

John Taolo Gaetsewe District Municipality



MUNICIPAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

2012 - 2013



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Chapter 1

Introduction

1.1 Constitutional Framework for Strategy Implementation

1.1 Constitutional Framework for Strategy Implementation

The John Taolo Gaetsewe District Municipality concluded its core service delivery objectives from the Constitution of the Republic of South Africa, 1996; with specific reference to sections 152 and 153.

Section 152: Objects of Local Government

1. *The objects of local government are -
 - a. to provide democratic and accountable government for local communities;
 - b. to ensure the provision of services to communities in a sustainable manner;
 - c. to promote social and economic development;
 - d. to promote a safe and healthy environment; and
 - e. to encourage the involvement of communities and community organisations in the matters of local government.*
2. *A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).*

Section 153: Developmental duties of Local Government

A municipality must

- a. *structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and*
- b. *participate in national and provincial development programmes.*

In operationalising the indicated requirements of the Constitution, 1996 into the institutional Integrated Development Plan (IDP), the Municipality was guided by the requirements of sections 19, 83 (3) and 84 (1) of the Municipal Structures Act, 1998. The guidelines of the Municipal Systems Act, 2000 were followed with the design of municipal management systems and structures set up to ensure a sound foundation for the implementation of the municipal priorities exposed in the IDP.

Section 19 (Structures Act, 1998):Municipal Objectives

- (1) *A municipal council must strive within its capacity to achieve the objectives set out in section 152 of the Constitution.*
- (2) *A municipal council must annually review -
 - (a) the needs of the community;
 - (b) its priorities to meet those needs;*

Section 83: Municipal Structures Act

- (1) *A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution.*
- (2) *The functions and powers referred to in subsection (1) must be divided in the case of a district municipality and the local municipalities within the area of the district municipality, as set in this Chapter.*
- (3) *A district municipality must seek to achieve*

- (c) its processes for involving the community;
 - (d) its organizational and delivery mechanisms for meeting the needs of the community; and
 - (e) its overall performance in achieving the objectives
- (3) A municipal council must develop mechanisms to consult the community and community organizations in performing its functions and exercising its powers.

- the integrated, sustainable and equitable social economic development of its area as a whole by –
- (a) ensuring integrated development planning for the district as a whole;
 - (b) promoting bulk infrastructural development and services for the district as a whole;
 - (c) building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
 - (d) promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

Functions of district municipalities (Section 84(1) of the Municipal Structures Act, 1998

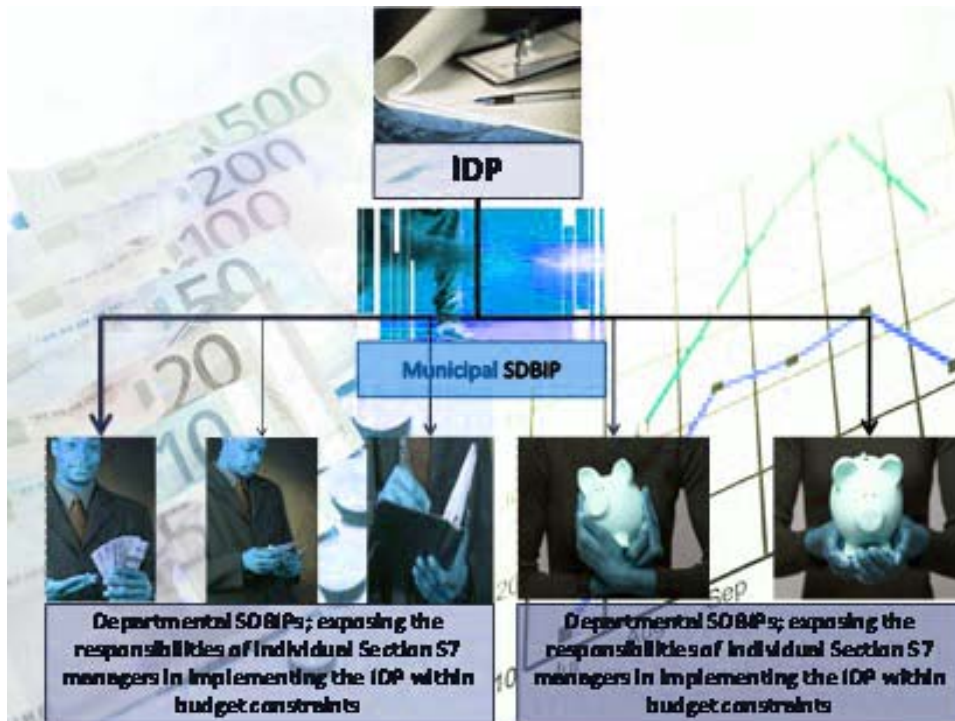
- (1) A district municipality has the following functions and powers:
- (a) Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.
 - (b) Potable water supply systems.
 - (c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.
 - (d) Domestic waste-water and sewage disposal systems.
 - (e) Solid waste disposal sites, in so far as it relates to –
 - (i) the determination of a waste disposal strategy;
 - (ii) the regulation of waste disposal;
 - (iii) the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.
 - (f) Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.
 - (g) Regulation of passenger transport services.
 - (h) Municipal airports serving the area of the district municipality as a whole.
 - (i) Municipal health services.
 - (j) Fire fighting services serving the area of the district municipality as a whole, which includes-
 - (i) planning, co-ordination and regulation of fire services;
 - (ii) specialized fire fighting services such as mountain, veld and chemical fire services;
 - (iii) co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
 - (iv) training of fire officers.
 - (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.

- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.
- (m) Promotion of local tourism for the area of the district municipality.
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality;
- (o) The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

1.2 Service Delivery and Budget Implementation Plan (SDBIP)

The model utilized to guide the compilation of the Service Delivery and Budget Implementation Plans of the Municipality could be explained as follows:

Figure 1: Relationship between the IDP, Municipal SDBIP and Departmental SDBIPs



The IDP contains the main service delivery priorities of the municipality; exposed in measurable terms.

These priorities are cascaded down into Departmental Service Delivery and Budget Implementation Plans (Departmental SDBIPs) with a view of allocation responsibilities for the implementation of the IDP to the respective section 57 managers and to align the budgets (resources) made available to each of these managers to engage in activities aimed at realizing IDP performance indicators and targets.

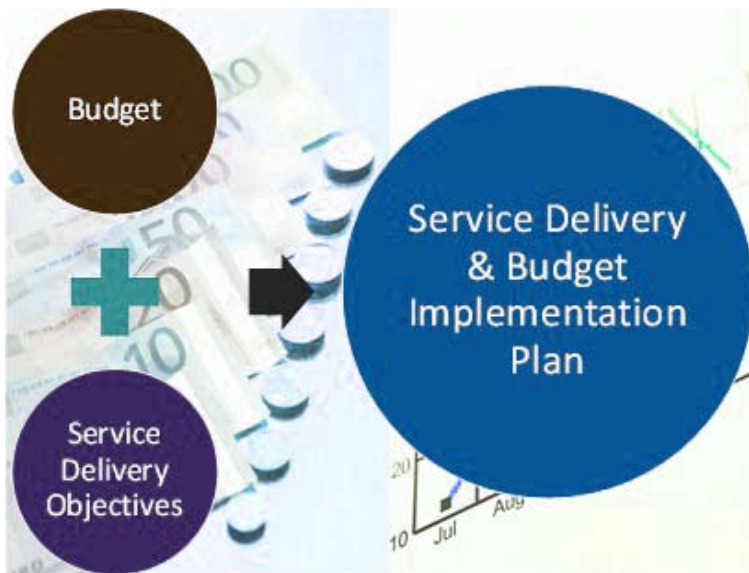
The responsibilities (service delivery and budget) of the various section 57 managers are then consolidated in the Municipal SDBIP.

Figure 2: Perspective on the relationship between the IDP and Municipal SDBIPs



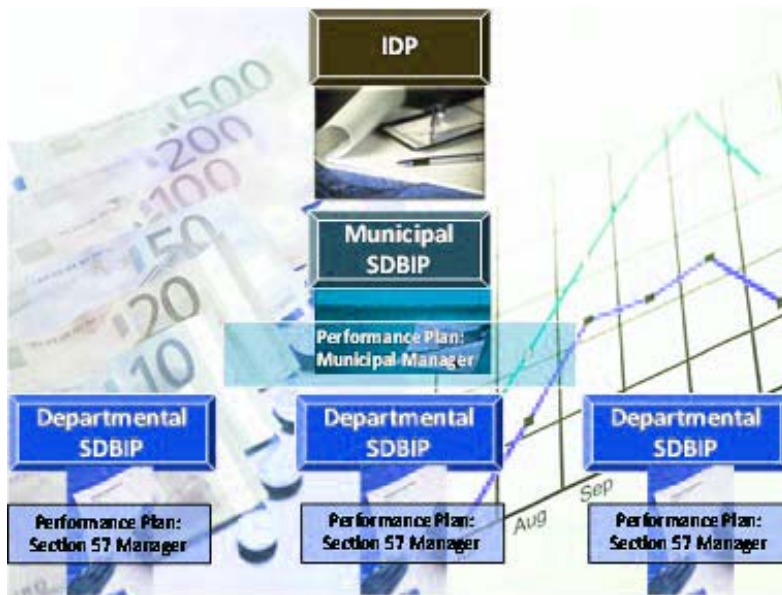
The Municipality utilizes the individual Municipal SDBIPs to operationalise the IDP in five year cycles: One Municipal IDP for each of the five individual years that constitute the 5-year IDP cycle. These individual SDBIPs are in-year implementation plans that are utilized by the Municipality to align its in-year performance management system (PMS) to its strategic (IDP) priorities.

Figure 3: Input Components to the SDBIPs



The JT Gaetsewe District Municipality utilizes the SDBIPs to align its service delivery priorities with its budget; that is, demands for service delivery with the institution means to deliver these priorities.

Figure 4: The SDBIPs as a performance management tool



- ❑ The municipal key service delivery and budget objectives and priorities are cascaded down from the IDP to the annual (in-year) SDBIP. These objectives and priorities are expressed as performance indicators and targets in the SDBIP and used to provide the basis for the design and implementation of the Municipal Performance Management System (PMS).
- ❑ The performance indicators and targets are categorized according to implementation responsibility in each of the individual Departmental SDBIPs (for each of the Departments of the Municipality).
- ❑ The performance indicators and targets in the SDBIPs are then transferred to the Performance Plans of the different Section 57 managers in the Municipality, and they are subsequently evaluated and assessed against those indicators and targets.

