

# Phumelela Local Municipality



**Municipal Service Delivery and  
Budget Implementation Plan:  
2012/ 2013 Financial Year**

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# 1. General Information

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## 1.1 Where can a copy of this SDBIP be obtained from?

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The SDBIP is available at the following offices, Vrede, Memel and Warden, during office hours, i.e 08:00 – 16:30, Monday to Friday:

Crn Kuhn and Prinsloo Streets  
Private Bag X5  
Vrede  
9835

Enquiries can be forwarded to the Manager, Budget and Treasury, Mr Francis Ralebenya, Phumelela Head Office. For telephone enquiries please call 058 – 913 8300.

## 1.2 Services Provided

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Function	Customer Groups	Standard or Level
<b>Schedule 4 of the Constitution</b>		
Building regulations	Property owners submitting building plans	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Electricity reticulation	Electricity users (households) in Warden	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity , and also the regulation, control and maintenance of the electricity reticulation network, ta
Fire Fighting	Victims of fire disasters	In relation to District Municipality “Firefighting” means:•Planning, co-ordination and regulation of fire services;•specialised fire fighting services such as mountain, veld and chemical fire services;•co-ordination of the standardisation of infrastructure. Phumelela report to the district
Local tourism	Residents	The promotion, marketing and, if applicable, the development, of any tourist attraction

Function	Customer Groups	Standard or Level
		within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate and structure. Phumelela Municipality does not have adequate funds to address the function in the 2012/13 IDP.
Municipal Planning	Institutional function	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal public transport	Transport users in the municipal area	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area
Storm water	Home and property owners, pedestrians, road users	The management of systems to deal with storm water in built-up areas
Water (Potable)	All inhabitants of urban areas; selectively to rural users	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply
Sanitation	All inhabitants of urban areas; selectively to rural users	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service
Schedule 5 of the Constitution		
Cemeteries	Handling of corpses	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Visitors and residents to municipal urban areas	The cleaning of public streets, roads and other public spaces either manually or mechanically
Fencing and fences	Specifically cemetery users and users of sporting facilities	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Local amenities	Users of community facilities	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local sport facilities	Users of sporting facilities	The provision, management and/or control of any sport facility within the municipal area.
Municipal parks and recreation	Residents	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.

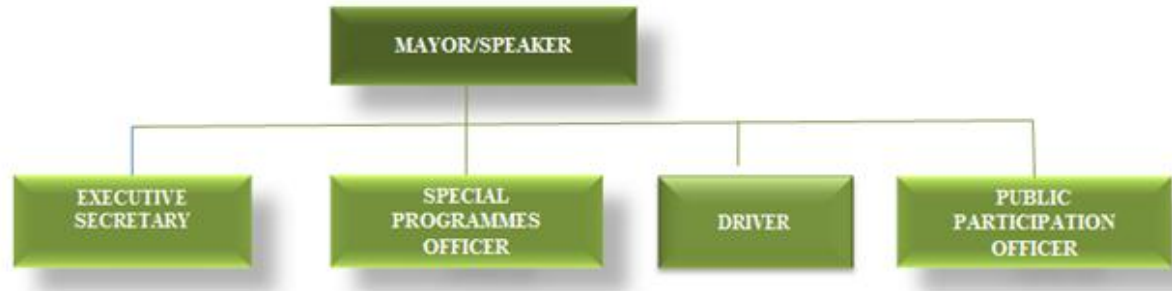
Function	Customer Groups	Standard or Level
Municipal roads	Road users	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, main roads in the area
Public places	Users of public places	The management, maintenance and control of any land or facility owned by the municipality for public use by residents
Refuse removal, refuse dumps and solid waste disposal	Residents, especially in urban areas	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment
Street lighting	Residents; especially in areas subject to high crime rate	The provision and maintenance of lighting for the illuminating of crimes
Traffic and parking	Road users	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works	Variety of internal and external users	Any supporting infrastructure or services to empower a municipality to perform its functions

#### The Municipality –

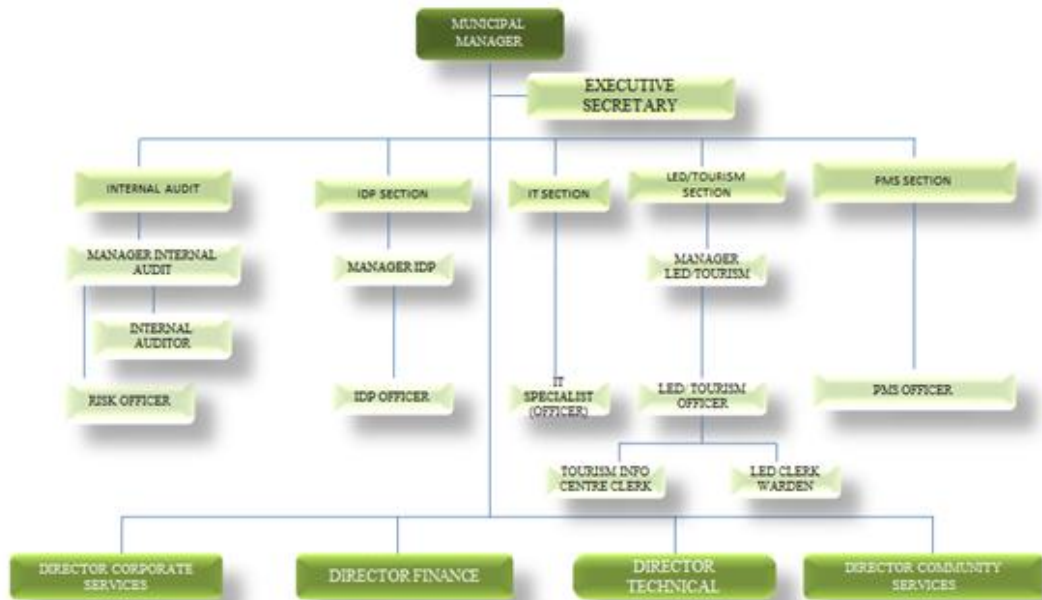
- Has been classified as a category B3 municipality in terms of the Local Government Turnaround Strategy
- Is a Water Service's Authority
- Has been classified as a vulnerable municipality that has to compile its IDP in terms of the Framework for simplified IDPs

## 1.3 Organisational Structure

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### OFFICE OF THE MUNICIPAL MANAGER



## 1.4 Reference to 2011/12 Performance (Reflection of the 2011/12 Mid-Year and Budget Report)

Issues specifically mentioned in the 2010/11 Annual Report that required action in the 2011/12 financial year, and that have subsequently enjoy attention are as follows:

2010/11 Annual Report	2011/12 Mid-Year Performance Assessment
Finalize arrangements for the functions of the audit committee to be performed	A shared services agreement with the district for the utilization of the district's Audit Committee has been concluded
Review of the organizational structure: Revised staff establishment. Several vacancies in key management and operational posts	Strengthening of the organizational structure: Filling of key vacancies, based on the requirements of the Employment Equity Plan
Finalisation of targets to promote BBEEs and SMMEs in municipal SCM planning documents: Establishment of a SCM unit to record transactions and check for SMME and BBEE compliance	SCM Unit established; in the process of being operationalized and resourced with skilled staff
Multiple LED targets included in SDBIP for which the municipality does not have the capacity to implement and achieve	LED targets concentrate on realistic targets and are mostly aimed at job creation
Sports Development Programme to be developed	Sports Development Programme not yet developed – target has been changed to reflect the realistic expectation for the upgrading of sporting facilities
Updating the indigent register	Indigent register has been updated
Water Services Development Plan	Water Services Development Plan review still on the SDBIP: Will be addressed as a matter of urgency. Funds to be requested as part of the adjustment budget process
Construct public toilets facilities (one in each town) (Not achieved)	The target has been withdrawn the 2011/12 SDBIP
Ensure that all schools in rural areas have access to sanitation	Inadequate funds and capacity. The target has been removed from the 2011/12 SDBIP.
A service provider has been appointed to assist the municipality to maintain landfill sites in Vrede.	The process of constructing of legal landfill sites also features in the 2011/12 SDBIP and a feasibility study has since been completed.

The managers of the Phumelela Municipality have identified the following issues as priority focus areas for intervention during the second semester of the 2011/12 financial year:

- In Zamani not all the Greenfields will be covered with the provision of water infrastructure – approximately 200 stands will not have yard connections and are still using the communal taps. This must be covered in the next financial year's budget.

- Provision of infrastructure and services to cemeteries is a major priority for the community.
- Sewerage treatment works in Warden – project registered for R15 million. R6,8 million spent to date on phases I and II. Municipality to budget to complete the Project (to be funded by MIG). Registered in 2006 – due to delays there is a possibility that the registered amount may be exceeded. Municipality intends to advertise remaining scope. The possible shortfall will then inform the budget adjustment, or COGTA will be approach to increase the registered amount.
- Sewerage in Zamani 95% completed (equivalent to allocated amount). R1,6 needed to complete in full.
- Revenue collection – vending machine in township required (R50,000) – next financial year - Ezenzeleni
- Municipality must budget for water and sanitation to cemeteries in next financial year.
- Training of all finance officials in the use of the financial system (ABAKUS)
- Ensure that all critical vacant positions in the Finance Department are filled: SCM Manager, Budget and Treasury Officer, Senior Debtors Clerk (3 temporary personnel appointed on a month-to-month basis to fulfill the vacant clerical roles)
- Establish an independent credit and debt management unit (10 officials)
- Draw up an Action Plan to address the audit queries
- Sourcing capacity-building interventions from Provincial Treasury and COGTA
- Measures to avoid over-expenditure
- Establishment of IT infrastructure and accessibility of Internet connections to all staff members are critical for Finance to perform its functions
- Posts budgeted for but not yet filled: Director Community Services, Town Planner (in terms of report from COGTA), IDP and PMS Manager, Municipal Manager, HR Manager and Electrician

The municipality has also prepared an action plan to improve its performance management, monitoring and reporting processes. These initiatives include the following:

- The Municipality is in the process of reviewing its IDP and SDBIP programmes and projects to make sure that only those programmes and projects that are affordable and implementable are reflected in the strategic documents. The majority of the KPIs and targets listed in the audit report originated from unrealistic IDP and SDBIP plans.
- Managers will have to start relating their planned activities and aims for a specific future financial year into measurable, precise terminologies, and convey it as such to whoever is responsible for the review of the IDP and SDBIPs.
- The Municipality has introduced improved capital budgeting templates and controls, which will enable it to better anticipate its capacity to undertake certain programmes and projects over the coming MTREF and 5-year planning periods.
- Technical IDP and SDBIP workshop[s] that will also serve as training (coaching / mentoring) sessions have been scheduled to ensure that objectives, key performance indicators and targets to be included in the 2012/13 IDP and SDBIP will be specific, measurable and time-bound.
- The objectives, KPIs and targets included in the 2011/12 SDBIP will be reviewed to improve the specific, measurable and time-bound requirements thereof during the mid-year performance and budget review processes to be conducted during January – February 2011.
- A template that may guide managers in translating service plans and activities into measurable terms has been made available to the senior managers.



- Measures have been introduced since August 2011 to conduct official quarterly performance assessment and evaluation workshops, related back to the actual performance of the Municipality in terms of the Municipal SDBIP. Minutes of these meetings will in future be filed for record-keeping and audit purposes.
- The Municipality will in future decide about strategies to improve performance during the indicated performance assessment sessions and workshops. Minutes of these meetings will be held for audit purposes.
- The Internal Auditor will validate the performance reports (information) provided by managers twice a year, as required in terms of the Planning and Performance Management Regulations, 2001. This will include verifying the performance data provided by managers on a sample basis; especially in respect of the Mid-Year Budget and Performance and the Annual Reports and visit projects and other initiatives indicated in the SDBIP to verify progress reported.
- The recommended Shared Service with the District in terms of the finalization of a Performance Level Agreement to make available the services of an Audit Committee to the Phumelela Local Municipality must be concluded as soon as possible.
- The internal record-keeping and procedural communication procedures of the Municipality has been refined; including re-assigning responsibilities, to ensure that the performance reports are in future submitted to Treasury and the Office of the AG as required in legislation.
- A checklist has been compiled and distributed to the different relevant managers to ensure that all the statutory required information is included in the Annual Report.
- Inadequate record-keeping of community engagement opportunities have since enjoyed attention through improved control measures and re-assigning responsibilities.

## 1.5 Main Municipal Risks

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- Number of rural households benefiting from boreholes: Only budgeted for maintenance. Additional expansions shifted to next financial year's budget
- Audit opinion: All departments and sections of the municipality need to integrate and intensify efforts to implement and improve internal controls
- Need to review and upgrade the Water Services Development and Water Safety Plans
- Upgrade and maintain existing public toilets facilities in the municipal area: Facilitates at cemeteries (graveyards) (Inadequate funds on budget for the current financial year: Needs to be extended to the next financial year)
- Approval of an improved cemetery maintenance system
- Identification of sites for new cemeteries. Building inspector submit report about new cemeteries sites to be approved by Council prior to establishing it. Was submitted to Council, but still under consideration.
- The municipality's inadequate powers and resources to deal with local disasters: Disasters are handled by the District. The Municipality must only provide a report to the district. The municipality was forced to fix some of the houses damaged in a storm in December 2011.
- Persistent problems due to the valuation roll that does not reconcile with value on the financial system. There is an urgent need to reconcile valuation roll with system data (ABAKUS).
- Lack of Audit Committee functions: Using shared service with the district (Thabo Mofutsanyana Audit Committee)

## 2. Basic Service Delivery and Infrastructure<sup>1</sup>

### 2.1 Priority 1: Water (*From IDP strategies / programmes / projects*)

#### Strategic Objective:

To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014

#### Outcomes:

- 100% of households in formal settlements have access to basic level of water
- Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.
- The percentage of households earning less than R1,100 per month with access to free basic services.

