

MAFUBE LOCAL MUNICIPALITY



DRAFT

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
(SDBIP) 2012/2013**

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

LEGAL REQUIREMENTS CONSIDERED WITH THE DEVELOPMENT /DESIGN OF A SDBIP

In terms of Section 53(1)(c)(ii) of the Municipal Management Act (MFMA) No. 56 of 2003, the “service delivery and budget implementation plan” is defined as a detailed plan approved by the mayor of the municipality for implementing the municipality’s delivery of municipal services and its annual budget and which must include :

- (a) projections for each **month** of-
 - (i) Revenue to be collected by source; and
 - (ii) Operational and capital expenditure by **vote**;
- (b) Service delivery targets and performance indicators for each **quarter**; and
- (c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(1)(c)”

The SDBIP therefore seeks to focus the municipality on both financial and non-financial outcomes in order to ensure effective and efficient service delivery. In terms of (c) above National Treasury has prescribed in terms of MFMA Circular No. 13 that ward information for expenditure and service delivery and a detailed capital works plan also be included as part of a municipality’s SDBIP.

The Local Government Municipal Systems Act 32 of 2000, and Local Government Municipal Planning and Performance Regulations, requires Local Government to:

- Develop performance management system;
- Set targets, monitor and review performance based on indicators linked to the IDP ;
- Publish an annual report on performance management for the Councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

SECTION 1: LINK WITH THE IDP AND PERFORMANCE MANAGEMENT SYSTEM/SCORECARD

1.1 Description of the core functions of the municipality, based on its legislative mandate. The municipality performs the following core functions:

Category B functions	Category C functions	Provincial & National Competencies
A (Local Municipality)	B (District Municipality)	C
Air pollution Building regulations Bill boards and display of advertisements Storm water Trading regulations Cleansing Facilities, accommodation and burial of animals Fencing and fences Local sport facilities Municipal parks and recreation Municipal planning Municipal public transport Municipal roads Public places and Local Amenities Street lighting Traffic and parking Licensing of dogs	Refuse removal, dumps and solid waste Municipal roads Municipal airports Fire fighting Markets Cemeteries Municipal public works Electricity regulation Municipal health Storm water Potable water Sanitation Licensing/control of undertakings that sell food to the public	Libraries Housing

NB: All of the above functions are dispersed within the existing structure of the Mafube Local Municipality.

The functions indicated under column B are functions which are legislatively allocated to a district municipality, but which may be adjusted in terms of the Municipal Systems Act. The functions indicated under column C are functions which are national and provincial competencies.

1.2 Summary of the core contents of the IDP.

The IDP has the following core contents contain:

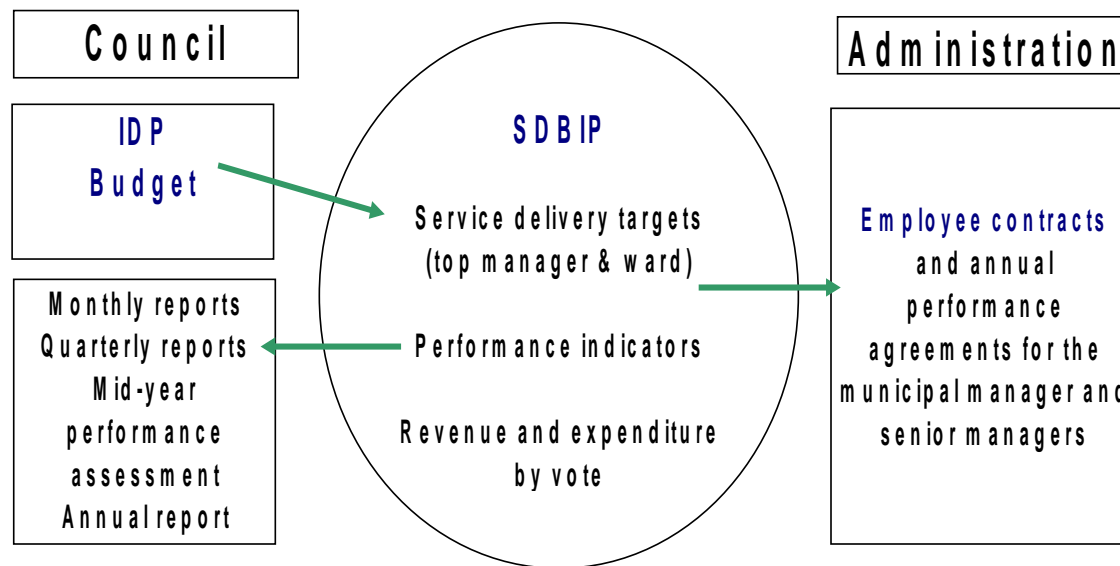
- Vision for the municipality;
- Strategic focus areas;
- Long-term goals or outcomes for the community;
- Reference to alignment with national, provincial and district plans;
- Consideration of service delivery and funding of housing, health and transport, etc;
- Summary of the medium-term objectives or outputs;
- Reference to measurable performance objectives;
- Description of prioritization systems used for allocating resources to objectives;
- Amendments to the IDP;
- Reference to the consultative process undertaken to review the IDP; and Tables showing the link between the IDP and Budget”.