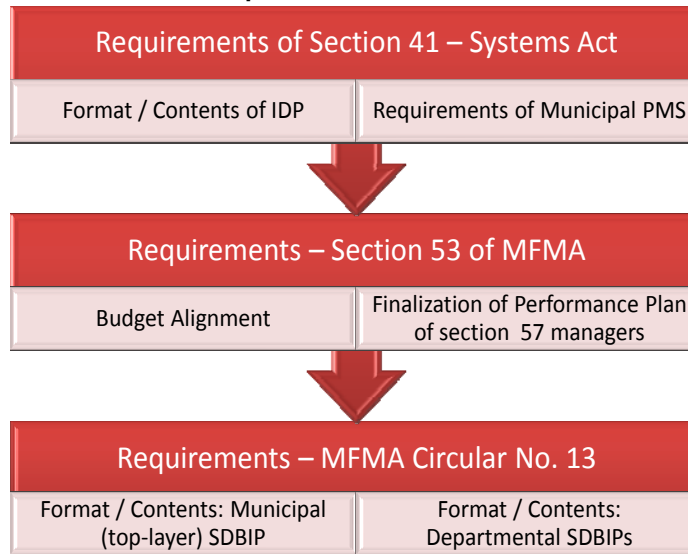
1.3 Contents and Format of the SDBIP

The Service Delivery and Budget Implementation Plan of the Municipality will be compiled --

- ❑ according to the operational requirements of MFMA Circular No. 13, issued by National Treasury on 31 January 2005, and
- ❑ according to the requirements of the Regulations for the Performance Management of Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 to allow the Municipality to align its organisational performance management system with the individual PMS.

The JT Gaetsewe District Municipality has identified the following statutory guidelines as guidelines for developing a format for its SDBIPs. These are as follows:

Figure 6: Statutory framework for the compilation of SDBIPs



Other, operational guidelines that were also considered as practicalities in deciding the format and contents of the SDBIPs, were

- guidelines made available by the Northern Cape Provincial Government regarding the format and contents of SDBIPs in the Province,
- the formatic requirements of the John Taolo Gaetsewe IDP;
- MFMA Circular No. 12, that prescribed the GFS system according to which the SDBIPs must be completed.

The SDBIPs are essentially implementation plans, and would therefore be based on the IDP goal (strategic objectives). These objectives will therefore ultimately provide the bases for the finalization of municipal performance indicators and targets, as well as those for individual section 57 managers.

Two statutory guidelines were eventually considered in finalizing the format for the SDBIPs, namely:

- The requirements of MFMA Circular No. 13, which was issued in January 2008; and
- The requirements of the Regulations for the Performance Management of Municipal Managers and Managers Directly Accountable to the Municipal Manager. 2006.

<u>Requirements of MFMA Circular No. 13</u>	<u>Requirements of the Regulations for the PMS – S. 57 Managers</u>
<ul style="list-style-type: none"> ❑ <i>The SDBIPs must reflect the priorities and format of the performance indicators and targets in the Municipal IDP.</i> ❑ <i>A secondary categorization must reflect the GFS classification system.</i> 	<ul style="list-style-type: none"> ❑ <i>The Regulations stipulates that municipal performance must be measured in respect of the following identified areas:</i> <ul style="list-style-type: none"> ❑ <i>Basic Services Delivery;</i> ❑ <i>Local Economic Development;</i> ❑ <i>Municipal Institutional Transformation and Development;</i> ❑ <i>Financial Viability and Management; and</i> ❑ <i>Good Governance and Public Participation.</i>

The Municipal Planning and Performance Management regulations, 2001 stipulates the following requirements in respect of performance indicators and targets:

<u>Regulation 9: Key Performance Indicators</u>	<u>Regulation 12: Key Performance Targets</u>
<p>(1) (a) <i>A municipality must set key performance indicators, including input indicators, output indicators and outcome indicators, in respect of each of the development priorities and objectives referred to in section 26(c) of the Act.</i></p> <p>(b) <i>A key performance indicator must be measurable, relevant, objective and precise.</i></p> <p>(2) <i>In setting key performance indicators, a municipality must ensure that-</i></p> <p>(a) <i>communities are involved; and</i></p> <p>(b) <i>the key performance indicators inform the indicators set for-</i></p> <p>(i) <i>all its administrative units and employees; and</i></p> <p>(ii) <i>every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.</i></p>	<p>(1) <i>A municipality must, for each financial year, set performance targets for each of the key performance indicators set by it.</i></p> <p>(2) <i>A performance target set in terms of sub-regulation (1) must -</i></p> <p>(a) <i>be practical and realistic;</i></p> <p>(b) <i>measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;</i></p> <p>(c) <i>be commensurate with available resources;</i></p> <p>(d) <i>be commensurate with the municipality's capacity; and</i></p> <p>(e) <i>be consistent with the municipality's development priorities and objectives set out in its integrated development plan.</i></p>

1.4 The SDBIP and the Organizational Performance Management System

The Performance Management Framework of the Municipality consists of the IDP, the budget, the municipal service delivery and budget implementation plan, the departmental service delivery and budget implementation plans, and the Performance Agreements of section 57 managers.

Performance outcomes will be set for the municipality as part of the integrated strategic planning and IDP review processes. These outcomes represent envisaged *deliverables* and could be regarded as the *performance indicators* for the municipality. These performance indicators would be published as required in terms of the Municipality Systems Act, 2000. In order to give practical effect to the

legislative requirements of section 26 of the Municipal Systems Act, 2000, the Municipality identifies the developmental priorities and objectives from the IDP to inform the Municipal Performance Management System.

A *Departmental Service Delivery and Budget Implementation Plan* is prepared for each of the Departments in the municipality. These Plans are requirements for the structured cascading down of the IDP to implementation levels in the municipality. This is necessary align the performance management indicators and targets in the IDP to the performance of individual managers in the Municipality. The outcome-responsibilities of senior managers are attached to these plans, and the key performance indicators and targets that feature in these plans must also be reflected in the departmental SDBIPs.

A *Municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* will be compiled to integrate the individual Departmental SDBIPs and guide the design and development of an organisational scorecard for the Municipality in respect of planned performance for a specific financial year. The format of the multi-year Departmental SDBIPs of the Municipality would be based on the requirements of MFMA Circular No. 13, dated 31 January 2005.

The Municipality align its budget with its Municipal (top-layer) Service Delivery and Budget Implementation Plan as part of the annual planning and budgeting processes as prescribed in the Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003.

The Municipality's performance measurement is based on a comparison between performance targets set for a certain period in respect of specific key performance indicators, and the actual performance delivered. The Municipality's performance measurement must, as a minimum, produce the results prescribed in Regulation 13 (3) and (4) of the Municipal Planning and Performance Management Regulations, 2001. This implies that the following will be considered when the PMS is reviewed annually:

- (a) *Costs, resources and time used to produce outputs in accordance with the input indicators set for the Municipality;*
- (b) *The extent to which the municipality's activities or processes produced outputs in accordance with the output indicators set for the Municipality; and*
- (c) *The total improvement brought about by the performance achieved.*

Regulation 13 (4):

- (a) *identify the strengths, weaknesses, opportunities and threats of the municipality in meeting the key performance indicators and performance targets set by it, as well as the general key performance indicators prescribed by regulation 10;*
- (b) *review the key performance indicators set by the municipality in terms of regulation 9; and*
- (c) *allow the local community to participate in the review process.*

The Municipality utilises the following reporting requirements as tools to report on mid-year and annual performance:

- The Mid-Year Budget and Performance Review Report, as prescribed in section 72 of the Municipal Finance Management Act, 2003 to report on mid-year performance; and

- ❑ The Annual and Oversight Reports, as prescribed in terms of section 46 of the Municipal Systems Act, 2000 and sections 121, 127 and 129 of the Municipal Finance Management Act, 2003 to report on annually performance.

1.5 The SDBIP and the Individual Performance Management System

Stipulations of Section 53 of the Municipal Finance Management Act, 2003 regarding SDBIPs, the budget and the Performance Agreements of individual Section 57 Managers

- (1) *The mayor of a municipality must-*
 - (a) *provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;*
 - (b) *co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget; and*
 - (c) *take all reasonable steps to ensure-*
 - (i) *that the municipality improves its annual budget before the start of the budget year;*
 - (ii) *that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and*
 - (i) *that the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers-*
 - (aa) *comply with this Act in order to promote sound financial management;*
 - (bb) *are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and*
 - (cc) *are concluded in accordance with section 57(2) of the Municipal Systems Act.*
- (2) *The mayor must promptly report to the municipal council and the MEC for finance in the province any delay in the tabling of an annual budget, the approval of the service delivery and budget implementation plan or the signing of the annual performance agreements.*
- (3) *The mayor must ensure-*
 - (a) *that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery targets and budget implementation plan, are made public no later than 4 days after the approval of the service delivery and budget implementation plan; and*
 - (b) *that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.*

The Municipality has introduced a PMS that measures (1) municipal performance, based on the performance and budget indicators and targets in the Municipal SDBIP and (2) individual performance (of section 57 managers) based on the service delivery and budget indicators and targets in the Departmental SDBIPs.



Chapter 2

**Municipal Development Strategies
from the 2011/ 12 Reviewed IDP**

Introduction

The strategies presented in this Section of the IDP were formulated according to the following management principles and approach:

- (1) **What Strategies?** The Constitutional core functions of the John Taolo Gaetsewe District Municipality have been identified.
- (2) **How much or many (required)?** Based on the results and conclusions of the situation analysis in respect of each of the identified core functions in the Section B, the needs and requirements of the district in terms of each of the identified core functions have been determine.
- (3) **What can be delivered (capacity)?** An analysis of the John Taolo Gaetsewe District Municipality's institutional capacity to deliver has been performed; which were compared with the extent of needs and requirements for that specific core function. The result had informed the extent and scope of performance targets that were linked to the different strategies.
- (4) **Context (management framework).** The relevant national, provincial and sector priorities and plans that provide the management framework within the context of which strategies must be formulated have been identified in respect of the identified core functions.

Five (5) National Key Performance Areas and 12 National Outcomes

For the last five or six years, Government measured the performance of municipalities in terms of the 5-Year Strategic Agenda for Local Government, which focused on the 5 prescribed key performance areas identified for municipalities across the country, namely:

- (1) Institutional Transformation and Organisational Development;
- (2) Municipal Financial Management and Viability;
- (3) Basic Services and Infrastructure;
- (4) Local Economic Development; and
- (5) Good Governance and Public Participation.