#### *(In-Year Indicators and targets [2012/13])*

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To implement a bulk water scheme to the entire Warden community	Reservoir to be completed (2 <sup>nd</sup> phase of the project)					1					1	
	Build a dam in Warden					1						
	Kms of pipeline					6						
To provide 650 connections to stands in Zamani and Ezenzeleni	Number of stands in Ezenzeleni provided with connections		250									
	Number of stands in Zamani provided with connections			400								
To construct a 2 megaliter reservoir for Thembahihle Extension 4	Number of 2 megaliter reservoirs constructed							1				
To continuously maintain and repair water infrastructure to ensure uninterrupted water supply	Percentage of repairs and maintenance performed in terms of operating schedules	100%	100%		100%			100%			100%	
To ensure compliance with the national requirements for water safety	Completion of a Water Safety Plan							1			1	
	Water plants in the							100%			100%	

<sup>1</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	municipality to be registered											
To ensure that 100% of households in formally established townships have access to at least RDP standard of water	Percentage of households in formal areas with access to basic level of water	100%	100%		100%		100%		100%		100%	

## 2.2 Priority 2: Sanitation

### Strategic Objective:

To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014

### Outcomes:

- 100% of households in formal settlements have access to basic level of sanitation
- Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To provide 200 households in Ezenzeleni with sewerage infrastructure (mainline and connections)	Number of houses in Ezenzeleni provided with sewerage infrastructure (mainline and connections)								200			
To upgrade the septic tanks in Warden to full waterborne sanitation systems	Number of sanitation units upgraded from septic tanks to full waterborne systems											
To upgrade the sewerage network in Zamani and provide house connections and structures	Number of sewerage network upgrades											
	Number of household structures and connections provided											

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To provide 250 housing units with sanitation structures	Number of stands provided with sanitation structures									200		
To ensure that 100% of households in formally established townships have access to at least RDP standard of sanitation	Percentage of households in formal areas with access to basic level of water	100%	100%			100%				100%		

### 2.3 Priority 3: *Municipal Roads and Stormwater*

#### Strategic Objective:

To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality

#### Outcomes:

- Repair and paving of roads according to the targets and projects indicated in the 5-year IDP

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To pave Oosthuizen, Sarel Cilliers and Piet Retief streets in Vrede and Warden respectively	Oosthuizen, Sarel Cilliers and Piet Retief streets paved (Number of streets paved)									3		3	
To pave roads in Extension 2	Number of roads paved in Ezenxeleni												
To pave roads in Thembalihle and Extension 4	Kms of road paved in Thembalihle									3		3	
	Kms of road paved in Extension 4									2		2	
To repair and pave Hospitaal and Kriger street in Vrede town	Hospital and Kriger street paved (Number of roads paved)									1		1	

## 2.4 Priority 6: Refuse Removal (including Solid Waste and Landfill Sites)

### Strategic Objective:

To ensure good waste management in the Phumelela municipal area, as measured in terms of the outcome indicators listed below

### Outcomes:

- Three licensed and registered landfill sites.
- 100% of households in formal areas with access to refuse removal services at basic acceptable national standards.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To start with the relocation of one landfill site	Start with process of relocating landfill sites: Number of landfill sites	0 (Landfill sites to be relocated)								1		1	
To ensure that all households in formal residential areas have access to refuse removal services at least once every two weeks	Percentage of households in formal area with access to refuse removal at least once every two weeks	100%	100%		100%		100%		100%		100%		

## 2.5 Priority 7: Electricity Reticulation

### Strategic Objective:

To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014

### Outcomes:

- 100% of households in formal areas with access to electricity.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To construct an additional 7 high mast lights	Number of high mast lights put up	Additional to existing								7		7	

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To provide 65 solar lights in Vrede, Extension 4 and Warden (121)	Number of solar lights provided in Vrede, Extension 4	0							65		65	
	Number of solar lights provided in Warden 4	0							121		121	
To install electricity in Warden, Extension 2	Amount spent on the installation of electricity connections in Warden, Extension 2	New							R3million		R3million	
To ensure that at least 92% of households will have access to basic level of electricity by 2014	Percentage of households in formalized urban areas with access to basic level of electricity	100%	100%		100%		100%		100%		100%	

## 2.6 Priority 8: Cemeteries and Parks

### Strategic Objective:

To ensure effective management of graveyards and cemeteries in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

### Outcomes:

Adequate provision for, safe and well maintained graveyards and cemeteries (100% of all such facilities)

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To expand graveyards and cemeteries in the municipal area	Number of graveyards expanded in Thembalihle, Extension 4											
	Number of graveyards expanded in Vrede town											
	Number of graveyards expanded in Warden town											
	Number of graveyards expanded in Ezenzeleni											
To maintain existing graveyards and cemeteries	Number of cemeteries provided with solid / concrete fencing	0							1		1	

## 2.7 Priority 9: Sport and Recreational Facilities

### Strategic Objective:

To ensure access to quality sport and recreational in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

### Outcomes:

Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To upgrade the Vrede sport stadium, sport facilities in Memel and the stadium in Thembalihle	Number of sport stadiums upgraded in Vrede town	1 (needs upgrading)							1		1	
	Number of sport stadiums upgraded in Thembalihle	1 (needs upgrading)							1		1	
	Number of sport facilities upgraded in Memel	0							1		1	
To identify land for a new sport facility in Warden	Land identified for a new sport facility in Warden	0							1		1	

## 2.8 Priority 10: Traffic and Parking

### Strategic Objective:

To ensure effective traffic management and parking in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

### Outcomes:

Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and project in the IDP

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To budget for infrastructure capable of accommodating AARTO	Amount budgeted to accommodate AARTO											
To develop truck stop facilities	Number of truck stop facilities developed	0							1		1	

## 2.9 Priority 11: *Firefighting*

### Strategic Objective:

To ensure effective firefighting in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

### Outcomes:

Ten trained firefighters

No short-term targets for the 2012/13 financial year

## 3. Local Economic Development<sup>2</sup>

### 3.1 Priority 4: *Local and Rural Economic Development*

### Strategic Objective:

To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP

### Outcomes:

<sup>2</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment



- (Number of) employment opportunities created through targeted IDP projects
- (Number of) employment opportunities created through EPWP initiatives

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To launch the Community Work Programme in the Phumelela Municipality	Jobs created through the CWP											
To undertake a dairy farm project	Number of jobs created through the dairy farm project											
To undertake the Broiler Chicken Project	Number of jobs created through the Broiler Chicken Project											
To undertake a Piggery project	Number of jobs created through a Piggery project											
To undertake water and sanitation projects in rural areas (farms)	Number of jobs created through water and sanitation projects in rural areas (farms)											
To fully implement the EPWP Programme in the municipality	Number of jobs created through the EPWP											
To ensure implementation of the CWP in at least two wards of the municipality	Number of CPWs implemented in at least two wards of the municipality											
To create employment opportunities through the CWPs, EPWP and other initiatives	Number of job opportunities created											
To create job opportunities through support to cooperatives	Number of job opportunities created through support to cooperatives											
	Number of cooperatives supported											

## 4. Institutional Transformation & Development<sup>3</sup>

### Strategic Objective: *Institutional Transformation and Development*

To facilitate institutional transformation and development in the Phumelela local municipality as measured in terms of the outcome indicators listed below

#### Outcomes:

- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- Targets in the organizational redesign and change management strategy; and
- Skills development targets in the municipal Skills Development Plan.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To implement the comprehensive organizational redesign and change management strategy	Number of strategies and interventions identified in the organizational redesign and change management strategy addressed											
To ensure that all six critical senior posts on the staff establishment are filled by competent staff	Number of senior critical posts filled by competent staff	4	4		5		5		5		5	
To ensure that the Municipal Manager's post is filled within 3 months	Number of MM posts filled	0			1		1		1		1	
To ensure that the MM and other senior managers has an annually revised performance agreement that is aligned to national priorities within the prescribed legislative time-frames	Number of annually revised performance agreement of the MM that is aligned to national priorities and the LGTAS, signed within the prescribed legislative time-frames	1	1								1	
	Number of annually revised performance agreements of	1	1								1	

<sup>3</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	senior managers that are aligned to national priorities, signed within the prescribed legislative time-frames											

## 5. Financial Viability & Management<sup>4</sup>

### 5.1 Priority 5: *Institution Building*

#### Strategic Objective: *Financial Viability and Management*

To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001

#### Outcomes:

- the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- financial viability as expressed by the following ratios:

$$A = \frac{B - C}{D}$$

Where - "A" represents debt coverage; "B" represents total operating revenue received; "C" represents operating grants; "D" represents debt service payments (i.e. interest + redemption) due within the financial year;

<sup>4</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

$A = \frac{B}{C}$  Where - “A” represents outstanding service debtors to revenue; “B” represents total outstanding service debtors; “C” represents annual revenue actually received for services

$A = \frac{B+C}{D}$  Where - “A” represents cost coverage; “B” represents all available cash at a particular time; “C” represents investments; “D” presents monthly fixed operating expenditure

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To implement the 2012 Audit Action Plan (move towards a clean audit by 2014)	Number of corrective and internal control interventions identified in the Audit Action Plan addressed	Audit Action Plan available: Total of 56 issues								56		
To ensure that the municipality does not overspent on OPEX	Operational expenditure as a percentage of the amount budgeted for operations per quarter		Not exceeding 100%		Not exceeding 100%		Not exceeding 100%		Not exceeding 100%		Not exceeding 100%	
	Number of reports indicating operational expenditure as a percentage of budgeted OPEX		1		1		1		1		4	
To ensure that the municipality effectively utilized allocated capital budget	Capital expenditure as a percentage of the amount budgeted for capital per quarter	100%	100%		100%		100%		100%		100%	
	Number of reports indicating capital expenditure as a percentage of budgeted CAPEX	4	1		1		1		1		4	
To ensure that the municipality spent at least 5% of OPEX on	Percentage of operational expenditure spent on		5% or more		5% or more		5% or more		5% or more		5% or more	

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
repairs and maintenance	repairs and maintenance											
	Number of reports indicating expenditure on repairs and maintenance as a percentage of budgeted OPEX		1		1			1		1		4
To ensure that current debtors do not exceed 50% of own revenue	Percentage: Current debtors in relation to own revenue	Exceeding										

## 6. Good Governance and Public Participation<sup>5</sup>

### Strategic Objective: *Good Governance*

To ensure good governance in the Phumelela local municipality as measured in terms of the outcome indicators listed below

#### Outcomes:

- Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
- An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.
- Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.
- By-laws and policies to enable the effective governance of the municipality.

<sup>5</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To align the IDP with the Simplified IDP Framework	Number of simplified IDPs that is aligned with the identified 10 critical services compiled	0							1		1		
To ensure that the municipality has a functional Organizational Performance Management System	Number of organizational performance reviews conducted	2	1		1			1		1		4	
	Number of reports compiled in terms of section 46 of the Systems Act	1	1									1	
To ensure that 100% of registered indigents have access to free basic services	Percentage of registered indigents with access to free basic services	100%	100%		100%			100%		100%		100%	
To ensure that the indigent register is updated at least once a year	Number of updates of the indigent register	1								1		1	
To annually review the SDF in line with the guidelines for simplified SDFs	Number of SDFs reviewed annually	1	1									1	
To finalize the Land Use Management framework	Adoption of by-laws	0											
To finalize a land audit	Land Audit finalized	0											
To formalize settlements through targeted upgrading initiatives	100% percentage of informal settlements formalized	0											
To have fully functional ward committees in all 8 wards	Number of wards with fully functional ward committees	7/8	8		8			8		8		8	
To ensure that all ward committees meet monthly	Number of ward committee meetings held	96	96		96			96		96		96	
	Number of ward committee reports tabled to and considered by Council	16	8		8			8		8		32	
To implement a community complaints system	Number of complaints, queries and requests registered from the community and attended to	0											
	Community Complaint System implemented and reviewed annually	0											
To ensure optimal	Number of functional	12	1		1			1		1		4	

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
functionality of Council in terms of the requirements of the Municipal Structures Act	Councils, including the timely distribution of Agendas and Minutes											
	Oversight Committee established and oversight report produced	1			1							
	Percentage of Council Resolutions implemented		100%		100%		100%		100%		100%	
To ensure a clean audit by 2014	Municipal Audit Action Plan implemented (percentage)	0										
To have a fully functional Internal Audit function	Number of Internal Auditors appointed	1	2		2		2		2		2	
	Rolling three year audit plan approved and annually reviewed	1	1								1	
To have a fully functional Audit Committee	Sessions of the audit committee	0	1		1		1		1		4	
To annually review the anti-fraud and anti-corruption strategy	Number of annual review of the Anti-fraud and Anti-corruption strategy	1							1		1	

## 7. Capital Projects: 2012/13 – 2014/15

Department	Town	Category	Funding	Project Title	Budget Year 2012/2013	Budget Year +1 2013/2014	Budget Year +2 2014/2015
					R	R	R
Technical	Vrede	Other	MIG	PMU	1,331,200	1,407,700	1,451,150
Technical	Warden	Water Waste Management: Sewerage	MIG	Ezenzeleni: Upgrading of bulk sewer	620,000	4,192,848	419,285
Technical	Memel	Water Waste Management: Sewerage	MIG	Zamani: Sewer outfall pumps and rising main	400,000	0	0
Technical	Vrede	Water Waste Management: Sewerage	MIG	Thembalihle: Ext 4 Construction of sewer network-1827 stands	5,231,978	3,000,000	4,500,000
Technical	Vrede	Road Transport: Roads	MIG	Thembalihle: Construction of 3km paved road. (14/15) Ext 4	2,995,825	0	7,669,355
Technical	Vrede	Road Transport: Roads	MIG	Construction of 4km paved roads (MIS: 191520)	4,492,410	0	0
Technical	All Units	Sports and Recreation	MIG	Sports facilities in Phumelela	3,052,587	4,822,165	1,988,701
Technical	Memel	Water: Water Distribution	MIG	2ML Reservoir rising main & pumpstation	3,000,000	5,303,000	2,500,750
Technical	Warden & Vrede	Waste Management: Solid Waste	MIG	Landfill site	1,500,000	4,000,000	415,000
Technical	Memel	Waste Management: Solid Waste	MIG	Landfill site	0	0	3,000,000
Technical	Warden	Road Transport: Roads	MIG	Construction of 2km paved road	4,000,000	0	0
Technical	Memel	Road Transport: Roads	MIG	Construction of 5km paved road	0	5,500,000	3,000,000
Technical	Vrede	Water: Water Distribution	MIG	Thembalihle: Reservoir in Ext 4	0	0	5,000,000
Technical	Vrede	Electricity: Electricity Distribution	DOE	Electrification of 100 houses as well as bulk infrastructure	3,000,000	3,000,000	0
Corporate	Vrede	Assets: Municipal Assets	Revenue	Office Furniture (Speaker's Office)	250,000	0	0
Corporate	Vrede	Administration: Other	Revenue	Linkage to E-Natis (Traffic)	150,000	0	0
Technical	Warden	Electricity: Electricity Distribution	Revenue	Ezenzeleni: Upgrading of electricity	2,000,000	0	0
Council General	Vrede	Assets: Municipal Assets	Revenue	Office Furniture (Mayor's Office)	150,000	0	0
Technical	Warden	Waste Water Management/Water Distribution: Sewerage	H/S	Construction of water & Sewer reticulation - Ezenzeleni	3,615,000	0	0
Technical	Memel	Waste Water Management: Sewerage	H/S	Construction of water & Sewer reticulation - Zamani	7,327,000	0	0
Technical	Warden	Water: Water Distribution	DWA	Ezenzeleni: Construction of Reservoir	8,000,000	0	0
Technical	Warden	Water: Water Distribution	DWA	Ezenzeleni: Pipeline and Pumpstation	15,000,000	0	0
Technical	Warden	Water: Water Distribution	DWA	Ezenzeleni: Water treatment works	20,000,000	0	0
Technical	Vrede	Capital Repayment : Loans	Revenue	ABSA Loan : Equipment	403,551	441,407	482,814
Technical	Vrede	Capital Repayment : Loans	Revenue	DBSA : Capital Projects	114,787	138,661	162,392
<b>TOTAL FUNDING OF CAPITAL EXPENDITURE</b>					<b>86,116,000</b>	<b>31,225,713</b>	<b>29,944,240</b>