1.3 Link between the IDP & the SDBIP.

- The Integrated Development Plan (IDP) outlines how the challenges of sustainable development in a municipality are to be met through strategic interventions and service delivery over the five year period.
- The IDP is developed by the municipality in conjunction with the community, and a credible IDP must be supported by the realistic budget. The actual implementation of the IDP over a single financial year is given effect through the performance contracts of the Municipal Manager and Section 57 Managers.

- The performance management system monitors actual performance against contractual obligations. The effective service delivery relies upon the IDP, the budget and the performance management system being closely integrated

1.4 Explanation of the structure of the SDBIP, based on an analysis of the structure of the IDP.



- What the above diagram illustrates is that the SDBIP contains information in regard to service delivery targets, performance indicators and revenue and expenditure.
- It is also important to note that the SDBIP is firstly informed by the IDP and Budget, secondly that the annual performance agreements/contracts of the **Municipal Manager and Section 57 Managers** must be influenced by the SDBIP and thirdly that in-year reporting (monthly and quarterly), and annual reporting should be done against the information contained in the approved SDBIP.

1.5 Institutional Scorecard

- The process of developing the SDBIP will be followed by the development of the **Institutional/Municipal Scorecard**.
- The scorecard will measure performance on **8 National Key Performance Areas** which are derived from **DPLG Regulations** as well as the Municipal priorities.
- The Five Years Local Government Strategic Agenda will also be integrated into the scorecard.

1.6 Strategic Key Performance Areas

- **Service Delivery and Infrastructure**
- **Local Economic Development**
- **Municipal Financial Viability**
- **Municipal Transformation and Institutional Development**
- **Good Governance**

1.6.1 Each Strategic Key Performance Area will be delivered upon by various directorates.

1.6.2 The scorecard will represent the consolidation of service delivery targets and performance indicators in a more detailed Directorate and Departmental SDBIP's.

1.6.3 The focus in this SDBIP is both financial and non-financial measurable performance objectives in the form of service delivery targets and other performance indicators.

The municipal scorecard will be structured in terms of the Balanced Scorecard approach that incorporates the following perspectives:

- **Customer Perspective :** This perspective has Key Performance Areas that are externally focused and relate to service delivery to the community
- **Internal Business Perspective:** The Balanced Scorecard approach recognizes that for the municipality to achieve its targets in the Customer Perspective internal business process must be improved to ensure that the municipality also continues adding value to the community as its customers.
- **Learning and Growth :** This perspective is the enabler of all perspectives as it is meant to ensure that the organisational infrastructure is geared towards assisting the municipality to achieve its objectives as contained in the other perspectives
- **Financial Perspective:** Given the scarce resources at the disposal of the municipality, this perspective ensures that the municipality achieves results in an efficient manner through the minimization of costs as well as the maximum collection of revenue due to it.

1.7 The following are the main focus points for delivery prioritization

• Water Services and Sanitation	• Housing	• Job Creation
• Electricity and Energy	• Urban Efficiency and Spatial Planning	• Financial Management
• Solid Waste Management	• Community Parks, Sports and Recreation	• Internal Audit procedures
• Environmental health Management	• Economic Growth	• Organisational Development
• Roads, Rails Stormwater and Buildings	• Poverty Alleviation	• Employment Equity
• Skills Development	• Performance Management System	• Co-operative Governance • Ward System
• Integrated Development Planning	• Public Participation and oversight	• Corporate Governance

SECTION 2: INSTITUTIONAL BALANCE SCORE CARD

The following sections will highlight the institutional balance score card and municipal wide budget plan per department:

Key Performance Areas (KPA's)

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- **Municipal Transformation and Organisational Development.**
- **Infrastructure Development and Service Delivery.**
- **Local Economic Development (LED).**
- **Municipal Financial Viability and Management.**
- **Good Governance and Public Participation.**

MUNICIPAL BALANCE SCORE CARD

The municipal score card is developed in line with the abovementioned key performance areas as outline in the Mafube Local Municipality Integrated Development Planning (IDP).

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Community Based Planning (CBP)		Training of municipal internal and external stakeholders	80%	20%	20%	20%	20%
Integrated Development Planning (IDP)		IDP Implementation	100%	25%	25%	25%	25%
		IDP Monitoring and Evaluation	80%	20%	20%	20%	20%
		External Funding facilitation to speed-up service delivery	80%	20%	20%	20%	20%
		IDP Review	100%	25%	25%	25%	25%
Capacity Building		IDP, Sector Plans/Programmes/Policies	100%	25%	25%	25%	25%
Legislative Compliance		Policy Coordination, Development and Programmes	100%	25%	25%	25%	25%
		By-Laws Development	100%	25%	25%	25%	25%
		Conduct municipal compliance audit	100%	25%	25%	25%	25%
IDP Projects Facilitation		Donor facilitation for IDP projects not part of budget	70%	17,5%	17,5%	17,5%	17,5%
		Establishment of IDP Service Delivery Projects Task Team	80%	20%	20%	20%	20%
Performance Management System		PMS development and implementation	100%	25%	25%	25%	25%

DEPARTMENT: FINANCIAL SERVICES

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
MFMA	Financial Management Reforms	100%	25%	25%	25%	25%
MFMA	Financial Systems Changes	100%	25%	25%	25%	25%
Financial Accounting	Compile Annual Financial Statements			31/10/2012		
Financial Reporting	Management Responses to Audit Queries	Annual Report	30/09/2012			
	Auditor General Report	Management Letter	30/09/2012			
	Corrected Journal Misallocation		30/09/2012			
	Annual Report (Financial Statements)	Annual report at the end of financial year			31/01/2013	

DEPARTMENT: FINANCIAL SERVICES (CONTINUE...)

