
Community Services	Health	2,711,869	0	2,711,869	2,728,412	0	2,728,412	2,745,349	0	2,745,349
	Community and Social Services	8,772,482	1,111,363	4,584,767	9,150,243	4,000,000	4,744,729	9,546,920	4,000,000	4,912,627
	Public Safety	21,555,955	0	10,522,500	22,354,797		10,383,900	23,231,412	0	10,383,900
	Sport and Recreation	10,113,574	4,818,300	501,100	10,482,027	5,082,750	222,500	10,996,800	0	222,500
	Environmental Protection	0	0	0	0	0	0	0	0	0
	Waste Management	20,359,278	0	19,234,573	20,503,777	0	19,025,287	21,459,276	0	19,918,430
	<b>Directorate Total</b>		<b>63,513,157</b>	<b>5,929,663</b>	<b>37,554,809</b>	<b>65,219,256</b>	<b>9,082,750</b>	<b>37,104,828</b>	<b>67,979,758</b>	<b>4,000,000</b>
Estate Services	Finance and Administrative	720,495	0	0	720,726		0	720,980	0	0
	Planning and Development	6,175,224	0	13,000	6,441,508		13,000	6,721,290	0	13,000
	Community and Social Services	2,403,367	3,900,000	364,080	2,512,779	3,520,000	364,080	2,627,681	3,840,000	364,080
	Housing Projects	0	0	0	0		0	0	0	0
	<b>Directorate Total</b>	<b>9,299,086</b>	<b>3,900,000</b>	<b>377,080</b>	<b>9,675,014</b>	<b>3,520,000</b>	<b>377,080</b>	<b>10,069,951</b>	<b>3,840,000</b>	<b>377,080</b>
Financial Services	Finance and Administrative	20,040,571	0	55,263,396	19,231,980	0	58,844,239	19,975,477	0	62,711,551
Council	Executive and Council	25,571,740	0	91,945,802	26,437,478	0	100,097,802	27,346,973	0	110,326,802
Municipal Manager	Executive and Council	7,943,556	1,606,100	800,000	8,330,543	1,694,250	870,000	8,743,450	1,792,200	950,000
Technical Services	Finance and Administrative	4,351,285	12,500,000	0	4,488,010	5,000,000	0	4,659,384	5,000,000	0
	Planning and Development	3,872,565	1,606,100	3,609,850	1,953,929	4,694,250	4,409,850	2,039,446	8,854,200	4,609,850
	Wastewater Management	12,428,910	0	11,013,012	13,028,934		11,783,796	13,659,180	0	12,608,536
	Road Transport	14,829,639	27,576,252	6,299,693	14,538,558	24,736,250	4,332,848	15,060,297	26,651,760	4,405,802
	Water	49,451,759	0	50,539,658	51,378,758		52,295,896	53,410,438	0	54,133,082
	Electricity	163,201,986	5,003,885	122,790,354	182,923,905	3,157,500	135,826,782	205,457,751	7,767,840	149,516,853
	Other	101,585	0	0	105,731		0	110,084	0	0
	Housing Projects	0	0	0	0		0	0	0	0
	Waste Management	0	0	0	0		0	0	0	0
	<b>Directorate Total</b>		<b>248,237,729</b>	<b>46,686,237</b>	<b>194,252,566</b>	<b>268,417,824</b>	<b>37,588,000</b>	<b>208,649,172</b>	<b>294,396,581</b>	<b>48,273,800</b>
<b>Total</b>		<b>380,093,280</b>	<b>58,122,000</b>	<b>380,193,654</b>	<b>403,025,259</b>	<b>51,885,000</b>	<b>405,943,121</b>	<b>434,462,438</b>	<b>57,906,000</b>	<b>437,822,362</b>





**Service Delivery Budget Implementation Plan 2012/13**

**Administrative Services**

**Executive Councillor:** A. van Heerden

**Administrative Services Director:** N K Fololo

<b>Service Delivery Unit</b>	<b>Government Financial Statistic (Vote) Classification</b>		
Administration and Human Resources	1430	Finance & Administration	