## 8. Operating Revenue

Revenue Source	FY 2012/13	FY2013/14	FY2014/15
Property Rates	7,608,000	8,020,000	8,454,000
Service charges	32,576,170	34,802,136	37,275,039
<i>Electricity</i>	<i>8,132,670</i>	<i>9,065,336</i>	<i>10,276,839</i>
<i>Refuse removal</i>	<i>5,628,000</i>	<i>5,926,000</i>	<i>6,216,000</i>
<i>Sewerage</i>	<i>6,014,000</i>	<i>6,332,000</i>	<i>6,642,000</i>
<i>Water</i>	<i>12,801,500</i>	<i>13,478,800</i>	<i>14,140,200</i>
Interest earned	3,529,000	3,731,000	3,937,000
<i>Outstanding debtors</i>	<i>2,879,000</i>	<i>3,046,000</i>	<i>3,218,000</i>
<i>External investments</i>	<i>650,000</i>	<i>685,000</i>	<i>719,000</i>
Transfers recognised	60,433,000	64,799,000	70,237,000
<i>CFO grant from FS LG</i>	<i>760,000</i>	<i>837,000</i>	<i>921,000</i>
<i>Equitable share</i>	<i>56,039,000</i>	<i>60,124,000</i>	<i>65,001,000</i>
<i>Finance Management Grant</i>	<i>1,500,000</i>	<i>1,500,000</i>	<i>1,750,000</i>
<i>MIG receipts (PMU)</i>	<i>1,334,000</i>	<i>1,468,000</i>	<i>1,615,000</i>
<i>Municipal Systems Improvement Grant</i>	<i>800,000</i>	<i>870,000</i>	<i>950,000</i>
Other revenue	2,999,000	3,170,000	3,350,000
Fines, Licences and permits	244,000	259,000	275,000
Rent-facilities and equipment	1,769,600	1,944,700	2,134,800

## 9. Alignment with IDP Programmes and Projects: Capital Budget

Institutional						Funding Source
Objective	Strategies	Programmes / Projects	MTEF			
			2012/13	2013/2014	2014/2015	
To establish and operationalise a Project Management Unit		Project Management Unit	R 1,331,200.00	R 1,407,700.00	R 1,451,150.00	MIG
Municipal assets	Procure municipal assets	Furniture for the Office of the Mayor	R 150,000.00	R 0.00	R 0.00	Own revenue
		Furniture for the Office of the Speaker	R 250,000.00	R 0.00	R 0.00	Own revenue
Repayment of loans	Loan repayment	ABSA loan for equipment	R 403,550.85	R 441,406.70	R 482,813.70	Own revenue
		DBSA loan	R 114,787.28	R 138,660.80	R 162,391.77	Own revenue

Priority 1: Water						Funding Source
Objective	Strategies	Programmes / Projects	MTEF			
			2012/13	2013/2014	2014/2015	
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014	<b>Memel</b>					
	Upgrading and maintenance of water infrastructure (water distribution)	2ML Reservoir rising main and pump station	R 3,000,000.00	R 5,303,000.00	R 2,500,750.00	MIG
	<b>Thembalihle</b>					
	Upgrading and maintenance of water infrastructure (water distribution)	Construction of reservoir in Extension 4	R 0.00	R 0.00	R 5,000,000.00	MIG
	<b>Ezenzeleni</b>					
	Upgrading and maintenance of water infrastructure (water distribution)	Construction of reservoir	R 8,000,000.00	R 0.00	R 0.00	DWA
		Pipeline and pump station	R 15,000,000.00	R 0.00	R 0.00	DWA
Water treatment works		R 20,000,000.00	R 0.00	R 0.00	DWA	

<b>Priority 2: Sanitation</b>						
Objective	Strategies	Programmes / Projects	MTEF			Funding Source
			2012/13	2013/2014	2014/2015	
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014	<b>Eenzeleni</b>					
	Upgrading of sewerage infrastructure	Upgrading of bulk infrastructure	R 620,000.00	R 4,192,847.62	R 419,284.76	MIG
		Construction of water and sewerage reticulation	R 3,615,000.00	R 0.00	R 0.00	H/S
	<b>Zamani</b>					
	Upgrading of sewerage infrastructure	Construction of water and sewerage reticulation	R 7,327,000.00	R 0.00	R 0.00	MIG
		Sewer outfall pumps and rising main	400,000.00	0.00	0.00	MIG
		Construction of water and sewerage reticulation	7,327,000.00	0.00	0.00	H/S
	<b>Thembalihle</b>					
	Upgrading of sewerage infrastructure	Extension 4: Construction of sewer network - 1,827 stands	5,231,977.51	3,000,000.00	4,500,000.00	MIG

<b>Priority 3: Municipal Roads and Stormwater</b>						
Objective	Strategies	Programmes / Projects	MTEF			Funding Source
			2012/13	2013/2014	2014/2015	
To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	<b>Thembalihle (Extension 4)</b>					
	Paving of roads	Construction of 3kms of paved road (14/15)	R 2,995,825.25	R 0.00	R 7,669,355.00	MIG
	<b>Vrede</b>					
	Paving of roads	Construction of 4kms of paved roads (MIS: 191520)	R 4,492,409.79	R 0.00	R 0.00	MIG
	<b>Warden</b>					
	Paving of roads	Construction of 2km paved road	R 4,000,000.00	R 0.00	R 0.00	MIG
<b>Memel</b>						
Paving of roads	Construction of 5km paved road	R 0.00	R 5,500,000.00	R 3,000,000.00	MIG	

<b>Priority 6: Refuse Removal, including Solid Waste and Landfill Sites)</b>						
Objective	Strategies	Programmes / Projects	MTEF			Funding Source
			2012/13	2013/2014	2014/2015	
To ensure good waste management in the Phumelela municipal area (To ensure that 100% of households in formal residential areas have access to basic level of sanitation services)	<b>Vrede</b>					
	Relocation of landfill sites (ensure that all landfill sites are licensed and registered)	Vrede and Warden landfill site relocation started	R 1,500,000.00	R 4,000,000.00	R 415,000.00	MIG
	<b>Memel</b>					
	Relocation of landfill sites (ensure that all landfill sites are licensed and registered)	Vrede and Warden landfill site relocation started	R 0.00	R 0.00	R 3,000,000.00	MIG

<b>Priority 7: Electricity Reticulation</b>						
Objective	Strategies	Programmes / Projects	MTEF			Funding Source
			2012/13	2013/2014	2014/2015	
To ensure that at least 92% of households have access to basic level of electricity by 2014	<b>Vrede</b>					
	Electrification of houses	Electrification of 100 houses as well as bulk infrastructure	R 3,000,000.00	R 3,000,000.00	R 0.00	MIG
	<b>Ezenzeleni</b>					
	Electricity infrastructure upgrading	Upgrading of electricity infrastructure	R 2,000,000.00	R 0.00	R 0.00	MIG

<b>Priority 9: Sport and Recreational Facilities</b>						
Objective	Strategies	Programmes / Projects	MTEF			Funding Source
			2012/13	2013/2014	2014/2015	
To ensure access to quality sport and recreational in the Phumelela municipal area	<b>VREDE (WARD 3), THEMBALIHLE (WARD 3), MEMEL (WARD 1) AND WARDEN (WARD 7)</b>					
	Upgrading of existing sport stadiums	Sporting stadium upgrading project	R 3,052,587.45	R 4,822,165.27	R 1,988,700.54	

Priority 10: Traffic and Parking					
Objective	Strategies	Programmes / Projects	MTEF		
			2012/13	2013/2014	2014/2015
To ensure effective traffic management and parking in the Phumelela municipal area	Support the AARTO legislative initiative	Linkage to E-Natis	R 150,000.00	R 0.00	R 0.00

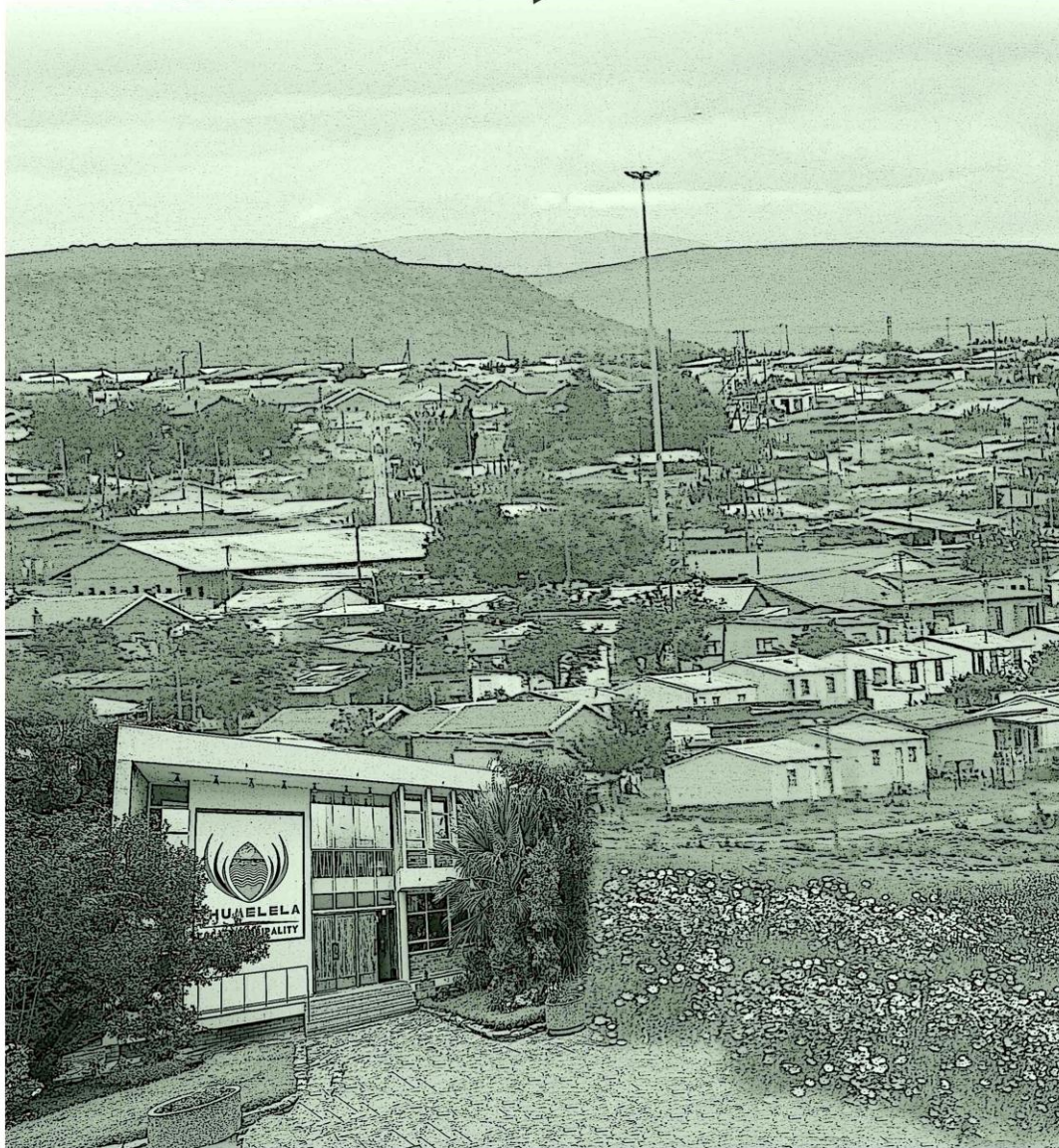
## 10. Alignment with IDP Strategic Objectives: Operating Budget

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
1: Water	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014	<ul style="list-style-type: none"> <li>100% of households in formal settlements have access to basic level of water</li> <li>Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.</li> <li>The percentage of households earning less than R1,100 per month with access to free basic services</li> </ul>	Water Distribution	12,048,500	12,689,800	13,313,200	8,891,000	9,529,500	10,195,900
2: Sanitation	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014	<ul style="list-style-type: none"> <li>100% of households in formal settlements have access to basic level of sanitation</li> <li>Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.</li> </ul>	Sewerage	6,014,000	6,332,000	6,642,000	9,661,600	10,477,200	11,352,100
3: Municipal Roads and Stormwater	To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	Repair and paving of roads according to the targets and projects indicated in the 5-year IDP	Public Works / Roads	1,334,000	1,468,000	1,615,000	11,692,900	12,676,500	13,735,200

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
4: Local and Rural Economic Development	To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP	<ul style="list-style-type: none"> <li>(Number of) employment opportunities created through targeted IDP projects</li> </ul>	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated
		<ul style="list-style-type: none"> <li>(Number of) employment opportunities created through EPWP initiatives</li> </ul>							
5: Institution Building	To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	<ul style="list-style-type: none"> <li>The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;</li> </ul>	Budget and Treasury	59,377,000	63,592,000	68,858,000	20,338,400	21,082,600	21,589,500
		<ul style="list-style-type: none"> <li>the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and</li> </ul>	Assessment Rates	5,758,978	6,074,171	6,414,032	1,088,200	1,146,000	1,203,000
		<ul style="list-style-type: none"> <li>financial viability as expressed by the following ratios</li> </ul>							
	To facilitate institutional transformation and development in the Phumelela local municipality	<ul style="list-style-type: none"> <li>The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;</li> </ul>	Corporate Services	2,532,000	2,669,000	2,814,000	5,353,800	5,637,300	5,928,300
		<ul style="list-style-type: none"> <li>Targets in the organizational redesign and change management strategy; and</li> </ul>	Property Services	241,600	263,700	285,800	1,056,300	1,153,400	1,257,100
		<ul style="list-style-type: none"> <li>Skills development targets in the municipal Skills Development Plan</li> </ul>	Property Services: Commonage	1,528,000	1,681,000	1,849,000	97,000	104,000	111,000
	To ensure good governance in the Phumelela local municipality	<ul style="list-style-type: none"> <li>Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration</li> </ul>	Office of the Mayor				923,200	985,000	1,050,400
		<ul style="list-style-type: none"> <li>An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.</li> </ul>	Council				7,793,400	8,227,300	8,667,400

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
		<ul style="list-style-type: none"> <li>Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.</li> </ul>	Municipal Manager	760,000	837,000	921,000	3,092,400	3,263,800	3,442,400
		<ul style="list-style-type: none"> <li>By-laws and policies to enable the effective governance of the municipality</li> </ul>	Town Planning	18,000	20,000	22,000	1,115,000	1,208,000	1,304,000
6: Refuse Removal	To ensure good waste management in the Phumelela municipal area	<ul style="list-style-type: none"> <li>Three licensed and registered landfill sites.</li> <li>100% of households in formal areas with access to refuse removal services at basic acceptable national standards</li> </ul>	Solid Waste	5,628,000	5,926,000	6,216,000	7,101,213	7,697,000	8,337,000
7: Electricity Reticulation	To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014	100% of households in formal areas with access to electricity	Electricity Distribution	7,158,669	8,042,335	9,200,840	17,450,800	19,351,300	21,402,300
8: Cemeteries and Parks	To ensure effective management of graveyards and cemeteries in the Phumelela municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries	Cemetery	159,000	168,000	178,000	1,117,000	1,217,000	1,322,000
			Parks				1,675,800	1,841,200	2,019,700
9: Sport and Recreational facilities	To ensure access to quality sport and recreational in the Phumelela municipal area	Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP	Library	1,000	2,000	3,000	1,257,700	1,394,000	1,543,000
10: Traffic and Parking	To ensure effective traffic management and parking in the Phumelela municipal area	Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and project in the IDP	Traffic	200,000	211,000	223,000	563,000	621,000	682,000
11: Firefighting	To ensure effective firefighting in the Phumelela municipal area	Ten trained firefighters	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated
Other	No strategic objective in IDP		Health				111,900	122,100	132,700
				<b>103,613,747</b>	<b>110,883,006</b>	<b>119,516,872</b>	<b>100,380,613</b>	<b>107,734,200</b>	<b>115,275,400</b>

# Phumelela Local Municipality



## **Service Delivery and Budget Implementation Plan: 2012/ 2013 Financial Year Department Corporate Services**



# 1. General Information

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## 1.1 Where could a copy of this SDBIP be obtained from?