The implication was that the IDP, as the starting point of the performance management process, was structured according to the identified 5 KPAs (Key Performance Areas).

However, since the approval of the Local Government Turnaround Strategy by National Cabinet on 2 December 2010, and the subsequent signing of the performance contract regarding Outcome 9 of the National Outcomes, the structure and contents of national priorities have changed. It could therefore be concluded that the way in which IDPs are structured must also change to reflect the new performance management framework of National Government.

There are a total of **12 National Outcomes**, namely:

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.

- Outcome 8: Sustainable human settlements and improved quality of household life.
 Outcome 9: A responsive, accountable, effective and efficient local government system.
 Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced.
 Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
 Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

All national, provincial and local agencies, including municipalities, are supposed to assist Government in implementing the activities associated with these outcomes; and their performance will ultimately be measured in terms of these Outcomes.

The Monitoring and Evaluation Department of the Presidency will measure the performance of public institutions in South Africa in terms of the identified 12 National Outcomes. It is therefore envisaged that the performance of municipalities will in future be measured in term of their contribution to enable Government to achieve these Outcomes. In light of this statement, it could be concluded that IDPs must be formulated and structured according to the 12 National Outcomes.

Structure of the 2012/13 IDP Reviews

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Water & Sanitation	<p>Water:</p> <ul style="list-style-type: none"> Land development: Majority of community on tribal land. Difficult to determine the level of delivery. (Ga-Segonyana and Joe Morolong) IGR report- service delivery and backlogs Gamagara will be able to deliver basic water to 100% of households, but not Joe Morolong Ga-Segonyana will not be able to achieve the target: Rapid growth, lack of adequate funds, migration and land administration <p>Sanitation:</p> <ul style="list-style-type: none"> Ga-Segonyana – UDS system needs to be replaced Low and high level of underground water Report from Mr. Molosi regarding water and sanitation <p>Targets according to the IDPs of different local municipalities regarding access to water, electricity and other basic services</p> <ul style="list-style-type: none"> Underground water contamination – system systems current in place (pit latrine) are contaminating underground water Governance 	<ul style="list-style-type: none"> Assist local municipalities to identify funding sources for projects Assist with development of business plan Service level agreements between local and district (all municipalities to identify area where they need assistance from the district) Informal relationships for assistance need to be formalized Conduct studies (or assist to seek funds) to obtain accurate information for planning purposes regarding issues such as access to services Assist local municipalities to have a pro-active good working relationship with tribal authorities Lack of coordination between local and tribal authorities to be addressed Conduct an audit to identify skills shortages and assist locals to address the gap Equitable sharing of resources allocated through the DoRA and equitable share
	<p>Roads &</p> <ul style="list-style-type: none"> Access roads in poor condition 	

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Transport	<ul style="list-style-type: none"> • Connector roads in poor condition – will also improve economic activity and therefore increase the revenue base • Provincial roads in poor condition • Bridges and road signs in the jurisdiction of local municipalities • Weighing bridges (money collection) • Congestion of traffic in Kuruman and Kathu 	<ul style="list-style-type: none"> • Plan • Promote non-motorized transport (main needs exposed in the ITP)
Local Economic Development (LED)	<ul style="list-style-type: none"> • Communities not benefitting from economic activities such as mining, procurements, etc. • Too much emphasis on the mining sector. The economic planning in the district must be more balanced • Some LED opportunities, such as sand mining, are not adequately pursued • SMME development. (National LED Framework) 	<ul style="list-style-type: none"> • Coordinated approach negotiated with mines • Enforcement of legislation in relation to the revised Mining Charter and revised Social Labour Plans • Development of LED Strategies and Policies • Monitor compliance with the mining charter • District Mining Forum for interaction with the mines (LED Forum to play this role. One sub-committee will be the mining forum) • Reconcile between land development policies of district and Department of Mineral Resources granting of mining licenses. Consultation required. • Ensure sharing of common understanding of what LED is and the role of local government in LED throughout the district. • Promote PPPs. • Enter into service level agreements with LMs about tourism development in the district. • Support the tourism association in line with the Northern Cape Tourism White Paper. • CRDP coordination
Land Development and reform	<ul style="list-style-type: none"> • Scheme regulations – all municipalities should review them (compliance scheme regulations). All locals must have own land use management schemes • Traditional leaders. Joe Morolong does not yet have town planning regulations for the former non-DMA area • District must support LMs to ensure that all processes are followed with land utilization 	<ul style="list-style-type: none"> • Support local municipalities to improve relationships with Traditional Leadership in relation to land administration to ensure uniformity throughout the district • Support local municipalities in enforcing by-laws related to land use management. • Support municipalities in terms of the vesting of land. • Sensitise the Department of Land Affairs about the shortage of land.

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
<p>Integrated Human Settlements</p>	<p>processes</p> <ul style="list-style-type: none"> • Availability of land and provision of infrastructure • Eradication of mud houses • Address all back locks of houses in Gamagara • Housing for community and employees in Gamagara 	<ul style="list-style-type: none"> • Support local municipalities in land management • Integration with other sectors (such as development of core skills, etc.) • Sourcing of funds • Development of Business plans • Assistance with formulizing, training and workshops to facilitate the formalizing of the formal areas • Housing accreditation – level 1 achieved, level 2 to be addressed- Capacity building of housing unit, training and development and appointment of staff in the unit • Upgrading of informal settlement with access to basic services and secure tenure • Community consultation and participation- participatory rural appraisal in the process of identifying needs and providing human settlements • Securing of funds for housing needs register/ database • Transfer of houses to owners where applicable (function of local municipalities)
	<p>Sustainable Development Orientated Municipality</p>	<p>Financial Viability</p> <ul style="list-style-type: none"> • % of Capital spent (alignment with Outcome 9) • Funding • Insufficient funding
<p>Organisational Development</p> <ul style="list-style-type: none"> • (Filling of Senior posts) • Employment Equity • Skills Development • Employee wellness policy and strategy 		<ul style="list-style-type: none"> • Assistance in line with service level agreements with the Local Municipalities where applicable- shared services in terms of service level agreement (for example Internal Audit) • Ensure synergy in terms of institutional support to all Local Municipalities • Employee wellness programmes coordination
<p>Anti Corruption</p>		<ul style="list-style-type: none"> • Support with drafting of Anti-Fraud and

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
	<ul style="list-style-type: none"> • Disclosure and declaration of interests • Fraud prevention Plan 	<ul style="list-style-type: none"> • Anti-Corruption Plans or Strategies
<p>Sustainable Development Orientated Municipality (Cont)</p>	<p>Good Governance</p> <ul style="list-style-type: none"> • Non Compliance with legislation • Performance Management - service level agreement (standards and quality) • Accountability and responsiveness (Batho Pele) • Public Participation 	<ul style="list-style-type: none"> • Alignment of the Spatial Development Framework of the District with the Local Municipalities • Labour Relations Forum (monthly) • CFO Forum (To be established- quarterly) • Corporate Services Forum (To be established- quarterly) • IGR Forum (quarterly meetings) • Speaker's forum (To be established- quarterly) • Mayoral forum (quarterly) • Disaster management forum (quarterly) • Stakeholders Forum for CRDP (To be established- quarterly) • LED Forum (established- quarterly) and LED Coordinating (To be established- Bi-monthly) • IDP regional steering forum (quarterly) (District Planning Forum) • District Growth and Development forum (To be established- quarterly) • IT Steering committee (bi-monthly) • District Aids Council (quarterly) • Risk Committee (To be established- quarterly) • EPWP Forum (quarterly) • District Forum on Climate Change (to be established and awareness campaigns to be held) <p>Schedule of time-frames for sessions of forums to be finalized as part of IDP processes</p>
<p>Environmental, Climate Change & Municipal Health</p>	<ul style="list-style-type: none"> • Low water levels • Environmental pollution • Manpower (inadequate to address all issues in the district) • Air quality control • Properly established and licensed landfill sites and waste recycling capacity (licensing of landfill sites in Gamagara) • Illegal sand mining to be addressed • Climate change • Solar energy (For future purposes) • Water quality management 	<ul style="list-style-type: none"> • 1 person identified to be trained in air quality • Currently delegated to the Province • Secure funds to perform the function • Compliance with Section 78 • Climate Change- Function to be coordinated by the District Forum on Climate Change (to be established and awareness campaigns to be held) • Review of Waste management plan and Environmental Impact Assessment plans

Priority	Common Issues effecting the entire District	Role of the District Municipality in facilitating development in the district
Disaster Management	<ul style="list-style-type: none"> • Integrated institutional capacity for Disaster Management • Disaster management plan to be reviewed • Risk reduction programmes • Response and recovery 	<ul style="list-style-type: none"> • Integrated institutional capacity for Disaster Management • Disaster management plan to be reviewed • Risk reduction programmes • Response and recovery
Promotion of Health in the District	<ul style="list-style-type: none"> • Awareness campaigns (HIV & Aids, TB, Cancer, Asbestos, etc) • Local HIV & Aids Councils • Review HIV & Aids Plan and Policies • Partnership with other stakeholders 	<ul style="list-style-type: none"> • Coordination • Support structures at Local Municipalities • VCT promotion • Promotion of partnerships with stakeholders • Capacity building (Health capacity initiatives)

The core functions of district municipalities is determined by the requirements of sections 83-89 of the Municipal Structures Act, 1998; read on conjunction with sections 152-153 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). From this perspective, the John Taolo Gaetsewe District Municipality is responsible to –

- (1) structure its administration, budgetary and financial systems and processes in such a manner that the development needs of the communities of the district are promoted in a sustainable manner; and
- (2) participate in national and provincial development programmes.

On the level of strategic and development planning, these functions culminate into the following constitutionally prescribed functions:

Section 153 of the Constitution: The objects of local government are -

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisations in the matters of local government.

A municipality must strive, within its financial and administrative capacity, to achieve the objects set out (above). These, the above-mentioned, constitutionally prescribed functions must be read in conjunction with the functions prescribed in Schedules 4 and 5 of the Constitution.