**Summary of 2012/13 Budget**

<b>Finance &amp; Administration</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses	5,488,080	5,487,440	556,287	448,287	448,287	448,287	448,287	448,287	448,287	448,287	448,287	448,287	448,287	448,287
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>5,488,080</b>	<b>5,487,440</b>	<b>556,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>	<b>448,287</b>
Direct Operating Income	0		0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Income	0		0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Service Delivery Budget Implementation Plan 2012/13**

**Community Services Directorate**

**Executive Councillor:** B.E. Mngese

**Community Services Director:** G. Judeel

Service Delivery Unit		Government Financial Statistic (Vote) Classification	
Cemeteries	1070	Community & Social Services	
Comm Services Administration	1120	Community & Social Services	
Ezibeleni Library	1240	Community & Social Services	
Queenstown Library	1250	Community & Social Services	
Mlungisi Library	1260	Community & Social Services	
Parkvale Library	1265	Community & Social Services	
Whittlesea Library	1266	Community & Social Services	
Nature Reserve	1305	Community & Social Services	
Environmental Health	(agency) 1125	Environmental Protection	
Gardens Clinic	(agency) 1140	Health	
Lizo Ngcano Clinic	(agency) 1145	Health	
Parkvale Clinic	(agency) 1150	Health	
Philani Clinic	(agency) 1155	Health	
New Rest Clinic	(agency) 1165	Health	
ATTIC Clinic	(agency) 1168	Health	
Nursing Administration	(agency) 1170	Health	
Fire Brigade	1100	Public Safety	
Municipal Security	1295	Public Safety	
Pound and Commonage	1330	Public Safety	
Protection Services Control	1336	Public Safety	
Emergency & Disaster Planning	1338	Public Safety	
Traffic Administration & Control	1470	Public Safety	
Berry Dam Recreation Ground	1312	Sport & Recreation	
Parks	1315	Sport & Recreation	
Sportsfields	1320	Sport & Recreation	
Bonkolo Dam Recreation Ground	1705	Sport & Recreation	
Refuse Disposal (Landfill)	1080	Waste Management	
Refuse Removal	1085	Waste Management	
Cleaning Services	1090	Waste Management	
Street Cleaning	1095	Waste Management	

**Summary of 2012/13 Budget**

<b>Community &amp; Social Services</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	8,877,942	8,772,482	896,040	716,040	716,040	716,040	716,040	716,040	716,040	716,040	716,040	716,040	716,040	716,040
<b>Total Direct Operating Expenditures</b>	<b>8,877,942</b>	<b>8,772,482</b>	<b>896,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>	<b>716,040</b>
Direct Operating Income Operating Grant Income	4,588,267	4,584,767	96,405	96,405	96,405	96,405	96,405	96,405	96,405	96,405	96,405	96,405	96,405	3,524,312
<b>Total Direct Operating Income</b>	<b>4,588,267</b>	<b>4,584,767</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>96,405</b>	<b>3,524,312</b>
<b>Total Capital Expenditure</b>	<b>1,111,363</b>	<b>1,111,363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>158,766</b>	<b>158,766</b>	<b>158,766</b>	<b>158,766</b>	<b>158,766</b>	<b>158,766</b>	<b>158,766</b>

<b>Health</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	2,711,869	2,711,869	222,866	222,866	226,614	226,614	226,614	226,614	226,614	226,614	226,614	226,614	226,614	226,614
<b>Total Direct Operating Expenditures</b>	<b>2,711,869</b>	<b>2,711,869</b>	<b>222,866</b>	<b>222,866</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>	<b>226,614</b>
Direct Operating Income Operating Grant Income	2,711,869	2,711,869	0	0	0	0	0	0	0	0	0	0	0	2,711,869
<b>Total Direct Operating Income</b>	<b>2,711,869</b>	<b>2,711,869</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,711,869</b>
<b>Total Capital Expenditure</b>														