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The SDBIP is available at the following offices, Vrede, Memel and Warden, during office hours, i.e 08:00 – 16:30, Monday to Friday:

Crn Kuhn and Prinsloo Streets  
Private Bag X5  
Vrede  
9835

Enquiries can be forwarded to the Manager, Budget and Treasury, Mr Francis Ralebenya, Phumelela Head Office. For telephone enquiries please call 058 – 913 8300.

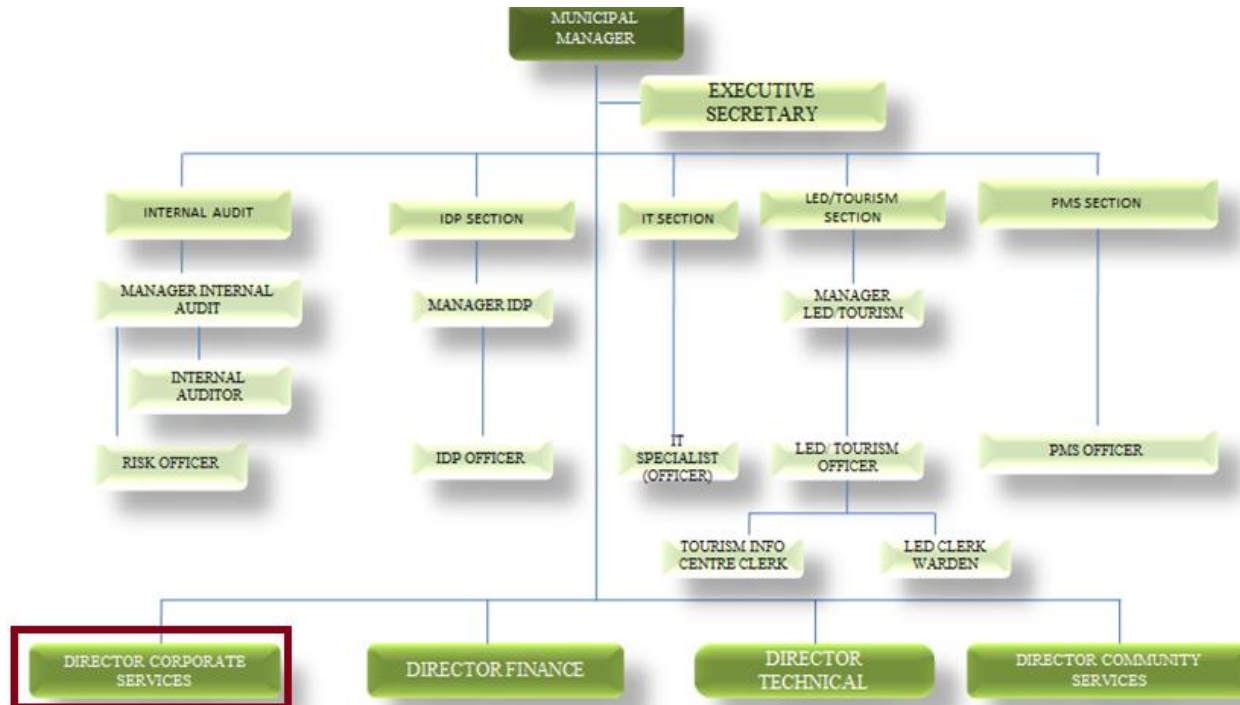
## 1.2 Services Provided

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Function	Customer Groups	Standard or Level
<b>Schedule 4 of the Constitution</b>		
Building regulations	Property owners submitting building plans	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Fire Fighting	Victims of disasters	In relation to District Municipality “Firefighting” means:•Planning, co-ordination and regulation of fire services;•specialised fire fighting services such as mountain, veld and chemical fire services;•co-ordination of the standardisation of infrastructure. Phumelela report to the district
<b>Schedule 5 of the Constitution</b>		
Local amenities	Users of community facilities	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other fa

Function	Customer Groups	Standard or Level
Local sport facilities	Users of sporting facilities	The provision, management and/or control of any sport facility within the municipal area.
Public places	Users of public places	The management, maintenance and control of any land or facility owned by the municipality for public use by residents
Traffic and parking	Road users	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.

## 1.3 Organisational Structure



## 1.4 Reference to 2011/12 Performance (Reflection of the 2011/12 Mid-Year and Budget Report)

Issues specifically mentioned in the 2010/11 Annual Report that required action in the 2011/12 financial year, and that have subsequently enjoy attention are as follows:

2010/11 Annual Report	2011/12 Mid-Year Performance Assessment
Review of the organizational structure: Revised staff establishment. Several vacancies in key management and operational posts	Strengthening of the organizational structure: Filling of key vacancies, based on the requirements of the Employment Equity Plan
Sports Development Programme to be developed	Sports Development Programme not yet developed – target has been changed to reflect the realistic expectation for the upgrading of sporting facilities
Water Services Development Plan	Water Services Development Plan review still on the SDBIP: Will be addressed as a matter of urgency. Funds to be requested as part of the adjustment budget process

The managers of the Phumelela Municipality have identified the following issues as priority focus areas for intervention during the second semester of the 2011/12 financial year:

- Training of all finance officials in the use of the financial system (ABAKUS)
- Ensure that all critical vacant positions in the Finance Department are filled: SCM Manager, Budget and Treasury Officer, Senior Debtors Clerk (3 temporary personnel appointed on a month-to-month basis to fulfill the vacant clerical roles)
- Establishment of IT infrastructure and accessibility of Internet connections to all staff members are critical for Finance to perform its functions
- Posts budgeted for but not yet filled: Director Community Services, Town Planner (in terms of report from COGTA), IDP and PMS Manager, Municipal Manager, HR Manager and Electrician

The municipality has also prepared an action plan to improve its performance management, monitoring and reporting processes. These initiatives include the following:

- Measures have been introduced since August 2011 to conduct official quarterly performance assessment and evaluation workshops, related back to the actual performance of the Municipality in terms of the Municipal SDBIP. Minutes of these meetings will in future be filed for record-keeping and audit purposes.
- The internal record-keeping and procedural communication procedures of the Municipality has been refined; including re-assigning responsibilities, to ensure that the performance reports are in future submitted to Treasury and the Office of the AG as required in legislation.
- Inadequate record-keeping of community engagement opportunities have since enjoyed attention through improved control measures and re-assigning responsibilities.

## 1.5 Main Municipal Risks

- The municipality's inadequate powers and resources to deal with local disasters: Disasters are handled by the District. The Municipality must only provide a report to the district. The municipality was forced to fix some of the houses damaged in a storm in December 2011.

## 2. Institutional Transformation & Development<sup>1</sup>

### Strategic Objective: *Institutional Transformation and Development*

To facilitate institutional transformation and development in the Phumelela local municipality as measured in terms of the outcome indicators listed below

#### Outcomes:

- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- Targets in the organizational redesign and change management strategy; and
- Skills development targets in the municipal Skills Development Plan.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To implement the comprehensive organizational redesign and change management strategy	Number of strategies and interventions identified in the organizational redesign and change management strategy addressed											
To ensure that all six critical senior posts on the staff establishment are filled by competent staff	Number of senior critical posts filled by competent staff	4	4		5		5		5		5	
To ensure that the Municipal Manager's post is filled within 3 months	Number of MM posts filled	0			1		1		1		1	
To ensure that the MM and	Number of annually revised	1	1								1	

<sup>1</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
other senior managers has an annually revised performance agreement that is aligned to national priorities within the prescribed legislative time-frames	performance agreement of the MM that is aligned to national priorities and the LGTAS, signed within the prescribed legislative time-frames											
	Number of annually revised performance agreements of senior managers that are aligned to national priorities, signed within the prescribed legislative time-frames	1	1							1		

### 3. Good Governance and Public Participation<sup>2</sup>

**Strategic Objective: Good Governance**

To ensure good governance in the Phumelela local municipality as measured in terms of the outcome indicators listed below

**Outcomes:**

- Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
- An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.
- Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.
- By-laws and policies to enable the effective governance of the municipality.

<sup>2</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To annually review the SDF in line with the guidelines for simplified SDFs	Number of SDFs reviewed annually	1	1								1	
To finalize the Land Use Management framework	Adoption of by-laws	0										
To finalize a land audit	Land Audit finalized	0										
To have fully functional ward committees in all 8 wards	Number of wards with fully functional ward committees	7/8	8		8		8		8		8	
To ensure that all ward committees meet monthly	Number of ward committee meetings held	96	96		96		96		96		96	
	Number of ward committee reports tabled to and considered by Council	16	8		8		8		8		32	
To implement a community complaints system	Number of complaints, queries and requests registered from the community and attended to	0										
	Community Complaint System implemented and reviewed annually	0										
To ensure optimal functionality of Council in terms of the requirements of the Municipal Structures Act	Number of functional Councils, including the timely distribution of Agendas and Minutes	12	1		1		1		1		4	
	Oversight Committee established and oversight report produced	1			1							
	Percentage of Council Resolutions implemented		100%		100%		100%		100%		100%	

## 4. Operating Revenue

Revenue Source	FY 2012/13	FY2013/14	FY2014/15
<i>Equitable share</i>	56,039,000	60,124,000	65,001,000
<i>Municipal Systems Improvement Grant</i>	800,000	870,000	950,000
Other revenue	2,999,000	3,170,000	3,350,000
Fines, Licences and permits	244,000	259,000	275,000
Rent-facilities and equipment	1,769,600	1,944,700	2,134,800

## 5. Alignment with IDP Strategic Objectives: Operating Budget

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
5: Institution Building	To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	<ul style="list-style-type: none"> <li>The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;</li> </ul>	Budget and Treasury	59,377,000	63,592,000	68,858,000	20,338,400	21,082,600	21,589,500
		<ul style="list-style-type: none"> <li>the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and</li> </ul>	Assessment Rates	5,758,978	6,074,171	6,414,032	1,088,200	1,146,000	1,203,000
		<ul style="list-style-type: none"> <li>financial viability as expressed by the following ratios</li> </ul>							
	To facilitate institutional transformation and development in the Phumelela local municipality	<ul style="list-style-type: none"> <li>The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;</li> </ul>	Corporate Services	2,532,000	2,669,000	2,814,000	5,353,800	5,637,300	5,928,300
		<ul style="list-style-type: none"> <li>Targets in the organizational redesign and change management strategy; and</li> </ul>	Property Services	241,600	263,700	285,800	1,056,300	1,153,400	1,257,100
		<ul style="list-style-type: none"> <li>Skills development targets in the municipal Skills Development Plan</li> </ul>	Property Services: Commonage	1,528,000	1,681,000	1,849,000	97,000	104,000	111,000



Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
	To ensure good governance in the Phumelela local municipality	<ul style="list-style-type: none"> <li>Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration</li> </ul>	Office of the Mayor				923,200	985,000	1,050,400
		<ul style="list-style-type: none"> <li>By-laws and policies to enable the effective governance of the municipality</li> </ul>	Town Planning	18,000	20,000	22,000	1,115,000	1,208,000	1,304,000

# Phumelela Local Municipality



## **Service Delivery and Budget Implementation Plan: 2012/ 2013 Financial Year Department Financial Services**

# 1. General Information

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## 1.1 Where could a copy of this SDBIP be obtained from?

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The SDBIP is available at the following offices, Vrede, Memel and Warden, during office hours, i.e 08:00 – 16:30, Monday to Friday:

Crn Kuhn and Prinsloo Streets  
Private Bag X5  
Vrede  
9835

Enquiries can be forwarded to the Manager, Budget and Treasury, Mr Francis Ralebenya, Phumelela Head Office. For telephone enquiries please call 058 – 913 8300.