Figure / Table / Graph 90: *Applicable Constitutional functions of municipalities*

Schedule 4 (Part B)	Schedule 5 (Part B)
<ul style="list-style-type: none"> ✓ Air pollution ✓ Building regulations ✓ Child care facilities ✓ Electricity and gas reticulation ✓ Firefighting services ✓ Local tourism ✓ Municipal airports 	<ul style="list-style-type: none"> ✓ Billboards and the display of advertisements in public places ✓ Cemeteries, funeral parlours and crematoria ✓ Cleansing ✓ Control of public nuisances ✓ Control of undertakings that sell liquor to the public

<ul style="list-style-type: none"> ✓ Municipal planning ✓ Municipal health services ✓ Municipal public transport ✓ Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law ✓ Stormwater management systems in built-up areas ✓ Trading regulations ✓ Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems 	<ul style="list-style-type: none"> ✓ Facilities for the accommodation, care and burial of animals ✓ Fencing and fences ✓ Licensing of dogs ✓ Licensing and control of undertakings that sell food to the public ✓ Local amenities ✓ Local sport facilities ✓ Markets ✓ Municipal abattoirs ✓ Municipal parks and recreation ✓ Municipal roads ✓ Noise pollution ✓ Pounds ✓ Public places ✓ Refuse removal, refuse dumps and solid waste disposal ✓ Street trading ✓ Street lighting ✓ Traffic and parking
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In the context of the above-mentioned constitutional prescribed framework, the responsibilities of the district municipality is prescribed in section 83; read in conjunction with the requirements of sections 84 and 88 of the Municipal Systems Act, 1998. These responsibilities could be explained as follows:

Municipal Structures Act, S. 83. (1) *A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution.*

(2) The functions and powers referred to in subsection (1) must be divided in the case of a district municipality and the local municipalities within the area of the district municipality, as set out in this Chapter.

(3) *A district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by—*

(a) ensuring integrated development planning for the district as a whole;

(b) promoting bulk infrastructural development and services for the district as a whole;

(c) building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and

(d) promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

Figure / Table / Graph 91: Positioning of the functions and responsibilities of district municipalities in relation to the integrated municipal governance framework

Function in schedules 4 and 5 of the Constitution	Integrated Planning and Development Facilitation	Promoting bulk infrastructural development and services for the district as a whole	Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking	Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area
Air pollution			✓	
Building regulations			✓	
Electricity and gas reticulation		✓		
Fire fighting services		✓		
Local tourism	✓			✓
Municipal airports		✓		
Municipal health services		✓		✓
Municipal public transport		✓		✓
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law		✓		✓
Stormwater management systems in built-up areas		✓		✓
Trading regulations			✓	
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems		✓		✓
Billboards and the display of advertisements in public places				
Municipal planning	✓			
Cemeteries, funeral parlours and crematoria		✓		
Cleansing				
Control of public nuisances				
Control of undertakings that sell liquor to the public				
Facilities for the accommodation, care and burial of animals				
Fencing and fences				
Licensing of dogs				
Licensing and control of undertakings that sell food to the public				
Local amenities		✓		✓
Local sport facilities		✓		✓
Markets	✓		✓	✓
Municipal abattoirs		✓		✓
Municipal parks and recreation		✓		✓
Municipal roads		✓		✓
Noise pollution				
Pounds				
Public places				
Refuse removal, refuse dumps and solid waste disposal		✓		✓
Street trading			✓	
Street lighting		✓		✓
Traffic and parking		✓		✓

The above-mentioned functions must be conceptualised within the context of section 88 of the Municipal Structures Act, 1998; which implies that the role of the district municipality are to –

Figure / Table / Graph 92: *Context of the responsibilities of the Municipal Structures Act, 1998 in terms of district-wide service rendering*

Requirements of section 88 of the Structures Act, 1998	Implications for the compilation of the IDP of the JT Gaetsewe DM
<p>88. (1) A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other.</p> <p>(2) (a) A district municipality on request by a local municipality within its area may provide financial, technical and administrative support services to that local municipality to the extent that that district municipality has the capacity to provide those support services.</p> <p>(b) A local municipality on request of a district municipality in whose area that local municipality falls may provide financial, technical and administrative support services to that district municipality to the extent that that local municipality has the capacity to provide those support services.</p> <p>(c) A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same district municipality to the extent that it has the capacity to provide those support services, if the district municipality or that local municipality so requests.</p>	<ul style="list-style-type: none"> ❑ The primary role of the district municipality is to support the local municipalities in its area of jurisdiction with advise, technical expertise, training and (where possible) financially. ❑ The district municipality must determine the level of development in the different local municipalities in its area of jurisdiction, and put in place measures to promote the equitable distribution of resources and (especially) development opportunities.

2.1 Basic Services and Infrastructure

Municipal Core Functions: Water and Sanitation, Roads and Transport

Environmental Analysis	Basic Service	Joe Morolong		Ga-Segonyana		Gamagara	
		Developed	Under-developed	Developed	Under-developed	Developed	Under-developed
	Dwelling	65.30	34.70	76.60	23.40	60.60	39.40
	Water source	80.30	19.70	98.50	1.50	98.90	1.10
	Toilet facilities	82.40	17.60	88.20	11.80	96.10	3.90
	Energy: Heating	17.00	83.00	46.60	53.40	87.50	12.50
	Energy: Cooking	38.30	61.70	81.30	18.70	95.70	4.30
	Energy: Lighting	86.20	13.80	91.00	9.00	97.40	2.60
	Refuse Disposal	0.50	99.50	24.90	75.10	94.90	5.10
Developed status:							
Dwelling: House on separate stand, flats, complex, duplex							
Water: Piped water within 200m from dwelling							
Energy: Electricity and gas							
Refuse Removal: Removed by municipality at least once a week							

Component	Department Basic Services and Infrastructure
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Measurable Performance Objectives:

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
To address and accelerating housing basic backlogs JTG	Compiled business plan/s for housing and housing needs register	3	3			
	Monitoring and quality assurance reports for Local Municipalities	4	4			
	Facilitate the construction of houses in	100	100			

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
	Gamagara					
	Facilitate the construction of houses in Ga-Segonyana	100	100			
	Facilitate the construction of houses in Joe Morolong	100	100			
	Construct houses in Vanzylsrus	22	22			
To accredit JTGD (Level 2 and 3)	Accredited JTGD	1	1			
To support LMs to reach the national target of water and sanitation (by 2014)	Reports of households with basic level of water and sanitation	4	4			
To review the Integrated Transport Plan	Reviewed ITP	1	1			
To ensure effective EPWP	Implementation of the EPWP protocol	1	1			

**Budget Alignment:
Basic Services and Infrastructure**

Strategic Objective[s]	FY 2012/2013			FY 2013/14		FY 2014/15	
	Expenditure Estimates	Revenue Estimates	Balance	Expenditure Estimates	Revenue Estimates	Expenditure Estimates	Revenue Estimates
To address and accelerating housing basic backlogs JTG and secure housing accreditation at levels 2 and 3	2,161,738	3,500	(2,158,238)	2,269,474	3,600	2,382,948	3,800
To support local municipalities to reach the national target of water and sanitation by 2014	3,205,617	1,050	(3,204,567)	3,365,898	1,260	3,534,193	1,323
To ensure effective EPWP	1,000,000	1,000,000	0	0	0	0	0

The source of the EPWP funds is the EPWP Integrated grant.

The objective of the revision of the Integrated Transport Plan will be funded with financial assistance from the relevant sector department.

Municipal Core Function:	Environmental & Municipal Health
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Environmental Analysis	<p>The John Taolo Gaetsewe District Municipality (JTGDM) provides MHS in the Joe Morolong Local Municipality (MLM). The MHS services provided by JTGDM include malaria control at the Botswana Borders. The JTGDM prioritise surveillance and prevention of communicable diseases, excluding immunizations, health surveillance of premises, water quality, food control, environmental pollution control; waste management, and vector control as the key functions. The JTGDM view surveillance of communicable disease as an indicator for environmental problem that would need proactive environmental health intervention strategy and plan. The municipality views this function as a fundamental aspect of inter-governmental and intersectoral approach to improving the health of the inhabitants of the district and is compliant with the Bill of Rights of the Constitution. Water quality is viewed as key because most water sources are either boreholes or wells. The failure rate of water sources (i.e. bacterial counts exceeding water quality standards) and the blue drop requirements make water quality a priority. Even though malaria is not the competency of the JTGDM, the municipality provides this service due to cross-border transfer of malaria mosquitoes from the Botswana Border.</p>
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Component	Community Development Services
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Programmes & Projects

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
To provide effective Municipal Health Services as determined by the NHA to the total district.	District-wide access to 9 legislative functions <ul style="list-style-type: none"> • Water quality monitoring • Building inspections • Food quality monitoring • Vector control • Surveillance of Communicable diseases • Prevention-reduction-environmental pollution • Implementation of health and hygiene • Occupation health and safety • Monitor hazardous substance and chemical safety 	9	9			
Absorb all EHPs from local municipalities to the district	Implementation of Section 78 (of the MSA) with Gamagara and Ga-Segonyana	2	2			

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
To promote health awareness in the district	Conducted awareness programmes	4	4			
HIV/AIDS coordination	Implementation of HIV/AIDS policy	1	1			

Budget Alignment:

Environmental & Municipal Health Services

Strategic Objective[s]	FY 2012/2013			FY 2013/14		FY 2014/15	
	Expenditure Estimates	Revenue Estimates	Balance	Expenditure Estimates	Revenue Estimates	Expenditure Estimates	Revenue Estimates
To provide effective Municipal Health Services as determined by the NHA to the total district							
To absorb all EHPs from local municipalities to the district	6,445,012	8,000	(6,437,012)	6,767,263	8,000	7,105,626	8,000
HIV/Aids coordination							
To promote health awareness in the district	200,000	0	(150,000)	150,000	0	165,375	0

The budget for the first three objectives include the health awareness campaigns planned for the district, as indicated for the fourth objective

Municipal Core Function: Disaster Management

Environmental Analysis	<ul style="list-style-type: none"> The focal point of all efforts in disaster risk management lies in the DMC. The centre is required to fulfill numerous important disaster risk management functions, namely planning, resource management, reporting, etc. Although the municipal department within the John Taolo Gaetsewe District Municipality assigned with the Disaster Management function should direct and facilitate the disaster risk management process, it cannot perform the whole spectrum of disaster risk management activities on its own. Disaster risk management is everybody's business. Therefore it is required that each municipal department and each local municipality within the District assign a person or section within the department / local municipality to be the nodal point for disaster management activities in that department / local municipality.
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Component	Disaster Management
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Programmes & Projects