<b>Public Safety</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	21,721,135	21,555,955	1,786,239	1,786,239	1,798,348	1,798,348	1,798,348	1,798,348	1,798,348	1,798,348	1,798,348	1,798,348	1,798,348	1,798,348
<b>Total Direct Operating Expenditures</b>	<b>21,721,135</b>	<b>21,555,955</b>	<b>1,786,239</b>	<b>1,786,239</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>	<b>1,798,348</b>
Direct Operating Income Operating Grant Income	10,660,274	10,522,500	876,875	876,875	876,875	876,875	876,875	876,875	876,875	876,875	876,875	876,875	876,875	876,875
<b>Total Direct Operating Income</b>	<b>10,660,274</b>	<b>10,522,500</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>	<b>876,875</b>
<b>Total Capital Expenditure</b>														

<b>Sport &amp; Recreation</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	10,280,934	10,113,574 0	842,798	842,798	842,798	842,798	842,798	842,798	842,798	842,798	842,798	842,798	842,798	842,798
<b>Total Direct Operating Expenditures</b>	<b>10,280,934</b>	<b>10,113,574</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>	<b>842,798</b>
Direct Operating Income Operating Grant Income	516,100	501,100	41,758	41,758	41,758	41,758	41,758	41,758	41,758	41,758	41,758	41,758	41,758	41,758
<b>Total Direct Operating Income</b>	<b>516,100</b>	<b>501,100</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>	<b>41,758</b>
<b>Total Capital Expenditure</b>	<b>4,818,300</b>	<b>4,818,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,606,100</b>	<b>1,606,100</b>	<b>1,606,100</b>

<b>Waste Management</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	34,056,268	20,359,278	1,667,201	1,667,201	1,702,488	1,702,488	1,702,488	1,702,488	1,702,488	1,702,488	1,702,488	1,702,488	1,702,488	1,702,488
<b>Total Direct Operating Expenditures</b>	<b>34,056,268</b>	<b>20,359,278</b>	<b>1,667,201</b>	<b>1,667,201</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>	<b>1,702,488</b>
Direct Operating Income Operating Grant Income	32,971,843	19,234,573	3,485,565	1,109,990	1,532,785	1,175,200	3,155,516	912,113	1,078,220	1,028,560	2,772,229	855,707	1,075,276	1,053,414
<b>Total Direct Operating Income</b>	<b>32,971,843</b>	<b>19,234,573</b>	<b>3,485,565</b>	<b>1,109,990</b>	<b>1,532,785</b>	<b>1,175,200</b>	<b>3,155,516</b>	<b>912,113</b>	<b>1,078,220</b>	<b>1,028,560</b>	<b>2,772,229</b>	<b>855,707</b>	<b>1,075,276</b>	<b>1,053,414</b>
<b>Total Capital Expenditure</b>		<b>0</b>												

**Service Delivery Budget Implementation Plan 2012/13**

**Estate Services Directorate**

**Executive Councillor:** A.E. Hulushe

**Estate Services Director:** O.L. Nomeva

<b>Service Delivery Unit</b>		<b>Government Financial Statistic (Vote) Classification</b>
Queenstown Civic Centre	1270	Community & Social Services
Ashley Wyngaard Civic Centre	1274	Community & Social Services
Ekuphumleni Civic Centre	1276	Community & Social Services
Sada Civic Centre	1279	Community & Social Services
Mendi Civic Centre	1280	Community & Social Services
Mlungisi Civic Centre	1281	Community & Social Services
Ezibeleni Civic Centre	1284	Community & Social Services
Villages Civic Centre	1291	Community & Social Services
Fairview/Uitsig Flat	1180	Finance & Administrative
Art Gallery	1268	Finance & Administrative
Arts and Culture Centre	1269	Finance & Administrative
Municipal Buildings	1275	Finance & Administrative
50 Municipal Houses	1283	Finance & Administrative
Public Convenience	1285	Finance & Administrative
Rowell Old Age Home	1286	Finance & Administrative
Sunshine Municipal Buildings	1288	Finance & Administrative
Vet Diagnostic Building	1290	Finance & Administrative
Estates Administration	1020	Planning & Development
Housing Infrastructure Projects (agency)	CAPEX	Housing Projects