## 1.2 Services Provided

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Function	Customer Groups	Standard or Level
Schedule 4 of the Constitution		
Municipal Planning	Institutional function	<p>The compilation and implementation of and integrated development plan in terms of the Systems Act. Includes:</p> <ul style="list-style-type: none"><li>• Budgeting</li><li>• Revenue and expenditure control</li><li>• Accounting</li><li>• Compilation of Annual Financial Statements</li><li>• Supply Chain Management</li></ul>

### 1.3 Organisational Structure

#### OFFICE OF THE MUNICIPAL MANAGER



## 1.4 Reference to 2011/12 Performance (Reflection of the 2011/12 Mid-Year and Budget Report)

Issues specifically mentioned in the 2010/11 Annual Report that required action in the 2011/12 financial year, and that have subsequently enjoy attention are as follows:

2010/11 Annual Report	2011/12 Mid-Year Performance Assessment
Finalize arrangements for the functions of the audit committee to be performed	A shared services agreement with the district for the utilization of the district's Audit Committee has been concluded
Finalisation of targets to promote BBBEEs and SMMEs in municipal SCM planning documents: Establishment of a SCM unit to record transactions and check for SMME and BBBEE compliance	SCM Unit established; in the process of being operationalized and resourced with skilled staff
Updating the indigent register	Indigent register has been updated

The managers of the Phumelela Municipality have identified the following issues as priority focus areas for intervention during the second semester of the 2011/12 financial year:

- Revenue collection – vending machine in township required (R50,000) – next financial year - Ezenzeleni
- Municipality must budget for water and sanitation to cemeteries in next financial year.
- Training of all finance officials in the use of the financial system (ABAKUS)
- Ensure that all critical vacant positions in the Finance Department are filled: SCM Manager, Budget and Treasury Officer, Senior Debtors Clerk (3 temporary personnel appointed on a month-to-month basis to fulfill the vacant clerical roles)
- Establish an independent credit and debt management unit (10 officials)
- Draw up an Action Plan to address the audit queries
- Sourcing capacity-building interventions from Provincial Treasury and COGTA
- Measures to avoid over-expenditure

The municipality has also prepared an action plan to improve its performance management, monitoring and reporting processes. These initiatives include the following:

- The Municipality has introduced improved capital budgeting templates and controls, which will enable it to better anticipate its capacity to undertake certain programmes and projects over the coming MTREF and 5-year planning periods.

- The recommended Shared Service with the District in terms of the finalization of a Performance Level Agreement to make available the services of an Audit Committee to the Phumelela Local Municipality must be concluded as soon as possible.
- The internal record-keeping and procedural communication procedures of the Municipality has been refined; including re-assigning responsibilities, to ensure that the performance reports are in future submitted to Treasury and the Office of the AG as required in legislation.
- A checklist has been compiled and distributed to the different relevant managers to ensure that all the statutory required information is included in the Annual Report.

## 1.5 Main Municipal Risks

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- Audit opinion: All departments and sections of the municipality need to integrate and intensify efforts to implement and improve internal controls
- Persistent problems due to the valuation roll that does not reconcile with value on the financial system. There is an urgent need to reconcile valuation roll with system data (ABAKUS).
- Lack of Audit Committee functions: Using shared service with the district (Thabo Mofutsanyana Audit Committee)

## 2. Financial Viability & Management<sup>1</sup>

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### 2.1 Priority 5: *Institution Building*

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#### Strategic Objective: *Financial Viability and Management*

To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001

#### Outcomes:

- the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and

<sup>1</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

- financial viability as expressed by the following ratios:

$$A = \frac{B - C}{D}$$

Where - “A” represents debt coverage; “B” represents total operating revenue received; “C” represents operating grants; “D” represents debt service payments (i.e. interest + redemption) due within the financial year;

$$A = \frac{B}{C}$$

Where - “A” represents outstanding service debtors to revenue; “B” represents total outstanding service debtors; “C” represents annual revenue actually received for services

$$A = \frac{B + C}{D}$$

Where - “A” represents cost coverage; “B” represents all available cash at a particular time; “C” represents investments; “D” presents monthly fixed operating expenditure

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To implement the 2012 Audit Action Plan (move towards a clean audit by 2014)	Number of corrective and internal control interventions identified in the Audit Action Plan addressed	Audit Action Plan available: Total of 56 issues								56		
To ensure that the municipality does not overspent on OPEX	Operational expenditure as a percentage of the amount budgeted for operations per quarter		Not exceeding 100%		Not exceeding 100%		Not exceeding 100%		Not exceeding 100%		Not exceeding 100%	
	Number of reports indicating operational expenditure as a percentage of budgeted OPEX		1		1		1		1		4	
To ensure that the municipality effectively utilized	Capital expenditure as a percentage of the amount budgeted for	100%	100%		100%		100%		100%		100%	

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
allocated capital budget	capital per quarter											
	Number of reports indicating capital expenditure as a percentage of budgeted CAPEX	4	1		1		1		1		4	
To ensure that the municipality spent at least 5% of OPEX on repairs and maintenance	Percentage of operational expenditure spent on repairs and maintenance		5% or more		5% or more		5% or more		5% or more		5% or more	
	Number of reports indicating expenditure on repairs and maintenance as a percentage of budgeted OPEX		1		1		1		1		4	
To ensure that current debtors do not exceed 50% of own revenue	Percentage: Current debtors in relation to own revenue	Exceeding										

### 3. Good Governance and Public Participation<sup>2</sup>

**Strategic Objective: Good Governance**

To ensure good governance in the Phumelela local municipality as measured in terms of the outcome indicators listed below

**Outcomes:**

- Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
- An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.

<sup>2</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment



- Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.
- By-laws and policies to enable the effective governance of the municipality.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To ensure that 100% of registered indigents have access to free basic services	Percentage of registered indigents with access to free basic services	100%	100%		100%		100%		100%		100%	
To ensure a clean audit by 2014	Municipal Audit Action Plan implemented (percentage)	0										

## 4. Capital Projects: 2012/13 – 2014/15

Department	Town	Category	Funding	Project Title	Budget Year 2012/2013	Budget Year +1 2013/2014	Budget Year +2 2014/2015
					R	R	R
Technical	Vrede	Capital Repayment : Loans	Revenue	ABSA Loan : Equipment	403,551	441,407	482,814
Technical	Vrede	Capital Repayment : Loans	Revenue	DBSA : Capital Projects	114,787	138,661	162,392

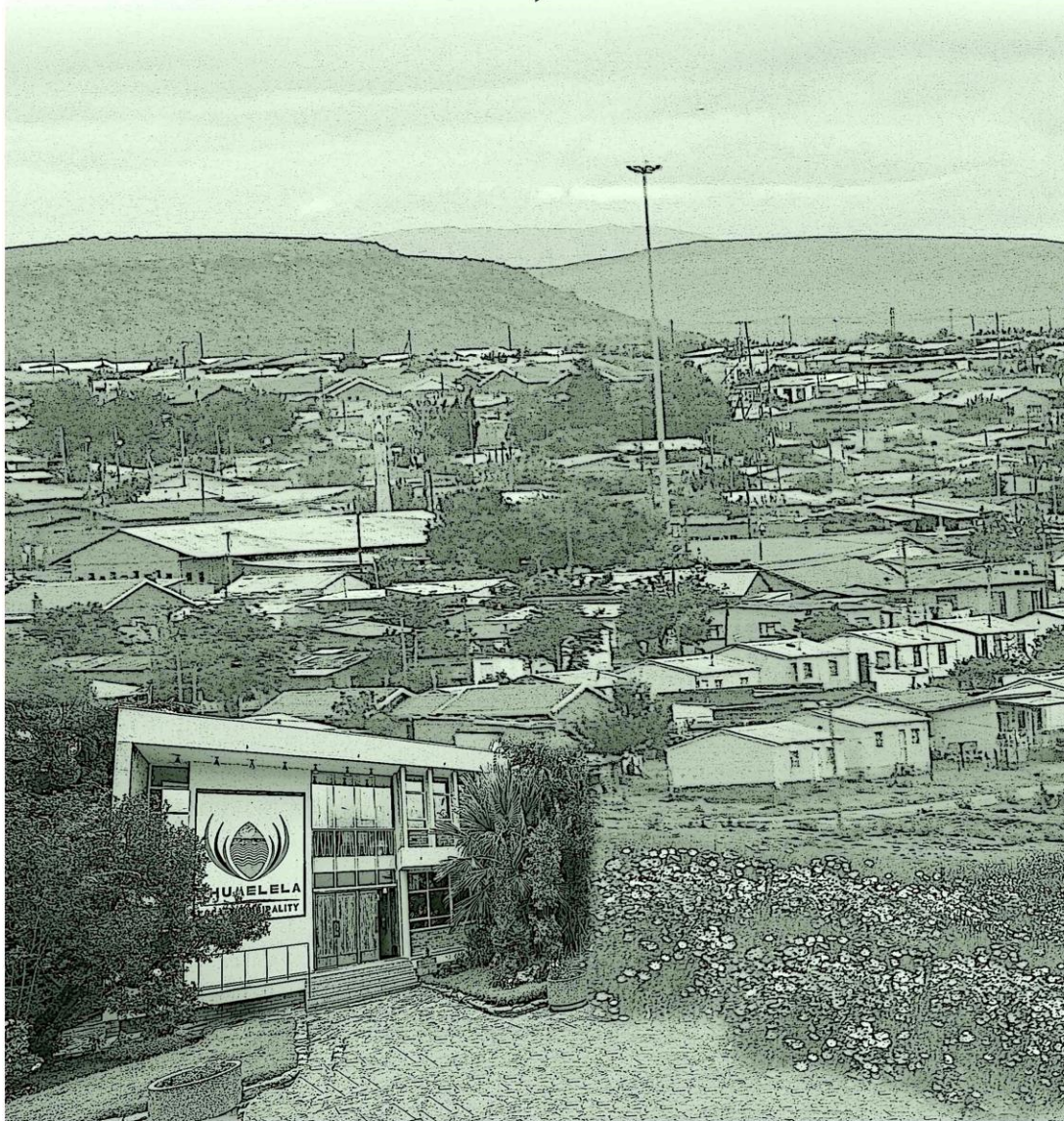
## 5. Operating Revenue

Revenue Source	FY 2012/13	FY2013/14	FY2014/15
Property Rates	7,608,000	8,020,000	8,454,000
Service charges	32,576,170	34,802,136	37,275,039
<i>Electricity</i>	<i>8,132,670</i>	<i>9,065,336</i>	<i>10,276,839</i>
<i>Refuse removal</i>	<i>5,628,000</i>	<i>5,926,000</i>	<i>6,216,000</i>
<i>Sewerage</i>	<i>6,014,000</i>	<i>6,332,000</i>	<i>6,642,000</i>
<i>Water</i>	<i>12,801,500</i>	<i>13,478,800</i>	<i>14,140,200</i>
Interest earned	3,529,000	3,731,000	3,937,000
<i>Outstanding debtors</i>	<i>2,879,000</i>	<i>3,046,000</i>	<i>3,218,000</i>
<i>External investments</i>	<i>650,000</i>	<i>685,000</i>	<i>719,000</i>
Transfers recognised	60,433,000	64,799,000	70,237,000
<i>CFO grant from FS LG</i>	<i>760,000</i>	<i>837,000</i>	<i>921,000</i>
<i>Equitable share</i>	<i>56,039,000</i>	<i>60,124,000</i>	<i>65,001,000</i>
<i>Finance Management Grant</i>	<i>1,500,000</i>	<i>1,500,000</i>	<i>1,750,000</i>
<i>MIG receipts (PMU)</i>	<i>1,334,000</i>	<i>1,468,000</i>	<i>1,615,000</i>
<i>Municipal Systems Improvement Grant</i>	<i>800,000</i>	<i>870,000</i>	<i>950,000</i>
Other revenue	2,999,000	3,170,000	3,350,000
Fines, Licences and permits	244,000	259,000	275,000
Rent-facilities and equipment	1,769,600	1,944,700	2,134,800

## 6. Alignment with IDP Strategic Objectives: Operating Budget

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
5: Institution Building	To facilitate the financial viability of the Phumelela local municipality as measured in terms of the key indicators of the Municipal Planning and Performance Management Regulations, 2001	<ul style="list-style-type: none"> <li>The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;</li> </ul>	Budget and Treasury	59,377,000	63,592,000	68,858,000	20,338,400	21,082,600	21,589,500
		<ul style="list-style-type: none"> <li>the percentage of a municipality's budget actually spent on implementing its workplace skills plan; and</li> </ul>	Assessment Rates	5,758,978	6,074,171	6,414,032	1,088,200	1,146,000	1,203,000
		<ul style="list-style-type: none"> <li>financial viability as expressed by the following ratios</li> </ul>							
		<ul style="list-style-type: none"> <li>By-laws and policies to enable the effective governance of the municipality</li> </ul>	Town Planning	18,000	20,000	22,000	1,115,000	1,208,000	1,304,000

# Phumelela Local Municipality



## **Service Delivery and Budget Implementation Plan: 2012/ 2013 Financial Year Office of the Municipal Manager**

# 1. General Information

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## 1.1 Where could a copy of this SDBIP be obtained from?

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The SDBIP is available at the following offices, Vrede, Memel and Warden, during office hours, i.e 08:00 – 16:30, Monday to Friday:

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9835

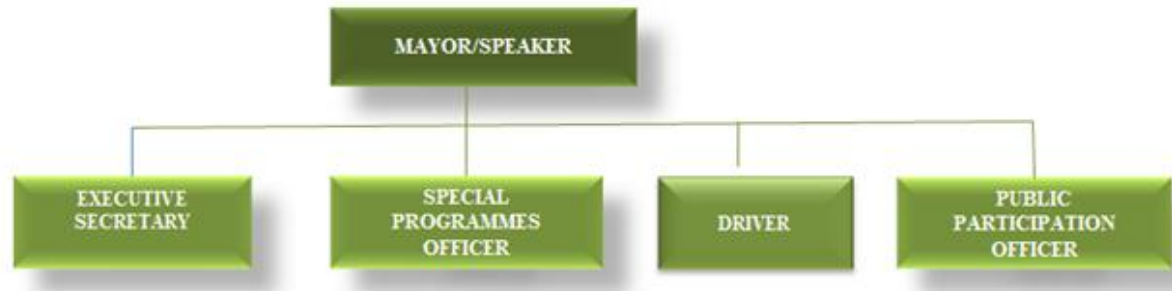
Enquiries can be forwarded to the Manager, Budget and Treasury, Mr Francis Ralebenya, Phumelela Head Office. For telephone enquiries please call 058 – 913 8300.