Strategic Objective	Measurable Objective	Annual Target	1 st Quarter	2 nd Quarter	3 rd Quarter	4 Quarter
Financial Reporting	Implementation of GAMAP	50%	20%	10%	10%	10%
	All related policies	80%	20%	20%	20%	20%
	Investment Reconciliation	Monthly	Monthly	Monthly	Monthly	Monthly
	Insurance Claims	Daily	Daily	Daily	Daily	Daily
Cost, Capital & Management Accounting	Review of established treasury budget office	Restructuring Process				
Budgeting and Budget Control	Compile municipal budget document aligned to IDP submitted to Council	December-May			31/03/2013	
	Compile Revised Budget	December 2012			16/01/2013	
	Report on budget performance	Monthly	Monthly	Monthly	Monthly	Monthly

DEPARTMENT: FINANCIAL SERVICES (CONTINUE...)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Cost, Capital & Management Accounting	Draft Adjustment Budget	December 2012			31/01/2013	
	Draft new budget action plan	August	31/08/2012			
	Evaluated daily income and expenditure	Daily	Daily	Daily	Daily	Daily
	Submit new budget to Council	31/03/2013			31/03/2008	
	Section 71 monthly financial reports submitted to the Mayor	Monthly Reports	Monthly	Monthly	Monthly	Monthly
Cash Flow Management	Monthly cash flow projections inputs from Directorates	Monthly	Monthly	Monthly	Monthly	Monthly
	Monthly cash flow variance reports per department	Monthly	Monthly	Monthly	Monthly	Monthly
Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Cost, Capital & Management Accounting	Draft Adjustment Budget	December 2012			31/01/2013	
	Draft new budget action plan	August	31/08/2012			
	Evaluated daily income and expenditure	Daily	Daily	Daily	Daily	Daily
	Submit new budget to Council	31/03/2013			31/03/2008	
	Section 71 monthly financial reports submitted to the Mayor	Monthly Reports	Monthly	Monthly	Monthly	Monthly
Cash Flow Management	Monthly cash flow projections inputs from Directorates	Monthly	Monthly	Monthly	Monthly	Monthly
	Monthly cash flow variance reports per department	Monthly	Monthly	Monthly	Monthly	Monthly

DEPARTMENT: FINANCIAL SERVICES (CONTINUE...)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Submission of reports	Weekly reports to be compiled	Monthly report	Thursday/Week	Thursday/Week	Thursday/Week	Thursday/Week
	Compiled monthly, quarterly and annual report to the Municipal Manager and Treasury.	End month	End month	End month	End month	End month
Asset registration management Submission of requisition books	Updated asset register report	End quarter	End quarter	End quarter	End quarter	End quarter
Fixed Asset Management System	Recorded condition and value of fixed assets	100%	25%	25%	25%	25%

DEPARTMENT: FINANCIAL SERVICES (CONTINUE....)

Strategic Objective	Measurable Objective	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4 Quarter
Debt and Revenue Management	Accurate and optimum revenue collected	Weekly	Weekly	Weekly	Weekly	Weekly
Rates Administration	Rates policy developed	To be reviewed			01/11/2012	
	Optimum revenue collected	60%	15%	15%	15%	15%
Collection and management of revenue	Purified debtor data base and minimum debts in arrear	50%	10%	10%	20%	10%
Managing of Debts and collection of arrears	Letters of demand sent Cutting-Off services Hand-over to Attorneys	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly	Monthly Monthly Quarterly
Registering of Indigents	Number of indigents registered and updated	80%	20%	20%	20%	20%

9.3 DEPARTMENT: CORPORATE SERVICES

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Annual Target	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
Increase organisational efficiency		Performance Management System is reviewed and implemented	100%	25%	25%	25%	25%
		Training external and internal	80%	20%	20%	20%	20%
Corporate Support		Property Management	80%	20%	20%	20%	20%
		Incoming post	80%	20%	20%	20%	20%
		Outgoing post	80%	20%	20%	20%	20%
		Faxes received and sent	80%	20%	20%	20%	20%
		Legal and Administration	80%	20%	20%	20%	20%
		Council administration	80%	20%	20%	20%	20%
Institutional Development		Organisational audit in terms of legislative compliance	80%	20%	20%	20%	20%
		Development of by-laws	80%	20%	20%	20%	20%
Effective human resource management		Personnel administration	80%	20%	20%	20%	20%
Transformation, change and performance management		Personnel maintenance, management, training, selection, recruitment, labour relations, change and performance management	80%	20%	20%	20%	20%