**Summary of 2012/13 Budget**

<b>Community &amp; Social Services</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses	2,718,007	2,403,367	200,281	200,281	200,281	200,281	200,281	200,281	200,281	200,281	200,281	200,281	200,281	200,281
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>2,718,007</b>	<b>2,403,367</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>	<b>200,281</b>
Direct Operating Income	364,080	364,080	30,340	30,340	30,340	30,340	30,340	30,340	30,340	30,340	30,340	30,340	30,340	30,340
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>364,080</b>	<b>364,080</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>	<b>30,340</b>
<b>Total Capital Expenditure</b>	<b>3,900,000</b>	<b>3,900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>

<b>Finance &amp; Administration</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses	852,675	720,495	60,041	60,041	60,041	60,041	60,041	60,041	60,041	60,041	60,041	60,041	60,041	60,041
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>852,675</b>	<b>720,495</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>	<b>60,041</b>
Direct Operating Income	1,999,577	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>1,999,577</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>														

<b>Planning &amp; Development</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses	6,199,474	6,175,224	613,602	505,602	505,602	505,602	505,602	505,602	505,602	505,602	505,602	505,602	505,602	505,602
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>6,199,474</b>	<b>6,175,224</b>	<b>613,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>	<b>505,602</b>
Direct Operating Income	17,000	13,000	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083	1,083
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>17,000</b>	<b>13,000</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>	<b>1,083</b>
<b>Total Capital Expenditure</b>														

<b>Housing</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Operating Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>														

## Service Delivery Budget Implementation Plan 2012/13

### Financial Services

**Executive Councillor:** M. Peter

**Chief Financial Officer:** L. Ngeno

Service Delivery Unit		Government Financial Statistic (Vote) Classification	
Assessment rates	1000	Finance & Administrative	
Financial Services Administration	1450	Finance & Administrative	
Computers: Information Technology	1455	Finance & Administrative	
Central Stores	1460	Finance & Administrative	

### Summary of 2012/13 Budget

Finance & Administration	Original Budget	Cash Budget	Jul - 12	Aug - 12	Sep - 12	Oct - 12	Nov - 12	Dec - 12	Jan - 13	Feb - 13	Mar - 13	Apr - 13	May - 13	Jun - 13
Direct Operating Expenses	35,683,815	18,540,571	1,516,990	1,545,353	1,545,353	1,548,097	1,548,097	1,548,097	1,548,097	1,548,097	1,548,097	1,548,097	1,548,097	1,548,097
Operating Grant Expenses	1,500,000	1,500,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
<b>Total Direct Operating Expenditures</b>	<b>37,183,815</b>	<b>20,040,571</b>	<b>1,641,990</b>	<b>1,670,353</b>	<b>1,670,353</b>	<b>1,673,097</b>	<b>1,673,097</b>	<b>1,673,097</b>	<b>1,673,097</b>	<b>1,673,097</b>	<b>1,673,097</b>	<b>1,673,097</b>	<b>1,673,097</b>	<b>1,673,097</b>
Direct Operating Income	70,852,459	53,763,396	4,177,365	3,762,704	5,378,169	6,174,166	5,193,724	3,181,175	5,698,834	2,784,525	4,471,405	6,678,823	3,455,571	2,806,936
Operating Grant Income	1,500,000	1,500,000	1,500,000	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>72,352,459</b>	<b>55,263,396</b>	<b>5,677,365</b>	<b>3,762,704</b>	<b>5,378,169</b>	<b>6,174,166</b>	<b>5,193,724</b>	<b>3,181,175</b>	<b>5,698,834</b>	<b>2,784,525</b>	<b>4,471,405</b>	<b>6,678,823</b>	<b>3,455,571</b>	<b>2,806,936</b>
<b>Total Capital Expenditure</b>														