## 1.2 Services Provided

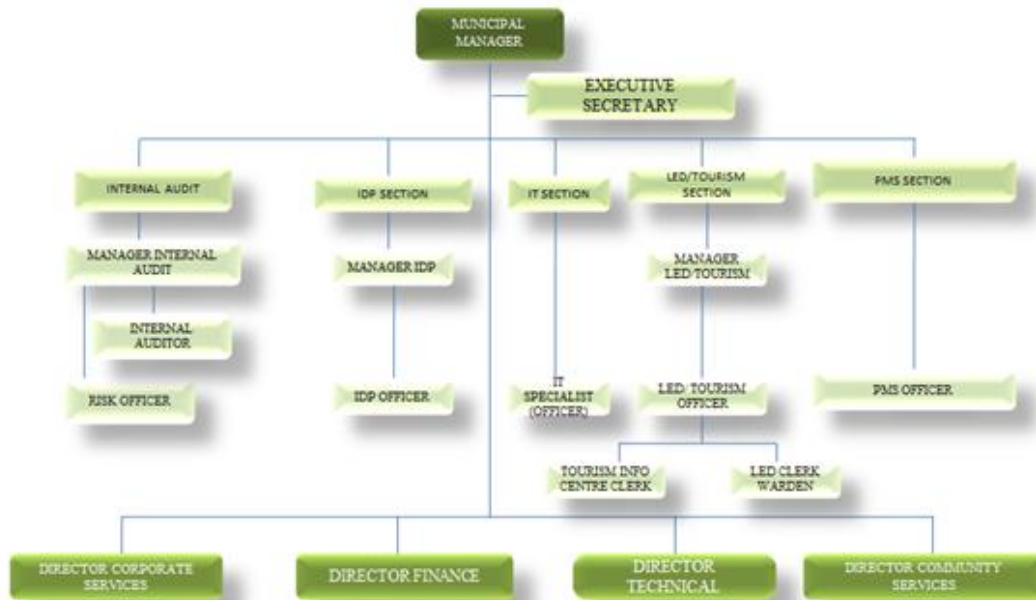
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Function	Customer Groups	Standard or Level
Schedule 4 of the Constitution		
Local tourism	Yes	The promotion, marketing and, if applicable, the development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate and structure. Phumelela Municipality does not have adequate funds to address the function in the 2012/13 IDP.
Municipal Planning	Institutional function	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Accountability	All (internal and external)	The Municipal Officer is the Accounting Officer of the Municipality, and therefore responsible for all the functions and powers executed by it in terms of fulfilling its Constitutional mandate

## 1.3 Organisational Structure



### OFFICE OF THE MUNICIPAL MANAGER



## 1.4 Reference to 2011/12 Performance (Reflection of the 2011/12 Mid-Year and Budget Report)

Issues specifically mentioned in the 2010/11 Annual Report that required action in the 2011/12 financial year, and that have subsequently enjoy attention are as follows:

2010/11 Annual Report	2011/12 Mid-Year Performance Assessment
Finalize arrangements for the functions of the audit committee to be performed	A shared services agreement with the district for the utilization of the district's Audit Committee has been concluded
Review of the organizational structure: Revised staff establishment. Several vacancies in key management and operational posts	Strengthening of the organizational structure: Filling of key vacancies, based on the requirements of the Employment Equity Plan
Finalisation of targets to promote BBEEs and SMMEs in municipal SCM planning documents: Establishment of a SCM unit to record transactions and check for SMME and BBEE compliance	SCM Unit established; in the process of being operationalized and resourced with skilled staff
Multiple LED targets included in SDBIP for which the municipality does not have the capacity to implement and achieve	LED targets concentrate on realistic targets and are mostly aimed at job creation
Sports Development Programme to be developed	Sports Development Programme not yet developed – target has been changed to reflect the realistic expectation for the upgrading of sporting facilities
Updating the indigent register	Indigent register has been updated
Water Services Development Plan	Water Services Development Plan review still on the SDBIP: Will be addressed as a matter of urgency. Funds to be requested as part of the adjustment budget process
Construct public toilets facilities (one in each town) (Not achieved)	The target has been withdrawn the 2011/12 SDBIP
Ensure that all schools in rural areas have access to sanitation	Inadequate funds and capacity. The target has been removed from the 2011/12 SDBIP.
A service provider has been appointed to assist the municipality to maintain landfill sites in Vrede.	The process of constructing of legal landfill sites also features in the 2011/12 SDBIP and a feasibility study has since been completed.

The managers of the Phumelela Municipality have identified the following issues as priority focus areas for intervention during the second semester of the 2011/12 financial year:

- In Zamani not all the Greenfields will be covered with the provision of water infrastructure – approximately 200 stands will not have yard connections and are still using the communal taps. This must be covered in the next financial year's budget.

- Provision of infrastructure and services to cemeteries is a major priority for the community.
- Sewerage treatment works in Warden – project registered for R15 million. R6,8 million spent to date on phases I and II. Municipality to budget to complete the Project (to be funded by MIG). Registered in 2006 – due to delays there is a possibility that the registered amount may be exceeded. Municipality intends to advertise remaining scope. The possible shortfall will then inform the budget adjustment, or COGTA will be approach to increase the registered amount.
- Sewerage in Zamani 95% completed (equivalent to allocated amount). R1,6 needed to complete in full.
- Revenue collection – vending machine in township required (R50,000) – next financial year - Ezenzeleni
- Municipality must budget for water and sanitation to cemeteries in next financial year.
- Training of all finance officials in the use of the financial system (ABAKUS)
- Ensure that all critical vacant positions in the Finance Department are filled: SCM Manager, Budget and Treasury Officer, Senior Debtors Clerk (3 temporary personnel appointed on a month-to-month basis to fulfill the vacant clerical roles)
- Establish an independent credit and debt management unit (10 officials)
- Draw up an Action Plan to address the audit queries
- Sourcing capacity-building interventions from Provincial Treasury and COGTA
- Measures to avoid over-expenditure
- Establishment of IT infrastructure and accessibility of Internet connections to all staff members are critical for Finance to perform its functions
- Posts budgeted for but not yet filled: Director Community Services, Town Planner (in terms of report from COGTA), IDP and PMS Manager, Municipal Manager, HR Manager and Electrician

The municipality has also prepared an action plan to improve its performance management, monitoring and reporting processes. These initiatives include the following:

- The Municipality is in the process of reviewing its IDP and SDBIP programmes and projects to make sure that only those programmes and projects that are affordable and implementable are reflected in the strategic documents. The majority of the KPIs and targets listed in the audit report originated from unrealistic IDP and SDBIP plans.
- Managers will have to start relating their planned activities and aims for a specific future financial year into measurable, precise terminologies, and convey it as such to whoever is responsible for the review of the IDP and SDBIPs.
- The Municipality has introduced improved capital budgeting templates and controls, which will enable it to better anticipate its capacity to undertake certain programmes and projects over the coming MTREF and 5-year planning periods.
- Technical IDP and SDBIP workshop[s] that will also serve as training (coaching / mentoring) sessions have been scheduled to ensure that objectives, key performance indicators and targets to be included in the 2012/13 IDP and SDBIP will be specific, measurable and time-bound.
- The objectives, KPIs and targets included in the 2011/12 SDBIP will be reviewed to improve the specific, measurable and time-bound requirements thereof during the mid-year performance and budget review processes to be conducted during January – February 2011.
- A template that may guide managers in translating service plans and activities into measurable terms has been made available to the senior managers.



- Measures have been introduced since August 2011 to conduct official quarterly performance assessment and evaluation workshops, related back to the actual performance of the Municipality in terms of the Municipal SDBIP. Minutes of these meetings will in future be filed for record-keeping and audit purposes.
- The Municipality will in future decide about strategies to improve performance during the indicated performance assessment sessions and workshops. Minutes of these meetings will be held for audit purposes.
- The Internal Auditor will validate the performance reports (information) provided by managers twice a year, as required in terms of the Planning and Performance Management Regulations, 2001. This will include verifying the performance data provided by managers on a sample basis; especially in respect of the Mid-Year Budget and Performance and the Annual Reports and visit projects and other initiatives indicated in the SDBIP to verify progress reported.
- The recommended Shared Service with the District in terms of the finalization of a Performance Level Agreement to make available the services of an Audit Committee to the Phumelela Local Municipality must be concluded as soon as possible.
- The internal record-keeping and procedural communication procedures of the Municipality has been refined; including re-assigning responsibilities, to ensure that the performance reports are in future submitted to Treasury and the Office of the AG as required in legislation.
- A checklist has been compiled and distributed to the different relevant managers to ensure that all the statutory required information is included in the Annual Report.
- Inadequate record-keeping of community engagement opportunities have since enjoyed attention through improved control measures and re-assigning responsibilities.

## 1.5 Main Municipal Risks

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- Number of rural households benefiting from boreholes: Only budgeted for maintenance. Additional expansions shifted to next financial year's budget
- Audit opinion: All departments and sections of the municipality need to integrate and intensify efforts to implement and improve internal controls
- Need to review and upgrade the Water Services Development and Water Safety Plans
- Upgrade and maintain existing public toilets facilities in the municipal area: Facilitates at cemeteries (graveyards) (Inadequate funds on budget for the current financial year: Needs to be extended to the next financial year)
- Approval of an improved cemetery maintenance system
- Identification of sites for new cemeteries. Building inspector submit report about new cemeteries sites to be approved by Council prior to establishing it. Was submitted to Council, but still under consideration.
- The municipality's inadequate powers and resources to deal with local disasters: Disasters are handled by the District. The Municipality must only provide a report to the district. The municipality was forced to fix some of the houses damaged in a storm in December 2011.
- Persistent problems due to the valuation roll that does not reconcile with value on the financial system. There is an urgent need to reconcile valuation roll with system data (ABAKUS).
- Lack of Audit Committee functions: Using shared service with the district (Thabo Mofutsanyana Audit Committee)

## 2. Local Economic Development<sup>1</sup>

### 2.1 Priority 4: Local and Rural Economic Development

#### Strategic Objective:

To create employment opportunities in the Phumelela municipal area; resulting from programmes and projects of this IDP

#### Outcomes:

- (Number of) employment opportunities created through targeted IDP projects
- (Number of) employment opportunities created through EPWP initiatives

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To launch the Community Work Programme in the Phumelela Municipality	Jobs created through the CWP											
To undertake a dairy farm project	Number of jobs created through the dairy farm project											
To undertake the Broiler Chicken Project	Number of jobs created through the Broiler Chicken Project											
To undertake a Piggery project	Number of jobs created through a Piggery project											
To undertake water and sanitation projects in rural areas (farms)	Number of jobs created through water and sanitation projects in rural areas (farms)											
To fully implement the EPWP Programme in the municipality	Number of jobs created through the EPWP											
To ensure implementation of the CWP in at least two wards of the municipality	Number of CPWs implemented in at least two wards of the municipality											

<sup>1</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To create employment opportunities through the CWPs, EPWP and other initiatives	Number of job opportunities created											
To create job opportunities through support to cooperatives	Number of job opportunities created through support to cooperatives											
	Number of cooperatives supported											

### 3. Good Governance and Public Participation<sup>2</sup>

**Strategic Objective: *Good Governance***

To ensure good governance in the Phumelela local municipality as measured in terms of the outcome indicators listed below

**Outcomes:**

- Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration
- An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.
- Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.
- By-laws and policies to enable the effective governance of the municipality.

<sup>2</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To align the IDP with the Simplified IDP Framework	Number of simplified IDPs that is aligned with the identified 10 critical services compiled	0							1		1		
To ensure that the municipality has a functional Organizational Performance Management System	Number of organizational performance reviews conducted	2	1		1			1		1		4	
	Number of reports compiled in terms of section 46 of the Systems Act	1	1									1	
To finalize a land audit	Land Audit finalized	0											
To formalize settlements through targeted upgrading initiatives	100% percentage of informal settlements formalized	0											
To have fully functional ward committees in all 8 wards	Number of wards with fully functional ward committees	7/8	8		8			8		8		8	
To ensure that all ward committees meet monthly	Number of ward committee meetings held	96	96		96			96		96		96	
	Number of ward committee reports tabled to and considered by Council	16	8		8			8		8		32	
To implement a community complaints system	Number of complaints, queries and requests registered from the community and attended to	0											
	Community Complaint System implemented and reviewed annually	0											
To ensure a clean audit by 2014	Municipal Audit Action Plan implemented (percentage)	0											
To have a fully functional Internal Audit function	Number of Internal Auditors appointed	1	2		2			2		2		2	
	Rolling three year audit plan approved and annually reviewed	1	1									1	
To have a fully functional Audit Committee	Sessions of the audit committee	0	1		1			1		1		4	
To annually review the anti-fraud and anti-corruption strategy	Number of annual review of the Anti-fraud and Anti-corruption strategy	1								1		1	

## 4. Capital Projects: 2012/13 – 2014/15

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Department	Town	Category	Funding	Project Title	Budget Year 2012/2013	Budget Year +1 2013/2014	Budget Year +2 2014/2015
					R	R	R
Corporate	Vrede	Assets: Municipal Assets	Revenue	Office Furniture (Speaker's Office)	250,000	0	0
Corporate	Vrede	Administration: Other	Revenue	Linkage to E-Natis (Traffic)	150,000	0	0
Council General	Vrede	Assets: Municipal Assets	Revenue	Office Furniture (Mayor's Office)	150,000	0	0

## 5. Operating Revenue

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Revenue Source	FY 2012/13	FY2013/14	FY2014/15
<i>Equitable share</i>	<i>56,039,000</i>	<i>60,124,000</i>	<i>65,001,000</i>

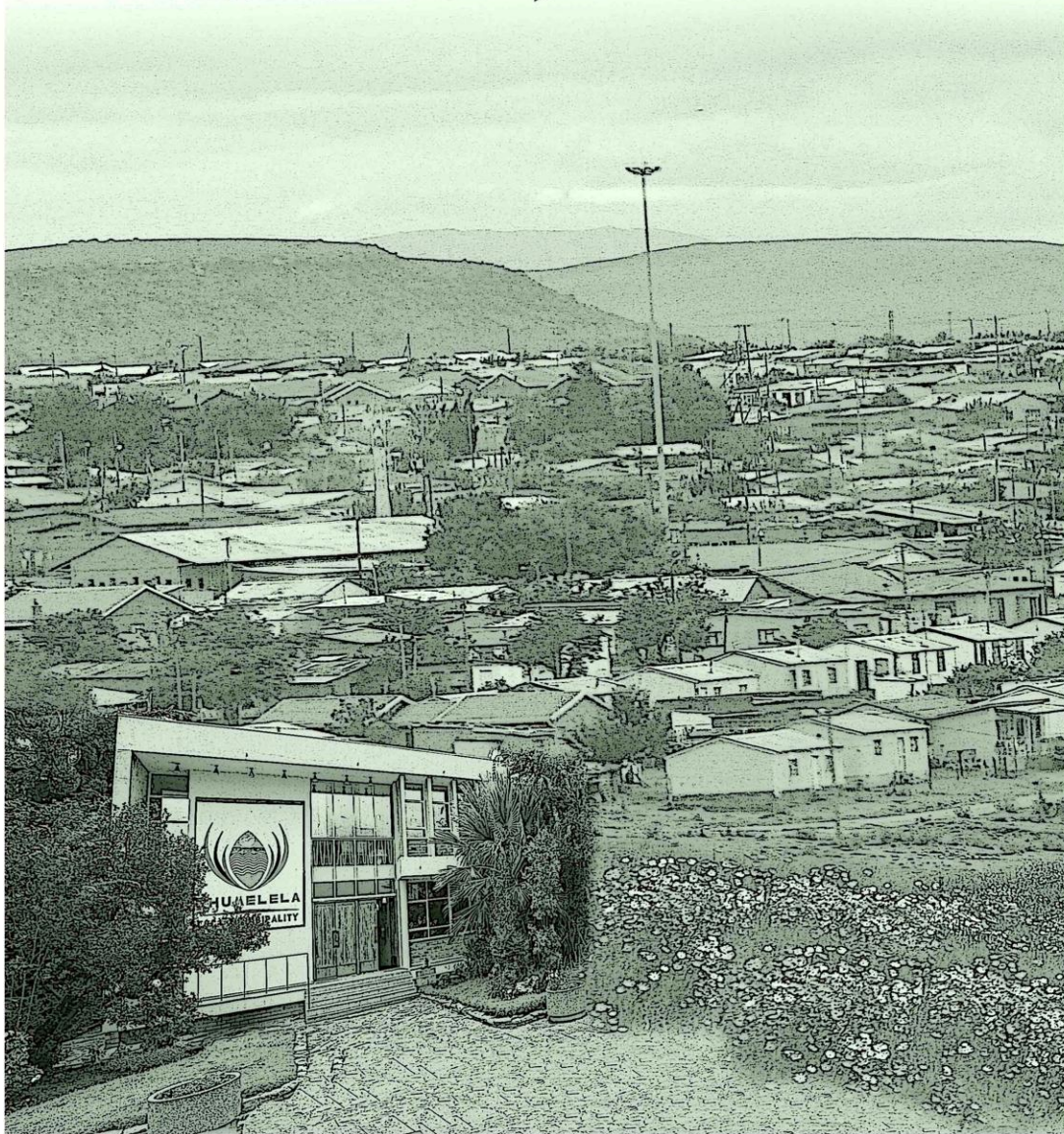
## 6. Alignment with IDP Programmes and Projects: Capital Budget