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
Integrated Institutional Capacity for Disaster Management	Establish a fully operational Disaster Management Centre	4	4	4	4	4
Review the Disaster Management Plan	Review the Disaster Management Plan of the District	1	0	1	0	0
Risk Reduction Programmes	Conduct training session to volunteers	1	1	1	1	1
Response and Recovery	Number of reports represented to Council	4	4	4	4	4

Budget Alignment: Disaster Management

Strategic Objective[s]	FY 2012/2013			FY 2013/14		FY 2014/15	
	Expenditure Estimates	Revenue Estimates	Balance	Expenditure Estimates	Revenue Estimates	Expenditure Estimates	Revenue Estimates
Integrated Institutional Capacity for Disaster Management							
Review of the Disaster Management Plan	3,107,474	0	(3,107,474)	3,262,848	0	3,425,990	0
Risk Reduction Programmes							
Response and Recovery							
NEAR System	423,000	5,000	(418,000)	444,150	5,250	466,358	5,513

2.2 Local Economic Development (LED)

Municipal Core Function Local Economic Development

Environmental Analysis	Category	Joe Morolong Local Municipality	Ga-Segonyana Local Municipality	Gamagara Local Municipality	JT Gaetsewe
	No income	34 763	34 175	11 423	82 607
R1 - R400	21 933	14 107	2 435	38 758	
R401 - R800	2 353	2 666	1 370	6 623	
R801 - R1 600	8 676	8 084	3 116	20 539	
R1 601 - R3 200	843	2 238	1 646	5 174	
R3 201 - R6 400	393	2 694	1 675	5 221	
R6 401 - R12 800	507	1 725	1 180	3 757	
R12 801 - R25 600	0	413	600	1 274	
R25 601 - R51 200	0	43	143	227	
R51 201 - R102 400	0	335	20	375	
R102 401 - R204 800	0	264	44	362	
R204 801 or more	46	54	0	116	
Response not given	480	1 753	4 164	6 654	
Institutions	17	1 239	247	1 767	

Component	LED – Local Economic Development
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Programmes & Projects

Objective	Key Performance Indicator	Base-line	YN (2012/ 13)	YN+1 (2013/ 14)	YN+2 (2014/ 2015)	YN+3 (2015/ 16)
Review of LED Strategy	Annual review of the LED Strategy	1	1	1	1	1
To ensure effective co-ordination of the implementation of the LED Strategy and the DGDS in the district in line with PGDS and other policies	Quarterly Reports on implementation of the DGDS and LED Strategy	4	4	4	4	4
To facilitate optimal participation of Social Partners in the Economic Growth initiatives of the District	Bi-annual Progress Reports on LED projects funded by Social Partners	2	2	2	2	2

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
To effectively co-ordinate Social and Labour plans (SLPs) to benefit the entire district	Report quarterly on progress of implementation of SLPs in the District	4	4	4	4	4
	Bi-Monthly Meetings (SLP/Mining Sector Committee)	6	6	6	6	6
To facilitate the co-ordination of CRDP for creation of vibrant, equitable and sustainable rural communities and food security throughout the District	Quarterly Progress Reports on the CRDP initiatives in identified sites in the District	4	4	4	4	4
To facilitate the creation of jobs / employment opportunities in the district	Quarterly Reports on number of Job opportunities created within the District	4	4	4	4	4
	Report on the facilitation of the establishment of Women and Youth co-operatives in all local municipalities within the district	4	4	4	4	4
	Report on the number of local suppliers, SMME and HDIs on procurement opportunities of Social Partners	4	4	4	4	4
	Developed District wide SMME Database	1	1	1	1	1
To facilitate optimal participation of Social Partners in the Economic Growth initiatives of the District	Number of meetings (DGDS / LED Forum)	4	4	4	4	4
Facilitate the coordination structure to foster LED co-operation	Report on LED Coordinating committee meetings	4	4	4	4	4
Facilitate LED capacity in the District	Enter into service level agreements with LMs on the allocation of LED functionaries per LM.	3	3	3	3	3
	Report on LED Training/Capacity building in the District	4	4	4	4	4
To facilitate availability of Land for Economic Development	Bi-annual Report on acquisition of State Owned Land for Economic Development purposes	1	2	2	2	2
To develop and promote tourism in the District	Report on the number of tourism training, business opportunities and Tourist visits in the District	4	4	4	4	4
	Quarterly reports on how to assist Local Municipalities in the development Tourism Plans	4	4	4	4	4

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
	(heritage, township and rural tourism experiences)					
To support and coordinate local stakeholder involvement in tourism development	Quarterly meetings of JTG Tourism Association	4	4	4	4	4
To market the District as a preferred tourism destination	Report on the implementation of the JTG District Tourism Marketing Survey	4	4	4	4	4

Budget Alignment:

Strategic Objective[s]	FY 2012/2013	FY 2013/14	FY 2014/15
	Expenditure Estimates	Expenditure Estimates	Expenditure Estimates
LED	5,428,606	5,700,036	5,985,038

2.3 Good Governance & Public Participation

Municipal Core Function	Sustainable Development Orientated Municipality
Component	MM's OFFICE
Environmental Analysis	<p>It is a key aim of the JT Gaetsewe DM to promote the effective participation of the communities of the JT Gaetsewe district in the decisions and affairs of Council. Other priorities flowing from this aim are as follows:</p> <ul style="list-style-type: none"> To improve the functionality and stability of the Council and ensure effective exercise of its oversight role To maintain stability in the Municipality To establish and maintain sound cooperative governance in the District

	<ul style="list-style-type: none"> • To ensure effective integrated development planning and performance management • To ensure effective risk management in the district • To deal with fraud and corruption and promote ethical behavior in the Municipality • To improve and maintain the network and IT systems
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Programmes & Projects

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
Risk Management	Risk Management Assessment	4 (1 per Municipality)	4	4	4	4
	Reviving of Risk committees	16	16	16	16	16
	Review of risk management framework	4	4	4	4	4
Anti-corruption	Review and implementation of fraud and corruption prevention plan	4	4	4	4	4
	Review of fraud and corruption policy	4	4	4	4	4
	Fraud and corruption awareness	1	1	1	1	1
Ethics management	Development of ethics management policy	4	4	4	4	4
	Ethics management awareness	1	1	1	1	1
To ensure an effective IDP and PMS	Credible and fully aligned IDP with Local Municipalities	1	1	1	1	1
	IDP (develop, approve and review)	4	4	4	4	4
	Effective PMS in the district	1	1	1	1	1

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
To evaluate the adequacy and effective of risk, internal controls and governance process.	Frequency of the internal audit reports that are issued to Municipality.	16	16	16	16	16
An adequate and effective Internal audit framework	Internal Audit framework	1	1	1	1	1
	Compile the Internal Audit policy.	1	1	1	1	1
	Internal Audit charter	1	1	1	1	1
	Audit Committee charter	1	1	1	1	1
Targeted groups coordination in the	Establishment and reviving of existing structures	4	4	4	4	4

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
district						

Budget Alignment:

Strategic Objective[s]	FY 2012/2013			FY 2013/14		FY 2014/15	
	Expenditure Estimates	Revenue Estimates	Balance	Expenditure Estimates	Revenue Estimates	Expenditure Estimates	Revenue Estimates
Risk Management objectives	1,164,943	5,000	(1,159,943)	1,223,190	5,000	1,284,350	5,000
IDP / PMS objectives	1,979,484	5,000	(1,974,484)	2,078,458	5,200	2,182,381	5,300
Internal Audit objectives	3,831,832	2,805,000	(1,026,832)	4,023,424	2,945,250	4,224,595	3,092,513
Transversal Programmes	260,000	0	(260,000)	273,000	0	286,650	0
Office of the MM (general management)	2,173,485	8,500	(2,164,985)	2,282,159	8,500	2,465,118	8,500
Administration of Council Affairs	10,279,015	4,788,100	(5,490,915)	9,480,466	2,855,000	10,009,615	3,612,000

Objectives related to anti-corruption initiatives and ethics management will be funded from the budgets allocated to the Office of the Municipal Manager, Internal Audit and Risk Management Services

The budget for the Offices of the Speaker and Executive Mayor have been allocated to "Administration of Council Affairs"

2.4 Institutional Transformation and Development

Municipal Core Function

Sustainable Development Orientated Municipality: *Organizational, Human Resource Management and Development*

Environmental Analysis	<p>The Municipality's Municipal Manager's post is currently vacant, as well as the posts of Manager Basic Services and Infrastructure and HR and Corporate Services. Issues that are currently priorities in the institutional development and management of the municipalities are as follows:</p> <ul style="list-style-type: none"> • To ensure that the management framework for HR is updated and relevant • To ensure that adequate opportunities for the development of employees and councillors exist to ensure an effective organization • All permanent employees and councillors completed skills audit questionnaires • To develop individual learning plans • To comply with the Skills Development Act (Act 97/1998) • Equity Plans in place and implemented and reports submitted to Department of Labour • Organisational structure reviewed and aligned with IDP and budget • Filling of all critical positions • To promote and maintain sound labour relations in the JT Gaetsewe DM, as a caring employer • It is the policy of the JT Gaetsewe District Municipality to annually review its staff establishment to make sure that it reflects the requirements of the IDP. The latest reviewed organisational structure, on a macro organisational level, makes provision for a political structure that focuses on the positions of the Speaker, the Executive Mayor and the Mayoral Committees.
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Component	Corporate Services and HR
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Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
To attract and retain staff	Recruitment of staff within specified turn-around	3 months	3	3	3	3
To review and implement Employment Equity Plan	Reviewed and implemented EE plans	1	1	1	1	1
	Report to DoL	1	1			

Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2015/16)
To train and develop employees and Councilors	Developed WSP	1	1			
	Training conducted in accordance with the WSP		100%	100%	100%	100%
	Completed individual learning plans					
To maintain sound labour relation	Grievances and disciplinary actions conducted within prescribed time frame	3 months	12	12	12	12
	Minutes of the LLF	4	4	4	4	4
To review and align organizational structure with budget	Reviewed and aligned organizational structure	1	1	1	1	1
To improve and maintain the IT systems	Improved IT systems	1	1	1	1	1
	Submitted reports on IT related issues (e.g. trouble shooting, server problems assistance given)	Monthly	Monthly	Monthly	Monthly	Monthly
	Access control, security and firewall	1	100%	100%	100%	100%
	Roster for back-ups in place	1	4	4	4	4
To integrate IT system for the district	Working document for integrated IT system	1	1	1	1	1
To review and promulgate by-laws	Compiled municipal code	1	1	1	1	1
To provide and maintain effective administrative systems	Effective logistical arrangement for Council and Committees meetings	8	8	8	8	8
To implement the record management policy of the Council	Submitted amendments and additions or requests for disposal authority to provincial archival services	1	1	1	1	1
	Documents captured in the Mun-Admin system	4000	1000	1000	1000	1000
	Destruction certificate obtained	1	1	1	1	1
	Record storage area free from pests	2	1	1	1	1
To ensure that the municipality creates a reservoir of skills that can assist in the achievement of goals, and support to local municipalities.	Filling of vacant posts Training Service level agreements					
Contract management	Development of contracts register	1	1	1	1	1