**Service Delivery Budget Implementation Plan 2012/13**

Council General

**Executive Mayor:** M.Nontsele

**Municipal Manager:** P.Bacela

<b>Service Delivery Unit</b>	<b>Government Financial Statistic (Vote) Classification</b>		
Council General	1010	Executive and Council	

**Summary of 2012/13 Budget**

<b>Council General</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses	25,571,740	25,571,740	2,084,722	2,064,722	2,089,730	2,089,730	2,614,730	2,089,730	2,089,730	2,089,730	2,089,730	2,089,730	2,089,730	2,089,730
Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>25,571,740</b>	<b>25,571,740</b>	<b>2,084,722</b>	<b>2,064,722</b>	<b>2,089,730</b>	<b>2,089,730</b>	<b>2,614,730</b>	<b>2,089,730</b>	<b>2,089,730</b>	<b>2,089,730</b>	<b>2,089,730</b>	<b>2,089,730</b>	<b>2,089,730</b>	<b>2,089,730</b>
Direct Operating Income	92,293,802	91,945,802	38,309,240	418	418	418	30,647,667	418	418	418	22,985,137	418	418	418
Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>92,293,802</b>	<b>91,945,802</b>	<b>38,309,240</b>	<b>418</b>	<b>418</b>	<b>418</b>	<b>30,647,667</b>	<b>418</b>	<b>418</b>	<b>418</b>	<b>22,985,137</b>	<b>418</b>	<b>418</b>	<b>418</b>
<b>Total Capital Expenditure</b>														



**Service Delivery Budget Implementation Plan 2012/13**

Municipal Manager

**Executive Mayor:** M.Nontsele

**Municipal Manager:** P.Bacela

<b>Service Delivery Unit</b>	<b>Government Financial Statistic (Vote) Classification</b>		
Office of the Municipal Manager	1420	Executive and Council	

**Summary of 2012/13 Budget**

<b>Municipal Manager</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses	7,144,196	7,143,556	670,713	635,440	663,740	663,740	663,740	549,455	549,455	549,455	549,455	549,455	549,455	549,455
Operating Grant Expenses	800,000	800,000	0	0	0	0	0	114,286	114,286	114,286	114,286	114,286	114,286	114,286
<b>Total Direct Operating Expenditures</b>	<b>7,944,196</b>	<b>7,943,556</b>	<b>670,713</b>	<b>635,440</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>	<b>663,740</b>
Direct Operating Income														
Operating Grant Income	800,000	800,000	0	0	0	0	800,000	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>800,000</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>1,606,100</b>	<b>1,606,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>229,443</b>	<b>229,443</b>	<b>229,443</b>	<b>229,443</b>	<b>229,443</b>	<b>229,443</b>	<b>229,443</b>

**Service Delivery Budget Implementation Plan 2012/13**

Technical Services Directorate

**Executive Councillor:** M.Z.Gwantshu

**Technical Services Director:** P. Bezuidenhout

Service Delivery Unit			Government Financial Statistic (Vote) Classification
Technical Services Administration		1340	Electricity
Electricity Distribution		1605	Electricity
Electricity Distribution ACC		1615	Electricity
Vehicle Fleet		1339	Finance & Administrative
Mechanics Workshop		1355	Finance & Administrative
Areodrome		1050	Other
Infrastructure Development Unit		1620	Planning & Development
Streets		1365	Road Transport
Sewerage Disposal Works	(agency)	1400	Wastewater Management
Sewerage Distribution Chokes	(agency)	1405	Wastewater Management
Water Distribution	(agency)	1710	Water
Klipplaat Water	(agency)	1715	Water
Water Purification Works	(agency)	1720	Water
Housing Infrastructure Projects	(agency)	CAPEX	Housing Projects
Refuse Disposal		CAPEX	Waste Management CAPEX