Priority 10: Traffic and Parking					
Objective	Strategies	Programmes / Projects	MTEF		
			2012/13	2013/2014	2014/2015
To ensure effective traffic management and parking in the Phumelela municipal area	Support the AARTO legislative initiative	Linkage to E-Natis	R 150,000.00	R 0.00	R 0.00

## 7. Alignment with IDP Strategic Objectives: Operating Budget

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
5: Institution Building	To ensure good governance in the Phumelela local municipality	<ul style="list-style-type: none"> <li>Monthly ward committee meetings with duly recorded minutes that are submitted to Council at regular intervals for consideration</li> </ul>	Office of the Mayor				923,200	985,000	1,050,400
		<ul style="list-style-type: none"> <li>An organizational and individual Performance Management and Monitoring and Evaluation Systems that facilitate quarterly, mid-year and annual performance and financial reports.</li> </ul>	Council				7,793,400	8,227,300	8,667,400
		<ul style="list-style-type: none"> <li>Audit arrangements (including an operational internal audit unit and audit committee) to manage risks facing the municipality and ensure adequate internal controls to prevent fraud and irregularities.</li> </ul>	Municipal Manager	760,000	837,000	921,000	3,092,400	3,263,800	3,442,400
		<ul style="list-style-type: none"> <li>By-laws and policies to enable the effective governance of the municipality</li> </ul>	Town Planning	18,000	20,000	22,000	1,115,000	1,208,000	1,304,000

# Phumelela Local Municipality



## **Service Delivery and Budget Implementation Plan: 2012/ 2013 Financial Year Department Technical Services**

# 1. General Information

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## 1.1 Where could a copy of this SDBIP be obtained from?

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The SDBIP is available at the following offices, Vrede, Memel and Warden, during office hours, i.e 08:00 – 16:30, Monday to Friday:

Crn Kuhn and Prinsloo Streets  
Private Bag X5  
Vrede  
9835

Enquiries can be forwarded to the Manager, Budget and Treasury, Mr Francis Ralebenya, Phumelela Head Office. For telephone enquiries please call 058 – 913 8300.

## 1.2 Services Provided

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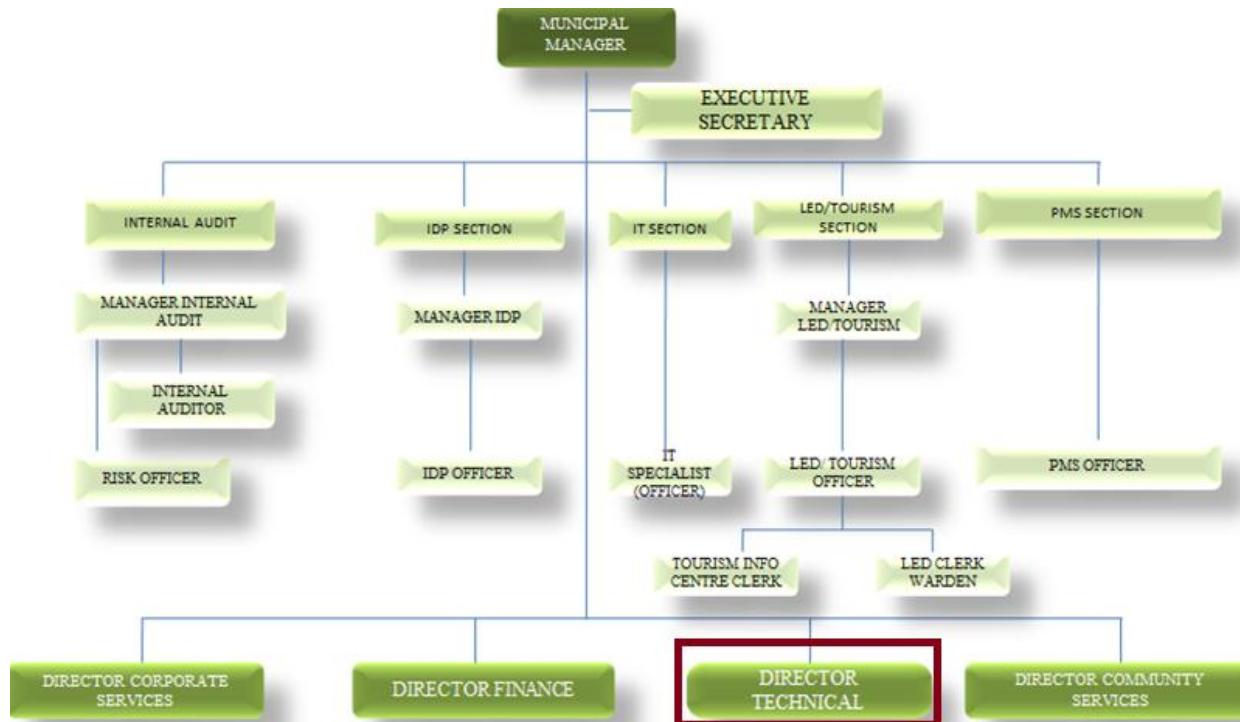
Function	Customer Groups	Standard or Level
<b>Schedule 4 of the Constitution</b>		
Building regulations	Property owners submitting building plans	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and
Electricity reticulation	Electricity users (households) in Warden	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity , and also the regulation, control and maintenance of the electricity reticulation network, ta
Municipal public transport	Transport users in the municipal area	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area
Storm water	Home and property owners, pedestrians, road users	The management of systems to deal with storm water in built-up areas



Function	Customer Groups	Standard or Level
Water (Potable)	All inhabitants of urban areas; selectively to rural users	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply
Sanitation	All inhabitants of urban areas; selectively to rural users	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service
<b>Schedule 5 of the Constitution</b>		
Cemeteries	Handling of corpses	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Visitors and residents to municipal urban areas	The cleaning of public streets, roads and other public spaces either manually or mechanically
Fencing and fences	Specifically cemetery users and users of sporting facilities	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads
Local amenities	Users of community facilities	The provision, manage, preserve and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility
Local sport facilities	Users of sporting facilities	The provision, management and/or control of any sport facility within the municipal area.
Municipal parks and recreation	Residents	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Road users	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, main roads in the area
Public places	Users of public places	The management, maintenance and control of any land or facility owned by the municipality for public use by residents
Refuse removal, refuse dumps and solid waste disposal	Residents, especially in urban areas	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment
Street lighting	Residents; especially in areas	The provision and maintenance of lighting for the illuminating of streets

Function	Customer Groups	Standard or Level
	subject to high crime rate	
Traffic and parking	Road users	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works	Variety of internal and external users	Any supporting infrastructure or services to empower a municipality to perform its functions

### 1.3 Organisational Structure



## 1.4 Reference to 2011/12 Performance (Reflection of the 2011/12 Mid-Year and Budget Report)

Issues specifically mentioned in the 2010/11 Annual Report that required action in the 2011/12 financial year, and that have subsequently enjoy attention are as follows:

2010/11 Annual Report	2011/12 Mid-Year Performance Assessment
Review of the organizational structure: Revised staff establishment. Several vacancies in key management and operational posts	Strengthening of the organizational structure: Filling of key vacancies, based on the requirements of the Employment Equity Plan
Water Services Development Plan	Water Services Development Plan review still on the SDBIP: Will be addressed as a matter of urgency. Funds to be requested as part of the adjustment budget process
Construct public toilets facilities (one in each town) (Not achieved)	The target has been withdrawn the 2011/12 SDBIP
Ensure that all schools in rural areas have access to sanitation	Inadequate funds and capacity. The target has been removed from the 2011/12 SDBIP.
A service provider has been appointed to assist the municipality to maintain landfill sites in Vrede.	The process of constructing of legal landfill sites also features in the 2011/12 SDBIP and a feasibility study has since been completed.

The managers of the Phumelela Municipality have identified the following issues as priority focus areas for intervention during the second semester of the 2011/12 financial year:

- In Zamani not all the Greenfields will be covered with the provision of water infrastructure – approximately 200 stands will not have yard connections and are still using the communal taps. This must be covered in the next financial year’s budget.
- Provision of infrastructure and services to cemeteries is a major priority for the community.
- Sewerage treatment works in Warden – project registered for R15 million. R6,8 million spent to date on phases I and II. Municipality to budget to complete the Project (to be funded by MIG). Registered in 2006 – due to delays there is a possibility that the registered amount may be exceeded. Municipality intends to advertise remaining scope. The possible shortfall will then inform the budget adjustment, or COGTA will be approach to increase the registered amount.
- Sewerage in Zamani 95% completed (equivalent to allocated amount). R1,6 needed to complete in full.
- Municipality must budget for water and sanitation to cemeteries in next financial year.
- Posts budgeted for but not yet filled: Electrician

## 1.5 Main Municipal Risks

- Number of rural households benefiting from boreholes: Only budgeted for maintenance. Additional expansions shifted to next financial year's budget
- Need to review and upgrade the Water Services Development and Water Safety Plans
- Upgrade and maintain existing public toilets facilities in the municipal area: Facilitates at cemeteries (graveyards) (Inadequate funds on budget for the current financial year: Needs to be extended to the next financial year)
- Approval of an improved cemetery maintenance system
- Identification of sites for new cemeteries. Building inspector submit report about new cemeteries sites to be approved by Council prior to establishing it. Was submitted to Council, but still under consideration.

## 2. Basic Service Delivery and Infrastructure<sup>1</sup>

### 2.1 Priority 1: Water (*From IDP strategies / programmes / projects*)

#### Strategic Objective:

To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014

#### Outcomes:

- 100% of households in formal settlements have access to basic level of water
- Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.
- The percentage of households earning less than R1,100 per month with access to free basic services.

### *(In-Year Indicators and targets [2012/13])*

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To implement a bulk water scheme to the entire Warden community	Reservoir to be completed (2 <sup>nd</sup> phase of the project)							1				1	
	Build a dam in Warden							1					
	Kms of pipeline							6					
To provide 650 connections to stands in Zamani and	Number of stands in Ezenzeleni provided with		250										

<sup>1</sup> The performance indicators and targets reflected include reference to the relevant IDP objectives, in order to maintain IDP / SDBIP alignment

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Ezenzeleni	connections											
	Number of stands in Zamani provided with connections			400								
To construct a 2 megaliter reservoir for Thembahihle Extension 4	Number of 2 megaliter reservoirs constructed								1			
To continuously maintain and repair water infrastructure to ensure uninterrupted water supply	Percentage of repairs and maintenance performed in terms of operating schedules	100%	100%		100%		100%		100%		100%	
To ensure compliance with the national requirements for water safety	Completion of a Water Safety Plan								1		1	
	Water plants in the municipality to be registered								100%		100%	
To ensure that 100% of households in formally established townships have access to at least RDP standard of water	Percentage of households in formal areas with access to basic level of water	100%	100%		100%		100%		100%		100%	

## 2.2 Priority 2: Sanitation

### Strategic Objective:

To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014

### Outcomes:

- 100% of households in formal settlements have access to basic level of sanitation
- Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.

Objective from the IDP	Key Performance Indicator	Base-	2012	2013	Annual	Target
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		line	Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To provide 200 households in Ezenzeleni with sewerage infrastructure (mainline and connections)	Number of houses in Ezenzeleni provided with sewerage infrastructure (mainline and connections)								200			
To upgrade the septic tanks in Warden to full waterborne sanitation systems	Number of sanitation units upgraded from septic tanks to full waterborne systems											
To upgrade the sewerage network in Zamani and provide house connections and structures	Number of sewerage network upgrades											
	Number of household structures and connections provided											
To provide 250 housing units with sanitation structures	Number of stands provided with sanitation structures								200			
To ensure that 100% of households in formally established townships have access to at least RDP standard of sanitation	Percentage of households in formal areas with access to basic level of water	100%	100%		100%		100%		100%		100%	

### 2.3 Priority 3: *Municipal Roads and Stormwater*

#### Strategic Objective:

To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality

#### Outcomes:

- Repair and paving of roads according to the targets and projects indicated in the 5-year IDP

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To pave Oosthuizen, Sarel Cilliers and Piet Retief streets in Vrede and Warden respectively	Oosthuizen, Sarel Cilliers and Piet Retief streets paved (Number of streets paved)								3		3	
To pave roads in Extension 2	Number of roads paved in Ezenxeleni											

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To pave roads in Thembalihle and Extension 4	Kms of road paved in Thembalihle									3		3	
	Kms of road paved in Extension 4									2		2	
To repair and pave Hospitaal and Kriger street in Vrede town	Hospital and Kriger street paved (Number of roads paved)									1		1	

## 2.4 Priority 6: Refuse Removal (including Solid Waste and Landfill Sites)

### Strategic Objective:

To ensure good waste management in the Phumelela municipal area, as measured in terms of the outcome indicators listed below

### Outcomes:

- Three licensed and registered landfill sites.
- 100% of households in formal areas with access to refuse removal services at basic acceptable national standards.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To start with the relocation of one landfill site	Start with process of relocating landfill sites: Number of landfill sites	0 (Landfill sites to be relocated)								1		1	
To ensure that all households in formal residential areas have access to refuse removal services at least once every two weeks	Percentage of households in formal area with access to refuse removal at least once every two weeks	100%	100%		100%		100%		100%		100%		

## 2.5 Priority 7: Electricity Reticulation

### Strategic Objective:

To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014

### Outcomes:

- 100% of households in formal areas with access to electricity.