Budget Alignment:

	FY 2012/2013	FY 2013/14	FY 2014/15
Strategic Objective[s]	Expenditure Estimates	Expenditure Estimates	Expenditure Estimates
Salaries and Allowances	7,890,038	8,284,540	8,698,767
General Expenses	2,801,000	2,941,050	3,088,103
Repair and Maintenance	1,281,000	1,346,050	1,412,303
Capital cost	250,000	240,000	220,000
TOTAL	12,222,038	12,811,640	13,419,173
<i>Projected revenue</i>	260,000	265,000	275,000
Municipal Systems Improvement Grant	1,000,000	1,000,000	1,000,000

2.5 Financial Viability and Management

Municipal Core Function	Sustainable Development Orientated Municipality: <i>Financial Viability and Management</i>
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Environmental Analysis	<p>The following critical issues required to achieve sustainable development would be incorporated into the district's long-term financial strategy:</p> <ul style="list-style-type: none"> • Economic climate, within the context of the district's LED Strategy; • The local municipalities' revenue enhancement strategies and initiatives (which need to be finalised or reviewed within a broader district context); • Poverty levels and indicators in the district, linked with the aims and objectives of the District Growth and Development Strategy; • Debt level of the locals (and the district); with initiatives in this regard linked with institutional cash flow strategies; • The district-wide implementation of the Property Rates Act; • Repairs and maintenance increase factor; • Infrastructure development vs. the maintenance of current infrastructure; and • Service delivery cost increases and analysis of per capita service costs.
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Component	Financial Management					
Objective	Key Performance Indicator	Base-line	YN (2012/13)	YN+1 (2013/14)	YN+2 (2014/2015)	YN+3 (2016/17)
To ensure a clean audit in line with the requirements of Operation Clean Audit by 2014	Quarterly reports in terms of the implementation and monitoring of an audit action plan	1 Audit Action Plan	1 Audit Action Plan			
	Develop a compliance register in order to comply with all relevant legislation and regulations	1 Compliance Register	12 reports (monthly)	12 reports (monthly)	12 reports (monthly)	12 reports (monthly)
	Submission of Annual Financial Statements by 31 August	1	1	1	1	1
	Regular update of the asset register	100% updated register	100% updated register	100% updated register	100% updated register	100% updated register
To support local municipalities with the execution of financial management functions	Establishment of the district CFO Forum	0	1			
	Meetings of the CFO Forum (quarterly)	0	4	4	4	4
To compile the annual and adjustment budgets according to the requirements of the MFMA and relevant legislation	Compilation of a credible annual budget according to legislatively determined time-frames	1	1	1	1	1
	Compilation of a credible annual adjustment budget according to legislatively determined time-frames	1	1	1	1	1
To ensure that the municipality comply with the reporting requirements of National and Provincial Treasury, COGHSTA, Council and Management	Monthly and quarterly reports submitted as required	100%	100%	100%	100%	100%

Budget Alignment:

Strategic Objective[s]	FY 2012/2013			FY 2013/14		FY 2014/15	
	Expenditure Estimates	Revenue Estimates	Balance	Expenditure Estimates	Revenue Estimates	Expenditure Estimates	Revenue Estimates
Operating Budget: Budget and Treasury Office	4,903,000	0	(4,903,000)	5,148,570	0	5,405,998	0
Replacement of RSC Levy	0	30,759,000	30,759,000	0	31,682,000	0	32,631,000
Local Government Finance Management grant	1,250,000	1,250,000	0	1,250,000	1,250,000	1,250,000	1,250,000



Chapter 3

Operational Performance Indicators and Targets for the 2012/13 Financial Year

3.1 Basic Services & Infrastructure

Priority	Water and Sanitation Integrated Human Settlements Streets, Stormwater and Transport
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Department	Basic Infrastructure and Services
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KPI- Quantifiable measurements agreed upon to beforehand, that reflect the critical success factors of an organization.

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
To address and accelerating housing basic backlogs JTG	Compiled business plan/s for housing and housing needs register	3	-	3	-	-	3
	Monitoring and quality assurance reports for Local Municipalities	4	1	1	1	1	4
	Facilitate the construction of houses in Gamagara	100	-	-	-	100	100
	Facilitate the construction of houses in Ga-Segonyana	100	-	-	-	100	100
	Facilitate the construction of houses in Joe Morolong	100	-	-	-	100	100
	Construct houses in Vanzylsrus	22	-	-	-	22	22
To accredit JTGDM (Level 2 and 3)	Accredited JTGDM	1	-	1	-	-	1
To support LMs to reach the national target of water and sanitation (by 2014)	Reports of households with basic level of water and sanitation	4	1	1	1	1	4
To review the Integrated Transport Plan	Reviewed ITP	1	-	1	-	-	1
To ensure effective EPWP	Implementation of the EPWP protocol	1	1	-	-	-	1

Priority	Environmental & Municipal Health
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Department	Community Development Services
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Component	Institutional Management and Organizational Development, Good Governance and Public Participation
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KPI- Quantifiable measurements agreed upon to beforehand, that reflect the critical success factors of an organization.

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
To provide effective Municipal Health Services as determined by the NHA to the total district.	District-wide access to 9 legislative functions <ul style="list-style-type: none"> • Water quality monitoring • Building inspections • Food quality monitoring • Vector control • Surveillance of Communicable diseases • Prevention-reduction-environmental pollution • Implementation of health and hygiene • Occupation health and safety • Monitor hazardous substance and chemical safety 	9	9	9	9	9	9
Absorb all EHPs from local municipalities to the district	Implementation of Section 78 (of the MSA) with Gamagara and Gasegonyana	2	-	-	-	2	2
To promote health awareness in the district	Conducted awareness programmes	4	1	1	1	1	4
HIV/AIDS coordination	Implementation of HIV/AIDS policy	1	1	-	-	-	1
Targeted groups coordination in the district	Establishment and reviving of existing structures	4	4	-	-	-	4

Priority	Disaster Management
Department	Community Services
Component	Disaster Management

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
Integrated Institutional Capacity for Disaster Management	Establish a fully operational Disaster Management Centre	4	1	1	1	1	4
Review the Disaster Management Plan	Review the Disaster Management Plan of the District	1	0	0	0	0	0
Risk Reduction Programmes	Conduct training session to volunteers	1	0	0	0	1	1
Response and Recovery	Number of reports represented to Council	4	1	1	1	1	4

3.2 Local Economic Development (LED)

Priority	LOCAL ECONOMIC DEVELOPMENT
Department	LED

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
Review of LED Strategy	Annual review of the LED Strategy	1	-	-	-	1	1
To ensure effective co-ordination of the implementation of the LED Strategy and the DGDS in the district in line with PGDS and other policies	Quarterly Reports on implementation of the DGDS and LED Strategy	4	1	1	1	1	4
To facilitate optimal participation of	Bi-annual Progress Reports on LED projects	2	-	1	-	1	2

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
Social Partners in the Economic Growth initiatives of the District	funded by Social Partners						
To effectively co-ordinate Social and Labour plans (SLPs) to benefit the entire district	Report quarterly on progress of implementation of SLPs in the District	4	1	1	1	1	4
	Bi-Monthly Meetings (SLP/Mining Sector Committee)	6	2	1	1	2	6
To facilitate the co-ordination of CRDP for creation of vibrant, equitable and sustainable rural communities and food security throughout the District	Quarterly Progress Reports on the CRDP initiatives in identified sites in the District	4	1	1	1	1	4
To facilitate the creation of jobs / employment opportunities in the district	Quarterly Reports on number of Job opportunities created within the District	4	1	1	1	1	4
	Report on the facilitation of the establishment of Women and Youth co-operatives in all local municipalities within the district	4	1	1	1	1	4
	Report on the number of local suppliers, SMME and HDIs on procurement opportunities of Social Partners	4	1	1	1	1	4

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
	Developed District wide SMME Database	1	-	1	-	-	1
To facilitate optimal participation of Social Partners in the Economic Growth initiatives of the District	Number of meetings (DGDS / LED Forum)	4	1	1	1	1	4
Facilitate the coordination structure to foster LED co-operation	Report on LED Coordinating committee meetings	4	1	1	1	1	4
Co-ordination of Economic research and Analysis	Strengthened LED capacity with Economic Research Official	1	-	-	-	1	
Facilitate LED capacity in the District	Enter into service level agreements with LMs on the allocation of LED functionaries per LM.	3	-	-	-	3	
	Report on LED Training/Capacity building in the District	4	1	1	1	1	4
To facilitate availability of Land for Economic Development	Bi-annual Report on acquisition of State Owned Land for Economic Development purposes	1	-	-	-	1	2
To develop and promote tourism in the District	Report on the number of tourism training, business opportunities and Tourist visits in the District	4	1	1	1	1	4
	Quarterly reports on how to assist Local Municipalities in the development Tourism Plans (heritage, township and rural tourism experiences)	4	1	1	1	1	4

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
To support and coordinate local stakeholder involvement in tourism development	Quarterly meetings of JTG Tourism Association	4	1	1	1	1	4
To market the District as a preferred tourism destination	Report on the implementation of the JTG District Tourism Marketing Survey	4	1	1	1	1	4

3.3 Good Governance and Public Participation

Priority	Sustainable Development Orientated Municipality
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Department	MM's OFFICE
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Component	Institutional Management and Organizational Development, Good Governance and Public Participation
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KPI- Quantifiable measurements agreed upon to beforehand, that reflect the critical success factors of an organization.