**Summary of 2012/13 Budget**

<b>Electricity</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	198,798,380	163,201,986	19,602,294	20,249,926	16,481,873	11,280,652	11,605,098	11,120,375	10,746,963	11,260,261	10,704,688	11,316,900	11,771,818	17,061,137
<b>Total Direct Operating Expenditures</b>	<b>198,798,380</b>	<b>163,201,986</b>	<b>19,602,294</b>	<b>20,249,926</b>	<b>16,481,873</b>	<b>11,280,652</b>	<b>11,605,098</b>	<b>11,120,375</b>	<b>10,746,963</b>	<b>11,260,261</b>	<b>10,704,688</b>	<b>11,316,900</b>	<b>11,771,818</b>	<b>17,061,137</b>
Direct Operating Income Operating Grant Income	158,189,428	122,790,354	12,349,379	9,529,154	10,327,355	10,984,373	12,350,923	9,019,506	9,152,371	8,964,147	11,988,359	7,904,869	10,286,598	9,933,319
<b>Total Direct Operating Income</b>	<b>158,189,428</b>	<b>122,790,354</b>	<b>12,349,379</b>	<b>9,529,154</b>	<b>10,327,355</b>	<b>10,984,373</b>	<b>12,350,923</b>	<b>9,019,506</b>	<b>9,152,371</b>	<b>8,964,147</b>	<b>11,988,359</b>	<b>7,904,869</b>	<b>10,286,598</b>	<b>9,933,319</b>
<b>Total Capital Expenditure</b>	<b>5,003,885</b>	<b>5,003,885</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>111,111</b>	<b>111,111</b>	<b>683,095</b>	<b>683,095</b>	<b>683,095</b>	<b>683,095</b>	<b>683,095</b>	<b>683,095</b>	<b>683,095</b>

<b>Finance &amp; Administration</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	4,363,205	4,351,285	362,607	362,607	362,607	362,607	362,607	362,607	362,607	362,607	362,607	362,607	362,607	362,607
<b>Total Direct Operating Expenditures</b>	<b>4,363,205</b>	<b>4,351,285</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>	<b>362,607</b>
Direct Operating Income Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Other</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	110,685	101,585	8,465	8,465	8,465	8,465	8,465	8,465	8,465	8,465	8,465	8,465	8,465	8,465
<b>Total Direct Operating Expenditures</b>	<b>110,685</b>	<b>101,585</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>	<b>8,465</b>
Direct Operating Income Operating Grant Income	2,600	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>2,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>														

<b>Planning &amp; Development</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	1,879,165	1,872,565	156,047	156,047	156,047	156,047	156,047	156,047	156,047	156,047	156,047	156,047	156,047	156,047
Operating Grant Expenses	2,000,000	2,000,000	0	0	0	0	0	285,714	285,714	285,714	285,714	285,714	285,714	285,714
<b>Total Direct Operating Expenditures</b>	<b>3,879,165</b>	<b>3,872,565</b>	<b>156,047</b>	<b>156,047</b>	<b>156,047</b>	<b>156,047</b>	<b>156,047</b>	<b>441,761</b>	<b>441,761</b>	<b>441,761</b>	<b>441,761</b>	<b>441,761</b>	<b>441,761</b>	<b>441,761</b>
Direct Operating Income Operating Grant Income	1,609,850	1,609,850	134,154	134,154	134,154	134,154	134,154	134,154	134,154	134,154	134,154	134,154	134,154	134,154
Operating Grant Income	2,000,000	2,000,000	0	0	0	0	2,000,000	0	0	0	0	0	0	0
<b>Total Direct Operating Income</b>	<b>3,609,850</b>	<b>3,609,850</b>	<b>134,154</b>	<b>134,154</b>	<b>134,154</b>	<b>134,154</b>	<b>2,134,154</b>	<b>134,154</b>	<b>134,154</b>	<b>134,154</b>	<b>134,154</b>	<b>134,154</b>	<b>134,154</b>	<b>134,154</b>
<b>Total Capital Expenditure</b>	<b>1,606,100</b>	<b>1,606,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>535,367</b>	<b>535,367</b>	<b>535,367</b>