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions	
			Quarter 1		Quarter 2		Quarter 3		Quarter 4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			
To construct an additional 7 high mast lights	Number of high mast lights put up	Additional to existing								7		7	
To provide 65 solar lights in Vrede, Extension 4 and Warden (121)	Number of solar lights provided in Vrede, Extension 4	0								65		65	
	Number of solar lights provided in Warden 4	0								121		121	
To install electricity in Warden, Extension 2	Amount spent on the installation of electricity connections in Warden, Extension 2	New								R3million		R3million	
To ensure that at least 92% of households will have access to basic level of electricity by 2014	Percentage of households in formalized urban areas with access to basic level of electricity	100%	100%		100%			100%		100%		100%	



## 2.6 Priority 8: Cemeteries and Parks

### Strategic Objective:

To ensure effective management of graveyards and cemeteries in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

### Outcomes:

Adequate provision for, safe and well maintained graveyards and cemeteries (100% of all such facilities)

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To expand graveyards and cemeteries in the municipal area	Number of graveyards expanded in Thembalihle, Extension 4											
	Number of graveyards expanded in Vrede town											
	Number of graveyards expanded in Warden town											
	Number of graveyards expanded in Ezenzeleni											
To maintain existing graveyards and cemeteries	Number of cemeteries provided with solid / concrete fencing	0						1		1		

## 2.7 Priority 9: Sport and Recreational Facilities

### Strategic Objective:

To ensure access to quality sport and recreational in the Phumelela municipal area, as measured in terms of the outcome indicator listed below

### Outcomes:

Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP

Objective from the IDP	Key Performance Indicator	Base-line	2012				2013				Annual Target	Target Revisions
			Quarter 1		Quarter 2		Quarter 3		Quarter 4			
			Target	Actual	Target	Actual	Target	Actual	Target	Actual		
To upgrade the Vrede sport stadium, sport facilities in Memel and the stadium in Thembalihle	Number of sport stadiums upgraded in Vrede town	1 (needs upgrading)								1		
	Number of sport stadiums upgraded in Thembalihle	1 (needs upgrading)								1		
	Number of sport facilities upgraded in Memel	0								1		
To identify land for a new sport facility in Warden	Land identified for a new sport facility in Warden	0								1		

## 6. Capital Projects: 2012/13 – 2014/15

Department	Town	Category	Funding	Project Title	Budget Year 2012/2013	Budget Year +1 2013/2014	Budget Year +2 2014/2015
					R	R	R
Technical	Vrede	Other	MIG	PMU	1,331,200	1,407,700	1,451,150
Technical	Warden	Water Waste Management: Sewerage	MIG	Ezenzeleni: Upgrading of bulk sewer	620,000	4,192,848	419,285
Technical	Memel	Water Waste Management: Sewerage	MIG	Zamani: Sewer outfall pumps and rising main	400,000	0	0
Technical	Vrede	Water Waste Management: Sewerage	MIG	Thembalihle: Ext 4 Construction of sewer network-1827 stands	5,231,978	3,000,000	4,500,000
Technical	Vrede	Road Transport: Roads	MIG	Thembalihle: Construction of 3km paved road. (14/15) Ext 4	2,995,825	0	7,669,355
Technical	Vrede	Road Transport: Roads	MIG	Construction of 4km paved roads (MIS: 191520)	4,492,410	0	0
Technical	All Units	Sports and Recreation	MIG	Sports facilities in Phumelela	3,052,587	4,822,165	1,988,701
Technical	Memel	Water: Water Distribution	MIG	2ML Reservoir rising main & pumpstation	3,000,000	5,303,000	2,500,750
Technical	Warden & Vrede	Waste Management: Solid Waste	MIG	Landfill site	1,500,000	4,000,000	415,000
Technical	Memel	Waste Management: Solid Waste	MIG	Landfill site	0	0	3,000,000
Technical	Warden	Road Transport: Roads	MIG	Construction of 2km paved road	4,000,000	0	0
Technical	Memel	Road Transport: Roads	MIG	Construction of 5km paved road	0	5,500,000	3,000,000
Technical	Vrede	Water: Water Distribution	MIG	Thembalihle: Reservoir in Ext 4	0	0	5,000,000
Technical	Vrede	Electricity: Electricity Distribution	DOE	Electrification of 100 houses as well as bulk infrastructure	3,000,000	3,000,000	0
Corporate	Vrede	Assets: Municipal Assets	Revenue	Office Furniture (Speaker's Office)	250,000	0	0
Corporate	Vrede	Administration: Other	Revenue	Linkage to E-Natis (Traffic)	150,000	0	0
Technical	Warden	Electricity: Electricity Distribution	Revenue	Ezenzeleni: Upgrading of electricity	2,000,000	0	0
Technical	Warden	Waste Water Management/Water Distribution: Sewerage	H/S	Construction of water & Sewer reticulation - Ezenzeleni	3,615,000	0	0

Technical	Memel	Waste Water Management: Sewerage	H/S	Construction of water & Sewer reticulation - Zamani	7,327,000	0	0
Technical	Warden	Water: Water Distribution	DWA	Ezenzeleni: Construction of Reservoir	8,000,000	0	0
Technical	Warden	Water: Water Distribution	DWA	Ezenzeleni: Pipeline and Pumpstation	15,000,000	0	0
Technical	Warden	Water: Water Distribution	DWA	Ezenzeleni: Water treatment works	20,000,000	0	0
<b>TOTAL FUNDING OF CAPITAL EXPENDITURE</b>					<b>86,116,000</b>	<b>31,225,713</b>	<b>29,944,240</b>

## 7. Operating Revenue

Revenue Source	FY 2012/13	FY2013/14	FY2014/15
<b>Property Rates</b>	<b>7,608,000</b>	<b>8,020,000</b>	<b>8,454,000</b>
<b>Service charges</b>	<b>32,576,170</b>	<b>34,802,136</b>	<b>37,275,039</b>
<i>Electricity</i>	<i>8,132,670</i>	<i>9,065,336</i>	<i>10,276,839</i>
<i>Refuse removal</i>	<i>5,628,000</i>	<i>5,926,000</i>	<i>6,216,000</i>
<i>Sewerage</i>	<i>6,014,000</i>	<i>6,332,000</i>	<i>6,642,000</i>
<i>Water</i>	<i>12,801,500</i>	<i>13,478,800</i>	<i>14,140,200</i>
<b>Transfers recognised</b>	<b>800,000</b>	<b>870,000</b>	<b>950,000</b>
<i>Municipal Systems Improvement Grant</i>	<i>800,000</i>	<i>870,000</i>	<i>950,000</i>

## 8. Alignment with IDP Programmes and Projects: Capital Budget

Priority 1: Water						Funding Source
Objective	Strategies	Programmes / Projects	MTEF			
			2012/13	2013/2014	2014/2015	
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014	<b>Memel</b>					
	Upgrading and maintenance of water infrastructure (water distribution)	2ML Reservoir rising main and pump station	R 3,000,000.00	R 5,303,000.00	R 2,500,750.00	MIG
	<b>Thembalihle</b>					
	Upgrading and maintenance of water infrastructure (water distribution)	Construction of reservoir in Extension 4	R 0.00	R 0.00	R 5,000,000.00	MIG
	<b>Ezenzeleni</b>					
	Upgrading and maintenance of water infrastructure (water distribution)	Construction of reservoir	R 8,000,000.00	R 0.00	R 0.00	DWA
		Pipeline and pump station	R 15,000,000.00	R 0.00	R 0.00	DWA
Water treatment works		R 20,000,000.00	R 0.00	R 0.00	DWA	

Priority 2: Sanitation						Funding Source
Objective	Strategies	Programmes / Projects	MTEF			
			2012/13	2013/2014	2014/2015	
To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of sanitation by 2014	<b>Ezenzeleni</b>					
	Upgrading of sewerage infrastructure	Upgrading of bulk infrastructure	R 620,000.00	R 4,192,847.62	R 419,284.76	MIG
		Construction of water and sewerage reticulation	R 3,615,000.00	R 0.00	R 0.00	H/S
	<b>Zamani</b>					
	Upgrading of sewerage infrastructure	Construction of water and sewerage reticulation	R 7,327,000.00	R 0.00	R 0.00	MIG
		Sewer outfall pumps and rising main	400,000.00	0.00	0.00	MIG
		Construction of water and sewerage reticulation	7,327,000.00	0.00	0.00	H/S
<b>Thembalihle</b>						

	Upgrading of sewerage infrastructure	Extension 4: Construction of sewer network - 1,827 stands	5,231,977.51	3,000,000.00	4,500,000.00	MIG
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<b>Priority 3: Municipal Roads and Stormwater</b>						
Objective	Strategies	Programmes / Projects	MTEF			Funding Source
			2012/13	2013/2014	2014/2015	
To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	<b>Thembalihle (Extension 4)</b>					
	Paving of roads	Construction of 3kms of paved road (14/15)	R 2,995,825.25	R 0.00	R 7,669,355.00	MIG
	<b>Vrede</b>					
	Paving of roads	Construction of 4kms of paved roads (MIS: 191520)	R 4,492,409.79	R 0.00	R 0.00	MIG
	<b>Warden</b>					
	Paving of roads	Construction of 2km paved road	R 4,000,000.00	R 0.00	R 0.00	MIG
<b>Memel</b>						
Paving of roads	Construction of 5km paved road	R 0.00	R 5,500,000.00	R 3,000,000.00	MIG	

<b>Priority 6: Refuse Removal, including Solid Waste and Landfill Sites)</b>						
Objective	Strategies	Programmes / Projects	MTEF			Funding Source
			2012/13	2013/2014	2014/2015	
To ensure good waste management in the Phumelela municipal area (To ensure that 100% of households in formal residential areas have access to basic level of sanitation services)	<b>Vrede</b>					
	Relocation of landfill sites (ensure that all landfill sites are licensed and registered)	Vrede and Warden landfill site relocation started	R 1,500,000.00	R 4,000,000.00	R 415,000.00	MIG
	<b>Memel</b>					
Relocation of landfill sites (ensure that all landfill sites are licensed and registered)	Vrede and Warden landfill site relocation started	R 0.00	R 0.00	R 3,000,000.00	MIG	

Priority 7: Electricity Reticulation							Funding Source
Objective	Strategies	Programmes / Projects	MTEF				
			2012/13	2013/2014	2014/2015		
To ensure that at least 92% of households have access to basic level of electricity by 2014	<b>Vrede</b>						
	Electrification of houses	Electrification of 100 houses as well as bulk infrastructure	R 3,000,000.00	R 3,000,000.00	R 0.00	MIG	
	<b>Ezenzeleni</b>						
	Electricity infrastructure upgrading	Upgrading of electricity infrastructure	R 2,000,000.00	R 0.00	R 0.00	MIG	

Priority 9: Sport and Recreational Facilities						
Objective	Strategies	Programmes / Projects	MTEF			
			2012/13	2013/2014	2014/2015	
To ensure access to quality sport and recreational in the Phumelela municipal area	<b>VREDE (WARD 3), THEMBALIHLE (WARD 3), MEMEL (WARD 1) AND WARDEN (WARD 7)</b>					
	Upgrading of existing sport stadiums	Sporting stadium upgrading project	R 3,052,587.45	R 4,822,165.27	R 1,988,700.54	

## 9. Alignment with IDP Strategic Objectives: Operating Budget

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
1: Water	To ensure that 100% of households in formal settlements in the Phumelela municipal area have access to basic level of water by 2014	<ul style="list-style-type: none"> <li>100% of households in formal settlements have access to basic level of water</li> <li>Water infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.</li> <li>The percentage of households earning less than R1,100 per month with access to free basic services</li> </ul>	Water Distribution	12,048,500	12,689,800	13,313,200	8,891,000	9,529,500	10,195,900
2: Sanitation	To ensure that 100% of households in formal settlements in the Phumelela	<ul style="list-style-type: none"> <li>100% of households in formal settlements have access to basic level of sanitation</li> </ul>	Sewerage	6,014,000	6,332,000	6,642,000	9,661,600	10,477,200	11,352,100

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
	municipal area have access to basic level of sanitation by 2014	<ul style="list-style-type: none"> <li>Sanitation infrastructure required to enable achievement of the strategic objective as measured in terms of the performance targets in this 5-year IDP.</li> </ul>							
3: Municipal Roads and Stormwater	To ensure that identified internal roads in the Phumelela municipal area are maintained and/or upgraded to facilitate economic and social activity required for the sustainable development of the municipality; considering the capacity limitations facing the Municipality	Repair and paving of roads according to the targets and projects indicated in the 5-year IDP	Public Works / Roads	1,334,000	1,468,000	1,615,000	11,692,900	12,676,500	13,735,200
6: Refuse Removal	To ensure good waste management in the Phumelela municipal area	<ul style="list-style-type: none"> <li>Three licensed and registered landfill sites.</li> <li>100% of households in formal areas with access to refuse removal services at basic acceptable national standards</li> </ul>	Solid Waste	5,628,000	5,926,000	6,216,000	7,101,213	7,697,000	8,337,000
7: Electricity Reticulation	To ensure good that 100% of households in the Phumelela municipal area have access to electricity by 2014	100% of households in formal areas with access to electricity	Electricity Distribution	7,158,669	8,042,335	9,200,840	17,450,800	19,351,300	21,402,300
8: Cemeteries and Parks	To ensure effective management of graveyards and cemeteries in the Phumelela municipal area	Adequate provision for, safe and well maintained graveyards and cemeteries	Cemetery	159,000	168,000	178,000	1,117,000	1,217,000	1,322,000
			Parks				1,675,800	1,841,200	2,019,700
9: Sport and Recreational facilities	To ensure access to quality sport and recreational in the Phumelela municipal area	Adequate provision for, safe and well maintained sport and recreational facilities, as measured in terms of the targets set for the programmes and projects in the 5-year IDP	Library	1,000	2,000	3,000	1,257,700	1,394,000	1,543,000
10: Traffic and Parking	To ensure effective traffic management and parking in the Phumelela municipal area	Adequate provision for traffic management and parking, as measured in terms of the targets set for programmes and project in the IDP	Traffic	200,000	211,000	223,000	563,000	621,000	682,000

Priority	Objectives	Outcomes (Goals)	Vote	Revenue			Operating Expenditure		
				2012/13 FY	2013/14 FY	2014/15 FY	2012/13 FY	2013/14 FY	2014/15 FY
11: Firefighting	To ensure effective firefighting in the Phumelela municipal area	Ten trained firefighters	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated	No operating budget allocated