DEPARTMENT: SOCIAL AND COMMUNITY SERVICES

Key Performance Area	Key Performance Indicator	Annual Target	1 st Quarter	2 nd Quarter	3rd Quarter	4 Quarter
Community Facilities	Ground Sales	80%	20%	20%	20%	20%
Properties	Capital Programmes	80%	20%	20%	20%	20%
Rates	Working Capital	80%	20%	20%	20%	20%
General Expenditure Other	Valuation Costs	80%	20%	20%	20%	20%
Town Hall & Offices	Electricity	80%	20%	20%	20%	20%
	Water	80%	20%	20%	20%	20%
Protection services	Traffic Services	80%	20%	20%	20%	20%
	Disaster Management	80%	20%	20%	20%	20%
	Fire Brigade	80%	20%	20%	20%	20%
Library	Library services	80%	20%	20%	20%	20%
Waste management	Waste disposal, illegal dumping & street cleaning	80%	20%	20%	20%	20%
Sewerage		80%	20%	20%	20%	20%
Cemeteries	Capital Programmes	80%	20%	20%	20%	20%
Parks & Recreation	Plant & Equipment	80%	20%	20%	20%	20%
Housing	Spatial Planning Support Programme	80%	20%	20%	20%	20%
Refuse	Landfill					

DEPARTMENT: INFRASTRUCTURAL SERVICES

Corporate Objective	Weighting		Key Performance Indicator	Annual Target	Quarterly Target			
	PO	KPI			1 st	2 nd	3 rd	4 th
Provide Water			Number of Households provided with basic water	90%	22,5%	22,5%	22,5%	22,5%
			Review of Water Services Development Plan (WSDP)	100%	25%	25%	25%	25%
Provide Sanitation			Number of households provided with toilets (water borne system)	100%	65%	35%	0	0
Provide Electricity			Number of households provided with house connections	90%	22,5%	22,5%	22,5%	22,5%
			Number of households provided with free basic electricity	90%	22,5%	22,5%	22,5%	22,5%
			No. of new High Mast Lights erected	100%	50%	25%	25%	0
			Maintenance of street lights	100%	25%	25%	25%	25%
Maintenance and Upgrade Roads			Km of roads upgraded and maintained gravel	80%	20%	20%	20%	20%
			Km paved	0	0	0	0	0
			New km tarred	5,5 km	0	2,75 km	2,75 km	0
			Development of a Pavement Management System Policy	100%		50%	50%	0
Provide Storm Water Management			Compile a Storm Water Management Plan	100%	0	50%	50%	0
			Develop an Integrated Traffic Plan					

INFRASTRUCTURAL SERVICES (CONTINUE...)

Corporate Objective	Weighting		Key Performance Indicator	Annual Target	Quarterly Target			
	PO	KPI			1 st	2 nd	3 rd	4 th
Provide the Project Management Assistance in Implementation of all projects			Implementation of Micro Software Project Management	100%	25%	25%	25%	25%
			Attend all MIG meetings	100%	25%	25%	25%	25%
			Control and monitor all Projects – financial cash flows and progress reports	100%	25%	25%	25%	25%
			Compile Business Plan to access funding from various funders	100%	25%	25%	25%	25%
			Compile and submit closed out reports for all MIG funded projects	100%	25%	25%	25%	25%
Promotion of stakeholder participation			Establish Technical Forums	100%	25%	25%	25%	25%
			Energy Forum Water Forum Roads and storm water No. of Meetings with different stakeholders	12 meetings	3 meetings	3 meetings	3 meeting	3 meetings
Invest in Infrastructure			% of capital budget actually spent on capital projects	100%	25%	25%	25%	25%
			% of operational budget spent on maintenance	100%	25%	25%	25%	25%
			% of bids awarded to BEE					
			Report on number of jobs created through LED initiatives including capital projects	70%	17,5%	17,5%	17,5%	17,5%
Enhance Customer Service				100%	25%	25%	25%	25%
			Conduct Customer Service Survey and report to Municipal Manager					

DEPARTMENT: TOWN PLANNING AND LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE: To create a conducive environment for job creation and Economic development.					
Project Description & Critical Steps	2012-2017	Financial Forecast in R	*Priority	Depart	Funding Source
Promotion and marketing of all tourism opportunities	350 000	350 000	A	LED	Municipal Budget
Extend current festivals and events into regular annual events i.e. canoe marathon, Wilge/Sam Tshabalala Marathon, Wilge Makiti agricultural show and establish water intensive events	200 000	200 000	A	LED	Municipal Budget
Fish Breeding Industry	10 000 000	10 000 000	A	LED	Municipal Budget/ Private
Establish bank facilities and ATM's in all towns		No cost	A	LED	
Paper Craft Industry	300 000 000	300 000 000	A	LED	Private
Establish LED forum for the Mafube region	20 000	20 000	A	LED	Municipal Budget
Develop industrial sites in all towns (services connections)	50 000	50 000	A	LED	FDDM
Incentive policy for industrial development		150 000			Municipal Budget
Provide training courses for entrepreneurship development	250 000	250 000	A	LED	FDDM
Provide infrastructure and operational support to Villiers and Cornelia Youth Advisory centres and extend Centres to Frankfort and Tweeling	800 000	800 000	A	LED	Municipal Budget Umsombomvu Youth Fund
Mafube SMME development funding	300 000	300 000		LED	Municipal Budget
Stalls for SMMEs in Towns five per Town.	1 000 000	1 000 000		LED	Municipal Budget /DTI
Acquisition of farms	3 000 000	3 000 000	A	LED	D o Agric, Land Affairs
Tourism Sector Plan	500 000	500 000	A	LED	Municipal Budget and FDDM, COGTA, DETEA