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
To ensure that the municipality creates a reservoir of skills that can assist in the achievement of goals, and support to local municipalities.	Filling of vacant posts Training Service level agreements						
To ensure that information reach communities on time and is clear.	Public Participation Programmes IGR Meetings Communication Strategy (Quarterly Newsletters)						
Compliance with the Municipal Institutional arrangements.	Frequency of meetings**						

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
Risk Management	Risk Management Assessment	4 (1 per Municipality)	4	-	-	-	4
	Reviving of Risk committees	16	4	4	4	4	16
	Review of risk management framework	4	4	-	-	-	4
Anti-corruption	Review and implementation of fraud and corruption prevention plan	4	4	-	-	-	4
	Review of fraud and corruption policy	4	4	-	-	-	4
	Fraud and corruption awareness	1	-	1	-	-	1
Ethics management	Development of ethics management policy	4	-	4	-	-	4
	Ethics management awareness	1	-	-	1	-	1
Contract management	Development of contracts register	1	1	-	-	-	1
To ensure an effective IDP and PMS	Credible and fully aligned IDP with Local Municipalities	1	-	-	-	1	1
	IDP (develop, approve and review)	4	-	-	-	4	4
	Effective PMS in the district	1	1	-	-	-	1

Internal Audit:

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
To evaluate the adequacy and effective of risk, internal controls and governance process.	Frequency of the internal audit reports that are issued to Municipality.	16	4	4	4	4	4
An adequate and effective Internal audit framework	Internal Audit framework	1	-	1	-	-	1
	Compile the Internal Audit policy.	1	-	1	-	-	1
	Internal Audit charter	1	-	1	-	-	1
	Audit Committee charter	1	-	1	-	-	1

3.4 Institutional Transformation and Management

Priority	Sustainable Development Orientated Municipality						
Department	Corporate Services and HR						
Component	Institutional Management and Organisational Development and Good Governance						
Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
To attract and retain staff	Recruitment of staff within specified turn-around	3 months	3	3	3	3	3
To review and implement Employment Equity Plan	Reviewed and implemented EE plans	1	-	1	-	-	1
	Report to DoL	1	-	1	-	-	1
To train and develop employees and Councilors	Developed WSP	1	-	-	-	1	1
	Training conducted in accordance with the WSP						
	Completed individual learning plans						
To maintain sound labour relation	Grievances and disciplinary actions conducted within prescribed time frame	3 months	3	3	3	3	12
	Minutes of the LLF	4	1	1	1	1	4
To review and align organizational structure with budget	Reviewed and aligned organizational structure	1	-	-	-	1	1
To improve and maintain the IT systems	Improved IT systems	1	-	1	-	-	1
	Submitted reports on IT related issues (e.g. trouble shooting, server problems assistance given)	Weekly Monthly	Weekly Monthly	Weekly Monthly	Weekly Monthly	Weekly Monthly	Weekly Monthly
	Access control, security and firewall	1	1	-	-	-	1
	Roster for back-ups in place	1	1	1	1	1	1
To integrate IT system for the district	Working document for integrated IT system	1	-	1	-	-	1
To review and promulgate by-laws	Compiled municipal code	1	-	-	-	1	1
	Reviewed policies						
To provide and maintain effective	Effective logistical arrangement for Council and	8	2	2	2	2	8

Objective	Key Performance Indicator	Base-line	Targets Q1	Targets Q2	Targets Q3	Targets Q4	YN (2012/13)
administrative systems	Committees meetings						
To implement the record management policy of the Council	Submitted amendments and additions or requests for disposal authority to provincial archival services	1	-	-	-	1	1
	Documents captured in the Mun-Admin system	4000	1000	1000	1000	1000	4000
	Destruction certificate obtained	1	-	-	-	1	1
	Record storage area free from pests	2	-	1	-	1	2

3.5 Financial Viability and Management

Priority	Sustainable Development Orientated Municipality
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Department	Budget and Treasury Office
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Objective	Key Performance Indicator	Base-line	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual target
To ensure a clean audit in line with the requirements of Operation Clean Audit by 2014	Quarterly reports in terms of the implementation and monitoring of an audit action plan	1 Audit Action Plan	1 Audit Action Plan				1 Audit Action Plan
	Develop a compliance register in order to comply with all relevant legislation and regulations	1 Compliance Register	3 reports (monthly)	3 reports (monthly)	3 reports (monthly)	3 reports (monthly)	12 reports (monthly)
	Submission of Annual Financial Statements by 31 August	1	1				1
	Regular update of the asset register	100% updated register				100% updated register	100% updated register
To support local municipalities with the execution of financial management functions	Establishment of the district CFO Forum	0	1				1
	Meetings of the CFO Forum (quarterly)	0	1	1	1	1	4
To compile the annual and adjustment	Compilation of a credible annual budget	1				1	1

Objective	Key Performance Indicator	Base-line	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual target
budgets according to the requirements of the MFMA and relevant legislation	according to legislatively determined time-frames						
	Compilation of a credible annual adjustment budget according to legislatively determined time-frames	1			1		1
To ensure that the municipality comply with the reporting requirements of National and Provincial Treasury, COGHSTA, Council and Management	Monthly submission of section 71 reports	12	3	3	3	3	12
	Timely submission of the mid-year budget and performance report	1				1	1
	Reports regarding the SCM System as required by Treasury (Reports submitted annually, quarterly and on ad hoc basis)	100% according to requirements	100% according to requirements	100% according to requirements	100% according to requirements	100% according to requirements	100% according to requirements



Chapter 4

Budget 2012/13

4.1 2012/13 Budget Summary

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
R thousands									
Financial Performance									
Property rates	22	866	1 432	-	-	-	-	-	-
Service charges	5 546	7 654	11 267	-	-	-	-	-	-
Investment revenue	1 755	1 814	1 595	1 000	1 000	1 000	1 300	1 250	1 280
Transfers recognised - operational	-	-	65 413	64 114	70 954	70 800	58 815	60 729	64 268
Other own revenue	92 661	128 881	20 080	5 176	14 115	40	5 848	3 371	3 516
	99 984	139 215	99 787	70 290	86 069	71 840	65 963	65 350	69 064
Total Revenue (excluding capital transfers and contributions)									
Employee costs	34 029	35 836	45 380	40 499	39 863	39 775	43 012	44 711	46 891
Remuneration of councillors	3 021	2 878	3 286	3 750	3 800	-	3 900	-	-
Depreciation & asset impairment	4 040	3 786	2 500	1 656	1 656	1 656	1 847	1 939	2 036
Finance charges	392	1 632	378	250	250	-	250	-	-
Materials and bulk purchases	4 776	5 230	6 500	-	-	-	-	-	-
Transfers and grants	-	-	67	13 175	22 587	-	590	405	425
Other expenditure	55 466	115 526	86 616	9 285	18 350	10 935	14 434	15 051	15 803
Total Expenditure	101 724	164 888	144 727	68 614	86 506	52 366	64 033	62 106	65 156
Surplus/(Deficit)	(1 740)	(25 673)	(44 941)	1 675	(437)	19 474	1 930	3 244	3 908
Transfers recognised - capital	-	-	-	488	722	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	1 000	1 260	1 323
	(1 740)	(25 673)	(44 941)	2 164	285	19 474	2 930	4 504	5 231
Surplus/(Deficit) after capital transfers & contributions									
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(1 740)	(25 673)	(44 941)	2 164	285	19 474	2 930	4 504	5 231
Capital expenditure & funds sources									
Capital expenditure	-	-	4 605	1 488	1 722	-	1 000	1 295	1 095
Transfers recognised - capital	-	-	3 155	488	722	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-

R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	1 450	1 000	1 000	-	1 000	1 260	1 323
Total sources of capital funds	-	-	4 605	1 488	1 722	-	1 000	1 260	1 323
Financial position									
Total current assets	11 466	37 023	9 844	12 505	12 505	-	16 500	19 000	20 800
Total non current assets	88 876	110 461	81 876	75 000	75 000	75 000	121 600	123 700	142 000
Total current liabilities	16 678	29 451	3 513	2 161	2 161	2 161	5 007	3 822	2 540
Total non current liabilities	17 134	17 997	17 943	14 100	14 100	14 100	19 500	20 400	42 000
Community wealth/Equity	-	-	-	-	-	-	11 100	11 100	11 000
Cash flows									
Net cash from (used) operating	(7 582)	-	987	352	3 478	-	2 935	2 399	4 988
Net cash from (used) investing	(2 135)	-	520	(700)	(700)	-	1 000	-	-
Net cash from (used) financing	712	-	(380)	(220)	(220)	-	250	150	158
Cash/cash equivalents at the year end	(21 058)	(21 058)	(19 931)	21 617	24 743	-	32 305	34 854	40 000
Cash backing/surplus reconciliation									
Cash and investments available	8 280	26 279	7 244	12 505	12 505	-	15 000	18 000	20 000
Application of cash and investments	11 540	25 244	954	10 100	2 000	2 000	12 193	12 220	12 335
Balance - surplus (shortfall)	(3 260)	1 035	6 290	2 405	10 505	(2 000)	2 807	5 780	7 665
Asset management									
Asset register summary (WDV)	-	-	107 896	113 520	-	-	1 600	1 700	18 000
Depreciation & asset impairment	4 040	3 786	2 500	1 656	1 656	1 656	1 847	1 939	2 036
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	7 000	5 616	-	1 798	1 723	1 521	1 336	-	-

R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Free services									
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-
Households below minimum service level									
Water:	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-

4.2 Budgeted Financial Performance (Revenue and expenditure by standard classification)

Standard Classification Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue - Standard									
<i>Governance and administration</i>	89 471	44 777	81 199	56 952	62 918	62 909	62 407	65 323	69 037
Executive and council	55 176	4 391	35 671	4 550	10 580	10 571	6 450	6 818	7 673
Budget and treasury office	-	-	42 829	51 994	51 929	51 929	55 494	58 011	60 836
Corporate services	34 295	40 386	2 698	409	409	409	464	494	528
<i>Community and public safety</i>	773	827	862	2 779	11 082	11 072	17	8	8
Community and social services	47	26	9	-	-	-	8	8	8
Sport and recreation	-	-	-	-	7 000	7 000	-	-	-
Public safety	726	801	853	767	794	794	5	-	-
Housing	-	-	-	2 004	3 280	3 270	4	-	-
Health	-	-	-	8	8	8	-	-	-
<i>Economic and environmental services</i>	40 216	52 309	110 484	11 047	12 532	12 528	1 376	19	19
Planning and development	466	21	299	377	377	377	1 376	19	19
Road transport	39 750	52 288	110 184	10 670	12 156	12 151	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	-	-	6 726	-	260	260	-	-	-
Electricity	-	-	4 291	-	-	-	-	-	-