<b>Road Transport</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	14,836,009	14,829,639	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803	1,235,803
<b>Total Direct Operating Expenditures</b>	<b>14,836,009</b>	<b>14,829,639</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>	<b>1,235,803</b>
Direct Operating Income Operating Grant Income	6,349,693	6,299,693	524,974	524,974	524,974	524,974	524,974	524,974	524,974	524,974	524,974	524,974	524,974	524,974
<b>Total Direct Operating Income</b>	<b>6,349,693</b>	<b>6,299,693</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>	<b>524,974</b>
<b>Total Capital Expenditure</b>	<b>27,576,252</b>	<b>27,576,252</b>	<b>0</b>	<b>868,182</b>	<b>868,182</b>	<b>2,257,071</b>	<b>2,257,071</b>	<b>3,046,535</b>	<b>3,046,535</b>	<b>3,046,535</b>	<b>3,046,535</b>	<b>3,046,535</b>	<b>3,046,535</b>	<b>3,046,535</b>

<b>Wastewater Management</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	21,041,188	12,428,910	1,017,939	1,017,939	1,039,303	1,039,303	1,039,303	1,039,303	1,039,303	1,039,303	1,039,303	1,039,303	1,039,303	1,039,303
<b>Total Direct Operating Expenditures</b>	<b>21,041,188</b>	<b>12,428,910</b>	<b>1,017,939</b>	<b>1,017,939</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>	<b>1,039,303</b>
Direct Operating Income Operating Grant Income	19,793,290	11,013,012	653,548	1,073,673	1,647,329	1,065,305	1,194,694	755,365	940,818	712,323	933,981	569,119	768,483	698,374
<b>Total Direct Operating Income</b>	<b>19,793,290</b>	<b>11,013,012</b>	<b>653,548</b>	<b>1,073,673</b>	<b>1,647,329</b>	<b>1,065,305</b>	<b>1,194,694</b>	<b>755,365</b>	<b>940,818</b>	<b>712,323</b>	<b>933,981</b>	<b>569,119</b>	<b>768,483</b>	<b>698,374</b>
<b>Total Capital Expenditure</b>														

<b>Water</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses	63,608,542	49,451,759	4,071,544	4,071,544	4,130,867	4,130,867	4,130,867	4,130,867	4,130,867	4,130,867	4,130,867	4,130,867	4,130,867	4,130,867
<b>Total Direct Operating Expenditures</b>	<b>63,608,542</b>	<b>49,451,759</b>	<b>4,071,544</b>	<b>4,071,544</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>	<b>4,130,867</b>
Direct Operating Income Operating Grant Income	64,856,441	50,539,658	1,253,088	1,429,262	12,996,743	1,513,564	1,628,480	12,211,093	1,496,587	1,533,655	12,284,936	1,251,279	1,523,892	1,417,078
<b>Total Direct Operating Income</b>	<b>64,856,441</b>	<b>50,539,658</b>	<b>1,253,088</b>	<b>1,429,262</b>	<b>12,996,743</b>	<b>1,513,564</b>	<b>1,628,480</b>	<b>12,211,093</b>	<b>1,496,587</b>	<b>1,533,655</b>	<b>12,284,936</b>	<b>1,251,279</b>	<b>1,523,892</b>	<b>1,417,078</b>
<b>Total Capital Expenditure</b>														

<b>Housing</b>	<b>Original Budget</b>	<b>Cash Budget</b>	<b>Jul - 12</b>	<b>Aug - 12</b>	<b>Sep - 12</b>	<b>Oct - 12</b>	<b>Nov - 12</b>	<b>Dec - 12</b>	<b>Jan - 13</b>	<b>Feb - 13</b>	<b>Mar - 13</b>	<b>Apr - 13</b>	<b>May - 13</b>	<b>Jun - 13</b>
Direct Operating Expenses Operating Grant Expenses														
<b>Total Direct Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Direct Operating Income Operating Grant Income														
<b>Total Direct Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Expenditure</b>														