Development of Tourism Brochures	400 000	400 000	A		Budget & FDDM
By-Laws that Regulate Informal Traders	80 000	20 000	B	LED	FDDM& Mun B
SMME,s Development	300 000	300 000	A	LED	Mun Budget, FDDM, COGTA & DETEA
Brick Manufacturing Plant	1 500 000	1 500 000	A	LED	Mun Budget, Social Development & HS
Piggery	200 000	200 000	A	LED	Prov Dept of Agric, Mun Budget
Development of Tourism Signage's in All Towns.	300 000	300 000	A	LED	Mun Budget, FDDM & DETEA
Development of Agricultural Sector Plan	300 000	300 000	A	LED	FDDM
Establishment of Retail Centre/ Shopping Complex	3 000 000		A	LED	Private
Sport Canoeing	100 000	100 000	C	LED	FDDM, Mun Budget
Establishment of Pharmaceutical (Tooth brush) Plant	20 000 000		B	LED	Private
Storage for Pre-packed Fodder	100 000		B	LED	PRIVATE
Bus Depo & Diesel Mechanic	50 000		B	LED	Private
Oil Factory	100 000 000		A	LED	Private
Tyre Manufacturing (Recycling) Plant	10 000 000		A	LED	Private
Development of Truck Inn	500 000		A	LED	Private
Chicken Abattoir	5 000 000		A	LED	Private
Development of Tourism Routes	200 000	200 000	B	LED	Mun Budget& FDDM
Pounding	30 000	30 000	A	LED	
Development & Maintenance of Kraals	30 000	30 000	A	LED	Mun Budget & Dept of Agric.
Hydro phonic Project	30 000 000		A	LED	Private
LED Sector Plan	500 000	500 000	A	LED	Mun Budget
LED Summit	2 00 000	200 000	A	LED	Mun Budget
Development of Business Incentive Scheme	50 000	50 000	A	LED	Mun Budget

SECTION 3: INSTITUTIONAL-WIDE BUDGET PLAN

- Monthly projections: Operating Expenditure by Vote
- Monthly projections : Capital Expenditure by Vote
- Monthly projections: Income by Source

Operating Expenditure by Vote Monthly Projections

SOURCE	Annual Budget	July-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	April-13	May-13	June-13
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Executive and Council													
Conferences and Workshops													
Councillors Allowances													
Entertainment													
Training													
Travel and Subsistence													
OFFICE OF THE MAYOR													
Mayoral Projects (EPWP)	1 200 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000
Donations	10 000	833	833	833	833	833	833	833	833	833	833	833	833
Mayoral Imbizo	100 000	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333
Travel and Subsistence	130 000	10 833	10 833	10 833	10 833	10 833	10 833	10 833	10 833	10 833	10 833	10 833	10 833
Youth Contribution	150 000	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500
Publication	150 000	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500
Bursaries	350 000	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167	29 167
Entertainment	45 000	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750
Let the river flow project	500 000	41 6667	41 6667	41 6667	41 6667	41 6667	41 6667	41 6667	41 6667	41 6667	41 6667	41 6667	41 6667
HIV / AIDS	70 000	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833
Youth Summit	80 000	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667

**Operating Expenditure by Vote
Monthly Projections**

SOURCE	Annual Budget R'000	July-12 R'000	Aug-12 R'000	Sep-12 R'000	Oct-12 R'000	Nov-12 R'000	Dec-12 R'000	Jan-13 R'000	Feb-13 R'000	Mar-13 R'000	April-13 R'000	May-13 R'000	June-13 R'000
OFFICE OF THE SPEAKER													
August Month Celebrations	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500
Conferences and Workshops	78 000	6 500	6 500	6 500	6 500	6 500	6 500	6 500	6 500	6 500	6 500	6 500	6 500
Entertainment	45 000	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750	3 750
Public Participation	125 000	10 417	10 417	10 417	10 417	10 417	10 417	10 417	10 417	10 417	10 417	10 417	10 417
Ward Committee	210 000	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500
Pauper Burials	50 000	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167
Council Allowances	5 405 414	450 451	450 451	450 451	450 451	450 451	450 451	450 451	450 451	450 451	450 451	450 451	450 451
Travel and Subsistence	290 000	24 167	24 167	24 167	24 167	24 167	24 167	24 167	24 167	24 167	24 167	24 167	24 167
OFFICE OF THE MUNICIPAL MANAGER													
Affiliation/Subscription	26 250	2 188	2 188	2 188	2 188	2 188	2 188	2 188	2 188	2 188	2 188	2 188	2 188
Audit Unit	-	-	-	-	-	-	-	-	-	-	-	-	-
Bursaries-Internal	157 500	13 125	13 125	13 125	13 125	13 125	13 125	13 125	13 125	13 125	13 125	13 125	13 125
Conferences and Workshop	90 000	7 500	7 500	7 500	7 500	7 500	7 500	7 500	7 500	7 500	7 500	7 500	7 500
Entertainment	15 000	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Marketing and Promotion	-	-	-	-	-	-	-	-	-	-	-	-	-
IDP/PMS	200 000	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667
Policy and By-Laws	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel and Subsistence	210 000	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500
Office Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-