R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Water	-	-	2 435	-	260	260	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	1	-	-
Total Revenue - Standard	130 460	97 913	199 271	70 778	86 792	86 769	63 801	65 350	69 064
Expenditure - Standard									
<i>Governance and administration</i>	28 995	31 342	34 927	39 020	45 552	44 636	40 110	41 988	44 029
Executive and council	11 827	9 475	12 990	19 846	25 931	25 926	19 241	20 088	21 116
Budget and treasury office	-	-	10 070	7 333	7 780	7 710	8 457	8 860	9 241
Corporate services	17 168	21 867	11 867	11 841	11 841	11 000	12 412	13 040	13 672
<i>Community and public safety</i>	5 146	8 103	7 414	11 626	19 121	19 106	12 399	13 017	13 668
Community and social services	2 815	5 730	4 590	311	311	310	6 725	7 040	7 392
Sport and recreation	-	-	-	-	7 000	7 000	-	-	-
Public safety	2 331	2 373	2 824	3 638	3 782	3 775	3 530	3 707	3 892
Housing	-	-	-	1 881	2 232	2 231	2 143	2 269	2 383
Health	-	-	-	5 796	5 796	5 790	-	-	-
<i>Economic and environmental services</i>	50 739	63 300	117 414	20 123	21 859	21 854	8 028	7 174	7 532
Planning and development	4 666	5 730	7 189	6 053	6 304	6 300	8 028	7 174	7 532
Road transport	46 073	57 570	110 225	14 070	15 556	15 554	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
<i>Trading services</i>	-	-	9 835	-	260	260	-	-	-
Electricity	-	-	3 656	-	-	-	-	-	-
Water	-	-	4 666	-	260	260	-	-	-
Waste water management	-	-	958	-	-	-	-	-	-
Waste management	-	-	554	-	-	-	-	-	-
<i>Other</i>	-	-	-	-	-	-	3 229	3 366	3 534
Total Expenditure - Standard	84 880	102 745	169 589	70 769	86 792	85 856	63 765	65 544	68 763
Surplus/(Deficit) for the year	45 580	(4 832)	29 682	9	0	913	36	(193)	301

4.3 Budgeted Financial Performance (Revenue and expenditure per municipal vote)

Vote Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework			
	R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue by Vote										
Vote1 - Office of Municipal Manager	4 391	578	4 917	3 062	3 062	2 705	3 824	3 963	4 061	
Vote2 - Office of Executive Mayor and Speaker	-	35 094	2 317	1 488	7 518	7 350	2 626	2 855	3 612	
Vote3 - Budget and Treasury Office	40 386	42 829	49 924	51 994	51 929	51 924	55 494	58 011	60 836	
Vote4 - HR and Corporate Services	-	3 238	3 131	409	409	392	464	494	528	
Vote5 - Community Development Services	827	862	916	775	1 062	1 051	13	8	8	
Vote6 - Basic Services and Infrastructure	52 288	117 673	97 471	12 674	22 436	15 279	5	1	1	
0	-	-	-	-	-	-	-	-	-	
Vote7 - Development and Planning	21	299	164	377	377	376	1 376	17	18	
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-	
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-	
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-	
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	
Total Revenue by Vote	97 913	200 574	158 840	70 778	86 792	79 077	63 801	65 350	69 064	
Expenditure by Vote to be appropriated										
Vote1 - Office of Municipal Manager	-	3 309	10 294	9 952	9 952	-	10 161	10 607	11 106	
Vote2 - Office of Executive Mayor and Speaker	9 475	9 681	10 142	9 894	15 979	6 000	9 080	9 480	10 010	
Vote3 - Budget and Treasury Office	21 867	10 070	7 767	7 333	7 780	-	8 457	8 860	9 241	
Vote4 - HR and Corporate Services	-	22 251	13 989	11 841	11 841	-	12 412	13 040	13 672	

R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Vote5 - Community Development Services	7 215	7 413	10 862	9 745	10 149	-	10 255	10 747	11 285
Vote6 - Basic Services and Infrastructure	62 243	109 676	98 786	15 951	24 787	-	5 372	5 635	5 917
0	-	-	2 000	-	1 504	-	-	-	-
Vote7 - Development and Planning	5 730	7 189	6 949	6 053	6 304	-	8 028	7 174	7 532
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	106 529	169 589	160 789	70 769	88 296	6 000	63 765	65 544	68 763
Surplus/(Deficit) for the year	(8 617)	30 985	(1 949)	9	(1 504)	73 077	36	(194)	301

4.4 Budgeted Financial Performance (Revenue base source and expenditure by type)

DC45 John Taolo Gaetsewe - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast
Revenue By Source									
Property rates	22	866	1 432	-	-	-	-	-	-
Property rates - penalties & collection charges									
Service charges - electricity revenue	5 546	3 849	5 315	-	-	-	-	-	-
Service charges - water revenue	-	2 627	4 700	-	-	-	-	-	-
Service charges - sanitation revenue	-	686	745	-	-	-	-	-	-
Service charges - refuse revenue	-	492	507	-	-	-	-	-	-

R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Service charges - other									
Rental of facilities and equipment	45	56	44	40	40	40	60	70	80
Interest earned - external investments	1 755	1 814	1 595	1 000	1 000	1 000	1 300	1 250	1 280
Interest earned - outstanding debtors	11		35						
Dividends received									
Fines									
Licences and permits									
Agency services	2 130								
Transfers recognised - operational			65 413	64 114	70 954	70 800	58 815	60 729	64 268
Other revenue	90 475	128 825	20 000	5 136	14 075	-	4 918	3 301	3 436
Gains on disposal of PPE							870		
Total Revenue (excluding capital transfers and contributions)	99 984	139 215	99 787	70 290	86 069	71 840	65 963	65 350	69 064
Expenditure By Type									
Employee related costs	34 029	35 836	45 380	40 499	39 863	39 775	43 012	44 711	46 891
Remuneration of councillors	3 021	2 878	3 286	3 750	3 800		3 900		
Debt impairment	76	-	1 846				100		
Depreciation & asset impairment	4 040	3 786	2 500	1 656	1 656	1 656	1 847	1 939	2 036
Finance charges	392	1 632	378	250	250		250		
Bulk purchases	4 776	5 230	6 500	-	-	-	-	-	-
Other materials									
Contracted services	-	-	-	1 104	7 514	185	1 648	1 730	1 817
Transfers and grants	-	-	67	13 175	22 587	-	590	405	425
Other expenditure	55 390	115 526	84 770	8 181	10 836	10 750	12 686	13 320	13 986
Loss on disposal of PPE									
Total Expenditure	101 724	164 888	144 727	68 614	86 506	52 366	64 033	62 106	65 156
Surplus/(Deficit)	(1 740)	(25 673)	(44 941)	1 675	(437)	19 474	1 930	3 244	3 908
Transfers recognised - capital				488	722				
Contributions recognised - capital	-	-	-	-	-	-	1 000	1 260	1 323
Contributed assets									

R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Surplus/(Deficit) after capital transfers & contributions	(1 740)	(25 673)	(44 941)	2 164	285	19 474	2 930	4 504	5 231
Taxation									
Surplus/(Deficit) after taxation	(1 740)	(25 673)	(44 941)	2 164	285	19 474	2 930	4 504	5 231
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(1 740)	(25 673)	(44 941)	2 164	285	19 474	2 930	4 504	5 231
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(1 740)	(25 673)	(44 941)	2 164	285	19 474	2 930	4 504	5 231

4.5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Capital expenditure - Vote									
Multi-year expenditure to be appropriated									
Vote 1 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Executive Mayor	-	-	-	-	-	-	-	-	-
Vote 3 - Budget and Treasury Office	-	-	-	-	-	-	-	-	-
Vote 4 - HR and Corporate Services	-	-	-	-	-	-	-	-	-
Vote 5 - Community Development Services	-	-	-	-	-	-	-	-	-
Vote 6 - Basic Services and Infrastructure	-	-	-	-	-	-	-	-	-
Vote 7 - Development and Planning	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-

R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	-	-	-	-	-	-	-	-	-
<u>Single-year expenditure to be appropriated</u>									
Vote 1 - Office of the Municipal Manager	-	-	17	370	150	149	80	85	95
Vote 2 - Office of the Executive Mayor	-	-	633	20	20	15	550	100	100
Vote 3 - Budget and Treasury Office	-	-	250	20	110	110	50	80	100
Vote 4 - HR and Corporate Services	-	-	236	545	770	700	230	400	450
Vote 5 - Community Development Services	-	-	632	503	642	642	15	500	200
Vote 6 - Basic Services and Infrastructure	-	-	2 813	10	10	10	5	30	30
Vote 7 - Development and Planning	-	-	24	20	20	15	70	100	120
Capital single-year expenditure sub-total	-	-	4 605	1 488	1 722	1 641	1 000	1 295	1 095
Total Capital Expenditure - Vote	-	-	4 605	1 488	1 722	1 641	1 000	1 295	1 095
<u>Capital Expenditure - Standard</u>									
<i>Governance and administration</i>	-	-	1 136	955	1 050	-	910	665	745
Executive and council			650	390	170		630	185	195
Budget and treasury office			250	20	110		50	80	100
Corporate services			236	545	770		230	400	450
<i>Community and public safety</i>	-	-	632	503	652	-	15	500	200
Community and social services			32	15			15	500	200
Sport and recreation									
Public safety			600	488	642				
Housing					10				
Health									
<i>Economic and environmental services</i>	-	-	24	20	20	-	70	100	120
Planning and development			24	20	20		70	100	120
Road transport									
Environmental protection									
<i>Trading services</i>	-	-	2 805	-	-	-	-	-	-
Electricity			250						
Water									
Waste water management			2 555						
Waste management									

R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<i>Other</i>			8	10	-		5	30	30
Total Capital Expenditure - Standard	-	-	4 605	1 488	1 722	-	1 000	1 295	1 095
Funded by:									
National Government			2 555						
Provincial Government			600	488	722				
District Municipality									
Other transfers and grants									
Transfers recognised - capital	-	-	3 155	488	722	-	-	-	-
Public contributions & donations									
Borrowing									
Internally generated funds			1 450	1 000	1 000		1 000	1 260	1 323
Total Capital Funding	-	-	4 605	1 488	1 722	-	1 000	1 260	1 323