**Operating Expenditure by Vote
Monthly Projections**

SOURCE	Annual Budget R'000	July-12 R'000	Aug-12 R'000	Sep-12 R'000	Oct-12 R'000	Nov-12 R'000	Dec-12 R'000	Jan-13 R'000	Feb-13 R'000	Mar-13 R'000	April-13 R'000	May-13 R'000	June-13 R'000
COMMUNITY SERVICES													
Awareness Programme	50 000	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167
Cleaning Material	100 000	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333
Contribution Aged	-	-	-	-	-	-	-	-	-	-	-	-	-
Disaster Assistance	80 000	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667	6 667
Entertainment	8 000	667	667	667	667	667	667	667	667	667	667	667	667
Gender: Special Programmes	15 000	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Pauper Burials	40 000	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333
Public Safety	95 000	7 917	7 917	7 917	7 917	7 917	7 917	7 917	7 917	7 917	7 917	7 917	7 917
Special Programme: Children	15 000	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Sports: Special Programmes	200 000	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667
Travel and Subsistence	85 000	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083	7 083
Cleaning Campaign	70 000	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833
Waste Management Plan	120 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000
Office Furniture	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500
Dustbins	1 500 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000
Auction Kraals	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Park	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance of Cemeteries	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment (Trucks)	-	-	-	-	-	-	-	-	-	-	-	-	-

**Operating Expenditure by Vote
Monthly Projections**

SOURCE	Annual Budget R'000	July-12 R'000	Aug-12 R'000	Sep-12 R'000	Oct-12 R'000	Nov-12 R'000	Dec-12 R'000	Jan-13 R'000	Feb-13 R'000	Mar-13 R'000	April-13 R'000	May-13 R'000	June-13 R'000
TOWN PLANNING & ECONOMIC DEVELOPMENT													
Entertainment	100 000	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333
Housing Sector Plans	200 000	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667
Housing Policy	-	-	-	-	-	-	-	-	-	-	-	-	-
Land Audit	800 000	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667
LUMS/SDF	150 000	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500
Planning and Survey of Ervens, Township Establishment and Rezoning	650 000	54 167	54 167	54 167	54 167	54 167	54 167	54 167	54 167	54 167	54 167	54 167	54 167
Travel and Subsistence	200 000	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667
Office Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Agriculture Development	200 000	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667
IDP	-	-	-	-	-	-	-	-	-	-	-	-	-
LED	200 000	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667
Tourism	100 000	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333
SMME Development	200 000	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667
Signage, Marketing & Advertising	150 000	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500
Street Naming & Numbering	700 000	58 333	58 333	58 333	58 333	58 333	58 333	58 333	58 333	58 333	58 333	58 333	58 333

**Operating Expenditure by Vote
Monthly Projections**

SOURCE	Annual Budget R'000	July-12 R'000	Aug-12 R'000	Sep-12 R'000	Oct-12 R'000	Nov-12 R'000	Dec-12 R'000	Jan-13 R'000	Feb-13 R'000	Mar-13 R'000	April-13 R'000	May-13 R'000	June-13 R'000
Financial Services													
Audit and Accounting Fees	2 900 000	241 667	241 667	241 667	241 667	241 667	241 667	241 667	241 667	241 667	241 667	241 667	241 667
Bank Charges	520 000	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333	43 333
Entertainment	10 000	833	833	833	833	833	833	833	833	833	833	833	833
Fixed Assets Register	150 000	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500	12 500
Interest Paid on Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Paid on Loan	160 000	13 333	13 333	13 333	13 333	13 333	13 333	13 333	13 333	13 333	13 333	13 333	13 333
Financial Management Grant	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan Repayment	550 000	45 833	45 833	45 833	45 833	45 833	45 833	45 833	45 833	45 833	45 833	45 833	45 833
Consultancy Fees/System Support	1 200 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000	100 000
Provision for Bad Debts:Rates	1 500 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000
Water	3 000 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000	250 000
Refuse	1 000 000	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333
Sewerage	1 000 000	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333	83 333
Electricity	2 000 00	166 667	166 667	166 667	166 667	166 667	166 667	166 667	166 667	166 667	166 667	166 667	166 667
System Support	1 500 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000
Consumables: Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	113 948	9 496	9 496	9 496	9 496	9 496	9 496	9 496	9 496	9 496	9 496	9 496	9 496
Provision for Depreciation	1 040 000	86 667	86 667	86 667	86 667	86 667	86 667	86 667	86 667	86 667	86 667	86 667	86 667
Computer Accessories	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing and Stationery	720 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000
Preparation of Financial Statements	1 100 000	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667
Machine Rental	1 380 000	115 000	115 000	115 000	115 000	115 000	115 000	115 000	115 000	115 000	115 000	115 000	115 000

**Operating Expenditure by Vote
Monthly Projections**

SOURCE	Annual Budget R'000	July-12 R'000	Aug-12 R'000	Sep-12 R'000	Oct-12 R'000	Nov-12 R'000	Dec-12 R'000	Jan-13 R'000	Feb-13 R'000	Mar-13 R'000	April-13 R'000	May-13 R'000	June-13 R'000
Financial Services													
Financial Systems Licence Fees	-												
Office Furniture	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500
Travel and Subsistence	210 000	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500	17 500
Free Basic: Electricity	4 843 541	403 628	403 628	403 628	403 628	403 628	403 628	403 628	403 628	403 628	403 628	403 628	403 628
Water	3 229 027	269 086	269 086	269 086	269 086	269 086	269 086	269 086	269 086	269 086	269 086	269 086	269 086
Refuse	1 070 000	89 167	89 167	89 167	89 167	89 167	89 167	89 167	89 167	89 167	89 167	89 167	89 167
Sewer	1 614 514	134 542	134 542	134 542	134 542	134 542	134 542	134 542	134 542	134 542	134 542	134 542	134 542
Computer Equipment	100 000	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333

**Operating Expenditure by Vote
Monthly Projections**

SOURCE	Annual Budget R'000	July-12 R'000	Aug-12 R'000	Sep-12 R'000	Oct-12 R'000	Nov-12 R'000	Dec-12 R'000	Jan-13 R'000	Feb-13 R'000	Mar-13 R'000	April-13 R'000	May-13 R'000	June-13 R'000
INFRASTRUCTURE SERVICES													
Roads & Stormwater													
Repairs and Maintenance		1 100 000	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667	91 667
Mechanical													
New Connections		-	-	-	-	-	-	-	-	-	-	-	-
Fuel/Lubrication		1 800 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000	150 000
Electricity Purchase		-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance-Maintenance		-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance-Tools & Equipment		1 500 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000	125 000
Water and Sanitation													
Entertainment		10 000	833	833	833	833	833	833	833	833	833	833	833
Travel & Subsistence		73 500	6 125	6 125	6 125	6 125	6 125	6 125	6 125	6 125	6 125	6 125	6 125
Water Chemicals		2 100 000	175 000	175 000	175 000	175 000	175 000	175 000	175 000	175 000	175 000	175 000	175 000
Water Testing		89 250	7 438	7 438	7 438	7 438	7 438	7 438	7 438	7 438	7 438	7 438	7 438
Waste Water Management Plan		-	-	-	-	-	-	-	-	-	-	-	-
Water Purchase		4 650 000	387 500	387 500	387 500	387 500	387 500	387 500	387 500	387 500	387 500	387 500	387 500
Repairs & Maintenance-Maintenance		3 900 000	325 000	325 000	325 000	325 000	325 000	325 000	325 000	325 000	325 000	325 000	325 000
Repairs & Maintenance-Tools & Equipment		-	-	-	-	-	-	-	-	-	-	-	-
Office Furniture													

**Capital Expenditure by Vote
Monthly Projections**

SOURCE	Budget 2012/2013 R'000	Budget 2013/2014 R'000	Budget 2014/2015 R'000	% Inc/Decrease
CAPITAL PROJECTS				
Namahadi Water Reticulation and Installation of 1 714 Erf Connection	1 295 050	-	-	28%
Villiers Water Purification Plant	4 685 170	-	-	-33%
Mafahlaneng: Roads and Stormwater Drainage	1 383 172	-	-	-100%
Cornelia/Ntswanatsatsi: Bucket Eradication	124 057	-	-	-38%
Upgrading of Bulk Electricity in Cornelia	-	-	-	-96%
Upgrading of Bulk Electricity in Villiers (Qalabotjha House Connections)	-	-	-	-100%
Upgrading of Bulk Electricity in Frankfort	-	-	-	-100%
Construction of MV Line	-	-	-	-100%
Replacement of Water Meters	800 000	-	-	-100%
High Mast Lights	-	-	-	33%
Youth Sports Complex (Tweeling)	-	-	-	-100%
Construction of Municipal Office	1 500 000	-	-	0%
Upgrading and Maintenance of FNWWTW	-	-	-	-100%
Equipment (Trucks)	-	-	-	0%
Namahadi-Phahameng:Upgrading of Gravel Roads to Paved Roads	335 475	-	-	0%
Qalabotjha: Sewer Reticulation & Toilet Structure	4 000 000	-	-	0%
Qalabotjha: Construction of the Extension of Water Treatment Works	14 078 076			
Qalabotjha Ext 4658n(House Connections)	5 000 000			
Namahadi Ext/Phase 1 (House Connectons)	5 000 000			
Fencing of Lanfill Sites	650 000			

**CONSOLIDATED MUNICIPAL BUDGET OVERVIEW
3 YEAR FINANCIAL PLAN**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET+2 2014/15	% INCREASE / DECREASE
EXPENDITURE					
EMPLOYEE SALARIES AND ALLOWANCES	42 269 725	45 651 303	49 303 407	53 247 680	8%
SOCIAL CONTRIBUTIONS	8 690 900	9 386 172	10 137 066	10 948 031	8%
COUNCILLORS REMUNERATION	5 051 789	5 405 414	5 783 793	6 188 659	7%
TOTAL EMPLOYEE/COUNCILLOR RELATED COSTS	56 012 414	60 442 889	65 224 266	70 384 370	8%
GENERAL EXPENDITURE: DEPARTMENTS	49 577 342	48 316 551	49 856 729	52 055 215	-3%
GENERAL EXPENSES- BULK PURCHASE	29 548 833	4 650 000	4 882 500	5 126 625	-84%
GENERAL EXPENSES - CONTRACTED SERVICES	550 000	577 500	606 375	636 694	5%
INTEREST EXPENSES EXTERNAL BORROWINGS	710 000	890 000	934 500	981 225	25%
TOTAL GENERAL EXPENSES	9 415 000	8 200 000	8 610 000	9 040 500	-13%
TOTAL OPERATING EXPENDITURE	145 813 589	123 076 940	130 114 370	138 224 629	-16%

**CONSOLIDATED MUNICIPAL BUDGET OVERVIEW
3 YEAR FINANCIAL PLAN**

DESCRIPTION	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET+2 2014/15	% INCREASE/ DECREASE
EXPENDITURE					
EMPLOYEE SAL AND ALLOWANCES	42 269 725	45 651 303	49 303 407	53 247 680	8%
SOCIAL CONTRIBUTIONS	8 690 900	9 386 172	10 137 066	10 948 031	8%
COUNCILLORS REMUNERATION	5 051 789	5 405 414	5 783 793	6 188 659	7%
TOTAL EMPLOYEE/COUNCILLOR RELATED COSTS	56 012 414	60 442 889	65 224 266	70 384 370	8%
GENERAL EXPENDITURE: DEPARTMENTS	49 577 342	48 316 551	49 856 729	52 055 215	-3%
GENERAL EXPENSES- BULK PURCHASE	29 548 833	4 650 000	4 882 500	5 126 625	-84%
GENERAL EXPENSES - CONTRACTED SERVICES	550 000	577 500	606 375	636 694	5%
INTEREST EXPENSES EXTERNAL BORROWINGS	710 000	890 000	934 500	981 225	25%
TOTAL GENERAL EXPENSES	9 415 000	8 200 000	8 610 000	9 040 500	-13%
TOTAL OPERATING EXPENDITURE	145 813 589	123 076 940	130 114 370	138 224 629	-16%

REVENUE	ADJUSTMENT BUDGET	BUDGET 2012/13	BUDGET +1 2013/14	BUDGET+2 2014/15	% INCREASE/ DECREASE
PROPERTY RATES CHARGES	(7 200 000)	(8 280 000)	(8 776 800)	(9 303 408)	15%
REFUSE REMOVAL	(9 487 040)	(10 056 262)	(10 659 638)	(11 299 216)	6%
ELECTRICITY	(34 194 164)	-	-	-	-100%
SALE OF WATER	(13 427 238)	(14 232 872)	(15 086 845)	(15 992 055)	6%
SEWERAGE	(10 154 952)	(10 764 249)	(11 410 104)	(12 094 710)	6%
EQUITABLE SHARE	(67 075 000)	(75 102 000)	(80 555 000)	(87 006 000)	12%
FINANCE MANAGEMENT GRANT	(1 450 000)	(1 500 000)	(1 500 000)	(1 750 000)	3%
GRANTS - INEP	(12 100 000)	(10 000 000)	(5 000 000)	(10 000 000)	-17%
GRANTS - MIG FUNDS	(21 303 000)	(25 841 000)	(27 259 000)	(28 835 000)	21%
GRANTS - EPWP	(536 000)	(1 024 000)	-	-	91%
GRANTS - DWA (UPGRADING & MAINTENANCE OF FNWWWWTW)	(10 000 000)	-	-	-	-100%
GRANTS - SOCIAL DEV (YOUTH SPORT COMPLEX)	(3 800 000)	-	-	-	-100%
GRANTS - MSIG	(790 000)	(800 000)	(870 000)	(950 000)	1%
FINES - TRAFFIC	(262 000)	(277 720)	(294 383)	(312 046)	6%
INTEREST ON OVERDUE ACCOUNTS	(2 625 000)	(2 782 500)	(2 949 450)	(3 126 417)	6%
EQUIPMENT RENTAL	(518 000)	(549 080)	(582 025)	(616 946)	6%
SUNDRY	(700 000)	(742 000)	(786 520)	(833 711)	6%
TOTAL OPERATING INCOME	(195 622 394)	(161 951 684)	(165 729 765)	(182 119 511)	-17%
TOTAL EXPENDITURE	195 616 589	161 927 940	162 373 370	177 059 629	-17%
TOTAL OPERATING INCOME	(195 622 394)	(161 951 684)	(165 729 765)	(182 119 511)	-17%
TOTAL OPERATING SURPLUS / DEFICIT	(5 805)	(23 743)	(3 356 395)	(5 059 882)	309%